

Report on
The Expert Workshop on
The design and development of outline course package
for DDR Advance Course on Reintegration
(26-28 October 2009)

Kofi Annan International Peacekeeping Training Centre (KAIPTC)

by

Eugenia Date-Bah

1.0 Context

This report summarises the proceedings of an Expert Workshop on Reintegration that took place from 26 to 28 October 2009. It was organised by the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in collaboration with the German Development Cooperation that provided technical and financial support. The workshop took place against the experience of 7 DDR training activities that have been held at KAIPTC since 2003. The workshop's planning benefited from an earlier course review as well as from thematic discussions held in the context of the 5th Annual Meeting of the Integrated Disarmament, Demobilization and Reintegration Training Group (IDDRTG) at KAIPTC, 2-4 June 2009.

So far in Africa, disarmament and demobilization of ex-combatants tend to be largely satisfactory but reintegration remains a challenge and a threat to peace, recovery and development of the post-war society. Participants'

feedback from the DDR foundation courses at the Kofi Annan International Peacekeeping Centre (KAIPTC) and lessons learnt from reintegration programmes point to the complexity of the reintegration process and also the urgent need for an advance course in the region for more in-depth capacity-building of DDR practitioners as well as other stakeholders in this field. It is in this context that KAIPTC, with GTZ's support, convened an Expert Workshop on the Design and Development of a DDR Advance Course on Reintegration in Accra for three days (26-28 October 2009). The workshop's programme of work and participants appear in Annex A and Annex B respectively. The main outcomes of the workshop were a developed outline and topics for a modular course package for a DDR Advance course on reintegration programme, specific learning objectives, allotted time and pedagogical approach for delivering the different modules plus identified persons or institutions to develop specific modules of the package. These outcomes appear in Annex C.

The methodology adopted for the expert workshop included presentations and discussions in plenary for most of the sessions plus group work for the last session to outline the course package.

2.0 Opening Ceremony

The formal opening ceremony was performed by **Col. Oppong-Ochere**, the Deputy Commandant KAIPTC, accompanied by Colonel Dieter Schneider, Acting Head of the Peacekeeping Studies Department and Colonel Issah Wuni, Head of Training Department. The Deputy Commandant reiterated the objectives of the workshop, including information on KAIPTC's DDR courses so far and preparations the Centre had made to-date towards mounting the DDR advanced course on reintegration geared to filling the existing vacuum in this area. In his remarks, the GTZ Technical Adviser, **David Nii Addy**, drew attention *inter alia* to the reasons why GTZ has been supporting the envisaged reintegration course at KAIPTC and emphasized the importance of it being demand-driven, in order to ensure the subsequent usage of trainees. To this effect, he also pointed to the

important strategic linkages between the training centre, UN missions and other relevant regional actors engaged in post-conflict reconstruction and development. Prior to the formal opening ceremony, the Course Director **Col. Ibrahim Yusuf** had provided a brief background to the workshop and its expected outcome and urged the participants to be guided by these in their deliberations.

3.0 Session 1: Reintegration Experience in West Africa

This session consisted of 4 presentations including a lessons learnt paper and country reports on Sierra Leone, Cote d'Ivoire and Liberia. The lessons learnt presentation, by **Eugenia Date-Bah**, pointed to a number of lessons gathered from reintegration programmes implemented in post-war West African countries. They related to preparation and planning of reintegration programmes as well as to implementation which needs to be reflected in any course and training package developed for capacity building of reintegration staff and institutions in the region. The lessons on preparation and planning included the need for early design of the programme and to base the design on realities on the ground that had been gathered from context assessments, such as of the labour market, ex-combatants' profiles, institutional capacity, relevant policies and development programmes, conflict's root causes, the nature, expectations and concerns of the receiving communities; and gender analysis. She also highlighted lessons on national ownership, monitoring and evaluation, the importance of long-term donor funding and clear specification of indicators for assessing reintegration impact.

With regard to implementation, she pointed to lessons on capacity building of the national commission on disarmament, demobilization and reintegration, and the need to have a special employment unit within it that focuses on job absorption of the ex-combatants. Furthermore, there is a need to closely involve the Ministry of Labour and other relevant line ministries and civil society groups. Additionally the reintegration programme should not focus exclusively on skills training but on a mix of

types of reintegration assistance. Short duration skill training does not provide a skill level that enhances employability of the ex-combatants in a highly competitive labour market with very high levels of unemployment. The importance of on-the job training and job placement, long-term career counselling and psychosocial support, post-training support, more emphasis on life skills and allocation of an adequate time for an exit strategy were among the other lessons. Furthermore, she pointed to gaps in the lessons gathered which should be filled, such as in relation to self-reintegration and how to integrate sub-regional and regional perspectives in reintegration programmes.

With regard to Sierra Leone, **Rex Kenneh** provided an overview of the reintegration process in the country. It included not only community sensitization, traditional cleansing ceremonies, reconciliation, civic and citizenship education, psychosocial counselling but also traditional safety net allowance, training and employment opportunities in agriculture, public works and fisheries for adults. Furthermore, it covered family reunification support, community education grants, interim care centre services and training and employment fund for child ex-combatants. He identified a number of challenges and also pointed to pressure points like housing and access to land which had not been addressed. He also provided an overview of the current GTZ employment promotion programme's Youth Resettlement and Reintegration in Sierra Leone which, through a six –step approach, has been able to tackle a number of constraints to resettlement and reintegration of unemployed and under-employed youth from the towns and mining areas into their villages. The six steps comprised identification of returnees, verification and registration, arbitration (including mediated discussion with village elders and returnees to clarify mutual expectations, roles and responsibilities to ensure successful reintegration into the village community), transport of family heads and rest of family, provision of resettlement kits, livelihood support activities and follow-up. Within a period of three years (2006 -2009), the programme has been successful in reintegrating 1,679 in 13 villages due, inter alia, to

“careful planning, monitoring, transparency in all activities, and full beneficiary participation at all stages” as well as to the beneficiary support package which provided a balance between returnees’ needs and those of the villagers that remained during the crisis. There are plans to up-scale the project to cover other parts of the country.

In relation to Cote d’Ivoire, **Benjamin Olagboye** provided an account of the country’s reintegration process and identified a number of challenges including having a multiplicity of actors with little coordination to achieve synergy. There were many micro-projects by ONUCI and UNDP, which excluded cross-cutting issues like HIV-AIDs, weak collaboration with private sector, absence of gender-specific policies and lack of reintegration programme with emphasis on children and also on disability.

Alphonso Zonoe highlighted the challenges faced by the reintegration programme in Liberia from a civil society perspective. There were delays in delivery of reintegration assistance, limited capacity of local economies to absorb the ex-combatants as well as inaccessibility of some sites for reintegration assistance. Complexity of the land tenure system and provision of short-term skills training also constrain reintegration opportunities for the ex-combatants. An overview was provided of the experience of the NGO, Africa 2000 Network, which was one of the implementing partners (IPs) of the recent ex-combatant reintegration project in Liberia. This IP focused on providing skills training in sustainable agriculture in an area of the country that was considered unsafe. Males formed the majority of its target group. He pointed to the realization that reintegration covered different groups who “share the same host community”. Community participation enhanced ownership and responsibility. There was a need to support local reconciliation and conflict resolution processes, to facilitate access to land and to include sub-regional considerations related to the Mano River conflict zone. He underscored the need for a comprehensive DDR process.

In the ensuing discussion, participants emphasized the importance of timing, the reintegration programme's need to capture reality on the ground and the difference in strategies between reintegration in the rural and urban areas. The reintegration programme had to depict what could realistically be done vis-à-vis the number of staff, capacity of relevant institutions and available resources. Furthermore, the defined reintegration approach had to reflect the constraints on the ground and should also be linked to the locality's poverty situation.

4.0 Session 2: Reintegration Issues in other parts of Africa

The presentations here covered reintegration issues in other parts of Africa including Sudan, Eastern Democratic Republic of the Congo, Congo Brazzaville, Rwanda and Burundi. Sudan, according to **Basil Massey** and **Celestine Procter**, represented one of Africa's most complex reintegration programmes stemming from the fact that currently there were four DDR programmes - in the North, South and Darfur. There were also a number of DDR Commissions in the Northern and Southern parts of the country (NSDDRC and SSDDRC) and a National DDR Coordination Council (NDDRCC). Additionally, there was an Integrated United Nations DDR Unit (IUNDDRU) formed by the UN Mission in Sudan (UNMIS), UNDP and UNICEF. There were colossal numbers of ex-combatants to be covered such as 180,000 for four years in the South. The reintegration process had several objectives and packages and faced a number of challenges. They included poor road network, large size of the diverse states, limited capacity of DDR commissions and other relevant stakeholders, levels of expectation of government and ex-combatants, how to develop psychosocial and social reintegration components, access to productive resources, long-term reintegration funding and inadequacy of staffing and operational support. A number of lessons had been gathered, such as having mechanisms to coordinate roles and responsibilities of all stakeholders at the different levels, a two-pronged approach to capacity building and strong mapping of the context and market trends before developing reintegration packages, involving communities in the programme to be able to minimise potential

conflicts in the communities, data management and how to improve donor support. It was noted that efforts were afoot to build these lessons into the on-going reintegration programme. The programme plans to recruit about 500 qualified DDR staff in the future which provides further testimony of the demand-driven nature of the training at KAIPTC.

With regard to Congo Brazzaville, **Guy Saizonou**, drew attention to key features of the national DDR programme (PNDDR), covering a total of 19,588 ex-combatants. The main economic activities within the reintegration process were small businesses, animal husbandry and agriculture. Its drawbacks included inadequate coverage of gender issues, insufficient financial resources for the reintegration process, inadequate monitoring and evaluation and local ownership. The UNDP's DDR approach in the Congo had tried to overcome some of these shortcomings. For example, there was emphasis to develop income-generating activities, gender sensitivity, participatory approach and community involvement.

Leopold Bafutwalo provided an overview of the GTZ support to the reinsertion and reintegration programme in Burundi, which was currently in its second phase. The target group consisted of not only ex-combatants but also returnees, internally displaced people, resident victims of the war and the Batwa (an ethnic minority). The first phase focused on facilitating the socio-economic integration of war victims and covered reactivation of agricultural production, vocational training, income-generating activities, as well as housing and social infrastructure reconstruction. The current second phase covers reconciliation, community development and economic development. The programme's approach was participatory, community-based, multi-dimensional and holistic and integrated lessons learnt. A number of key positive results had been realized such as ex-combatants' commitment to reconciliation and women's participation in decision-making. Among the persisting challenges were proliferation of small arms and light weapons, conflicts over land because of high population density, high levels of poverty and limited implementation of decentralization policy.

In the Democratic Republic of the Congo, **Ivor Fung** detailed the support which the UNDP was providing to the DDR programme. It was promoting reintegration of ex-combatants without arms who are excluded from the DDR programme. Incredibly, the proportion of such combatants currently constituted 80 per cent of the total combatants. The UNDP support had established partnerships with NGOs working on labour-based infrastructure rehabilitation (HIMO) and longer-term community reintegration into which the programme's target group could be absorbed. The programme was also collaborating with other agencies that could absorb ex-combatants in community projects. Among the challenges the programme currently faced were donor reluctance, delays in release of World Bank and ADB funds due to their institutional bureaucracies. In terms of prospects, the UNDP's approach could be extended to other areas of the country. Furthermore, the ex-combatants could be integrated into UNDP's regular community recovery programmes.

In the ensuing discussion, a number of issues were raised by the workshop's participants. They included community-based approach, having a mixed group as the target of a reintegration programme rather than focusing on only ex-combatants. There is a need to have a different reintegration approach for militia and military commanders. In Sudan, for example, there was the commander incentive programme. DDR was not linear nor a sequential process. While emphasising the importance of psychosocial counselling in reintegration, the group also pointed to one lesson, namely that we could not use totally western approach to psychosocial counselling in the African context but also include traditional approaches which are prevalent in some communities. ICRC could be involved in addressing the serious psycho-social traumas of the ex-combatants and the other conflict-affected groups, especially in contexts where there was a shortage of professional counsellors. An innovative approach was the organization of youth camps which provided a forum for youth to discuss the conflict, their experiences within it and what they could do together. While the emphasis so far had been on the private

sector, the infrastructure rehabilitation and construction, the public sector as a whole should not be ignored as this sector could allocate a percentage of jobs to the ex-combatants to support their job absorption. In terms of institutional capacity building, the emphasis should not be on the NCDDR alone but also NGOs and other bodies associated with the reintegration programme. In considering disabilities among ex-combatants, the issue was raised to look at the different types of disability so that the varied forms of assistance required could be identified. Attention was also drawn to cooperatives and creation of cottage industries as possible avenues for promoting job reintegration of the ex-combatants. Fast-track integration of the demobilized combatants into the security forces was perceived to be only a form of reinsertion but not long-term reintegration as a number would lose their jobs during the security sector reform process.

5.0 Session III: Highlights of Draft IDDRS Modules on Reintegration and presentations by Organizations

This session included presentations by UNDP, ILO, DPKO, and UNHCR. The presentation, by **Glaucia Boyer** of UNDP and **Shukuko Koyama** of ILO, provided an overview of the IDDRS (integrated disarmament and demobilization standards) launched in December 2006 and the rationale for its development, namely to avoid reinventing the wheel each time there was a DDR process to be handled and also to have a common approach within the UN system for DDR. Their main focus, however, was on the current revision of the reintegration module, being handled by the IAWG (inter-agency working group) sub group on reintegration, led by ILO and UNDP. The original module required revision to fill gaps identified in its usage and also to upgrade its low level. The on-going review attempts to better align the reintegration module with the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration; to further develop the psycho-social aspects of reintegration to avoid socialization of violence; to provide full coverage of political reintegration; to link reintegration to wider post-conflict recovery; to include natural resource management in reintegration; to fully integrate such cross-cutting issues as

HIV/AIDs, gender as well as special needs groups including women, children, youth, elderly and disabled persons. She highlighted other elements of the revision such as in terms of timing, size, cross-referencing to other relevant modules in the IDDRS and planned validation workshop in late November 2009.

With regard to ILO's work on reintegration of ex-combatants, **Shukuko Koyama** focused on recent knowledge development by the organization and some of the challenges in reintegration. Apart from research on DDR and disabilities (in Liberia), ILO has been involved in the revision of the IDDRS modules on reintegration, youth as well as disabilities and has also recently completed Guidelines on Socio-economic Reintegration of Ex-combatants and a How to Guide on Economic Reintegration of Working Age Children and Youth Formerly Associated with Armed Forces and Groups and other War-Affected Children.

Gregory Alex, of DPKO, provided a clear distinction between short-term reinsertion and long-term reintegration. He also pinpointed some of the key issues in planning reintegration programme including the various context and opportunity analyses, ex-combatant identification, monitoring and evaluation, adaptability and harmonization with other programmes in the country. He also drew attention to an interactive planning tool for reintegration. The latter however should have received more expatiation to enhance participants' understanding and its usage.

In the absence of IOM, an overview of Information, Counselling and Referral System (ICRS) was provided by another participant. Attention was, inter alia, drawn to key principles in counselling. Relevant experiences of UNHCR in dealing with returnees/ ex-combatants in West Africa were also shared, by **Lisa Quarshie**, with the participants. She adduced reasons why potential Liberian returnees (currently resident in Ghana) would not return to Liberia and they ranged from lack of security in their country, long periods of exile, fear of the unknown and lack of capital to start a livelihood. A high illiteracy level, marginalization of some groups, including

women and youth, as well as ineffective social, economic and political fabric were among the identified challenges to reintegration. She noted that although there could be some ex-combatants among the refugees, the UNHCR had not the means of identifying them hence none of them in the Camp is documented as ex-combatant. She also provided information on the role of UNHCR.

One of the issues raised during participants' deliberations was the appropriate duration for a reintegration programme to ensure its sustainability. A minimum of three years was mentioned by some. Reintegration should not be looked at as an isolated matter but as an integral part of the country's development and poverty reduction strategy to make it sustainable. Management information system was seen as crucial for managing all information/data emerging from the programme. Although important notices and information were given to ex-combatants, reintegration briefing currently tended to be provided by young inexperienced staff with no relevant professional background. A number of reinsertion challenges were pointed out. For example, it was noted that too much cash payment to ex-combatants as part of reinsertion package was harmful to the programme. While recognizing the merits of payment of the money in instalments including preventing the ex-combatants from squandering it quickly, the cost of making such payments repeatedly was a major constraint. "Fast-track" reintegration was actually reinsertion since it was not for a long time. Area-based interventions should be an integral component of reintegration programmes. Infrastructure rehabilitation should be a basic tool for the ex-combatants' socio-economic reintegration. In Ghana, some of the repatriated Liberian refugees had returned to the camps in Ghana because of a number of challenges encountered by them in their reintegration such as lack of jobs, high cost of living, perception of insecurity of their home environment in Liberia and inability to trace family members.

The recent World Bank Multi Donor Reintegration Programme (MDRP) was considered a "failure". Nevertheless the lessons from it could be relevant

for the planned KAIPTC reintegration course as one learnt not only from successes but also failures. Line ministries should be an integral part of the planned trainees of the KAIPTC's reintegration course. The appropriate duration for the planned reintegration course should be at least 6 days. The KAIPTC course should commence with a training of trainers' course. An attempt should be made to revitalise the network of DDR professionals in West Africa that had been set up some time ago but currently appeared to be dormant. In addition to having reintegration courses for participants drawn from several African countries, the course could also be organized in a specific country, like Sudan which is currently hiring about 500 DDR professionals.

6.0 Session IV: Design of Course Package

This session focused on the design of a course package for the planned KAIPTC advance DDR course on reintegration. There was a presentation **by Irma Specht** on the structure, content and lessons learned from the reintegration course which her organization, Transition International, currently runs with International Alert. This presentation was geared to providing suggestions for the planned KAIPTC Advance course. The course was IDDRS compliant but went beyond UN tools and methodologies. It employed several interactive techniques and teaching methods including lectures, discussions, role playing, simulation exercises, working on essential soft skills, teamwork, multi-media presentations, theatre and art, cross learning and assessment. It made use of many experienced resource persons and trainers and drew participants from different levels. The course content consisted of DDR in peace process, disarmament and demobilization, preparing for reintegration, economic reintegration (strategy and programme options), community perspectives, psycho-social factors, special concerns (youth-focused reintegration, people with disabilities, supporting reintegration of children, gender dynamics), standards for implementing and monitoring, simulation exercise in teams to design a reintegration strategy, framework with timeline, poster and TV-spot. Participants received a certificate based upon performance, career

advice and further training advice. The course's challenges and further developments included making it more cross-cultural, providing more "soft skills", and making the reintegration approach more youth-oriented. Course participants were sponsored by their organizations. The course had high demand and received many applicants.

From the above experience, Irma Specht recommended that the planned KAIPTC course should have duration of 7 days, include more trainers with diverse view points on reintegration for better exposure of the participants, and address such "new" issues as ex-combatants recruited to neighbouring wars and support for self-reintegration. Furthermore, it should emphasise linkage of reintegration to early recovery and broader plans and programmes. It should try periodically to include new insights. It should target practitioners from NGOs, UN Staff at P1 –P3 level, programme and field staff of DDR Commissions. It should thus not be another course on designing a reintegration strategy and programme but be different from the current Transition International Course.

The workshop's participants debated these suggestions at length and arrived at the following conclusions: that the course should be IDDRS compliant, have a duration of 6 days, have DDR planners and implementers at different levels as participants, focus on Africa, include a full day simulation exercise at the end of the course and employ a number of teaching and learning methods. There should also be an initial module on DDR to recapitulate relevant knowledge and issues about the process as a whole. The workshop's participants were then provided, by the course director – **Ibrahim Yusuf** -, with guidelines for drafting the course package and divided into two groups to carry out this activity. The results were presented in plenary for comments. An attempt was also made to harmonize the two outputs. The harmonized model is attached to this report. Participants proposed names within and outside their organization to prepare initial drafts of the different modules for submission to Ibrahim Yusuf, the course director, with copies to Eugenia Date-Bah, the consultant who is the lead person for the development of the course content for the

advance DDR course on reintegration. It was also proposed that after the development of the draft package, a training of trainers (TOT) workshop should be organized in the first quarter of 2010 before a pilot training is held. These events would, inter alia, contribute to the review of the package, to fine tune it and also to keep potential facilitators abreast with the package. The course's participants should be sent course reading materials in advance to aid their preparation before arriving for the course.

The above crucial session was followed by a meeting between the UNDP/ILO and the participants for receipt of specific comments from the participants on the current draft of the revised IDDRS reintegration module.

7.0 Closing ceremony

The closing ceremony was performed by the **Commandant KAIPTC, Air Vice Marshal CEK Dovlo**. Also in attendance were the Deputy Commandant, Col. Opong-Ochere, the Acting Head of the Peacekeeping Studies Department, the GTZ Technical Adviser and the Course Director. The Commandant stressed that the DDR course was one of the Centre's flagship programmes and the planned advance course on reintegration would further add to the course's relevance. He observed that DDR courses were needed not only in contexts with international peace support operations but also in areas with localised conflicts like the Niger Delta area in Nigeria. In fact DDR skills were needed in the whole West African sub-region.

Three of the participants also spoke on behalf of the workshop's participants. Basil Massey underscored the importance of the course that KAIPTC was initiating. It was necessary for KAIPTC to supplement the training at the Centre with country-specific DDR and advance reintegration courses. The course's participants should be a mix of staff from government, NGOs, UN, sub-regional and regional bodies. In this connection, the Commandant pointed out that KAIPTC was considering having mobile training teams. Glaucia Boyer referred to the IDDRS and the IAWG sub group on DDR which was keen to link up with KAIPTC's DDR training courses including the advance one on reintegration. The planned

course should be IDDRS compliant. She raised the issue of certification and also promised to share new materials with the course including the revised IDDRS modules on reintegration. Ivor Fung also pointed to a number of concerns including the need to reflect the current trend of downsizing of the security sector and how to integrate those that leave the forces.

The general impression was that the workshop had been a major success. It had achieved its objectives and had been very fruitful. Additionally, the level of discussions had been of a high standard. The main follow up consists of: a) development of the course modular package after the various inputs, promised by the participants, had been received; b) possibly the organization of a training of trainers course and; c) a pilot advance DDR course on reintegration in the first half of 2010.

Annex A

PROGRAMME FOR THE EXPERT WORKSHOP ON THE DESIGN AND DEVELOPMENT OF OUTLINE COURSE PACKAGE FOR DDR ADVANCE COURSE ON REINTEGRATION (26-28 OCTOBER 2009)

SUNDAY 25 TH OCTOBER				
Time	Session	Topics	Responsibility	Notes
0800-2300	Arrival of Participants	Accommodation at Holiday Inn Hotel	Kakra	
MONDAY 26 TH OCTOBER				
Time	Session	Topics	Responsibility	Notes
0830-0925	ICEBREAKER/Registration	Introductory Remarks/Introduction by participants	Ibrahim/participants	Bus will convey participants from Holiday Inn Hotel to KAIPTC at 0745 hrs
0930-1000	Opening Ceremony	Welcome Remarks by Deputy Commandant KAIPTC	Deputy Commandant	
		Group photograph	Chief Coord	
1000-1030		TEA BREAK		
1030-1050	Reintegration Experience in West Africa	Overview of Lessons Learned from the Reintegration Programmes in Selected Post-Conflict West African Countries	Eugenia Date-Bah	
1055-1110		Challenges of Reintegration of Ex-Combatants: A Case Study of Sierra Leone	Rex Kenneh	
1115-1130		Challenges of Reintegration of Ex-Combatants in DDR Programme in Cote d'Ivoire (UNDP)	Benjamin Olagboye	
1135-1150		The Challenges of Reintegration of Ex-Combatants in DDDR Programme in Africa: The Experience of Africa 2000 Network-Liberia	Ebenezer Zonoe	
1150-1230		DISCUSSION	David Nii	

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Time	Session	Topics	Responsibility	Notes
1230-1330		LUNCH		
1330-1345		The Challenges of Reintegration of Ex-Combatants in DDR Programme in Sudan	Basil Massey/Celestine	
1350-1405		The Challenges of Reintegration of Ex-Combatants in DDR Programme in Congo Brazzaville	Guy Saizonou	
1410-1425		Challenges of Reintegration of Ex-Combatants in DDR Programme in Burundi (GTZ's Experiences)	Leopold Bafutwalo	
1430-1445		Information Counselling and Referral System in Sudan	Celestine Procter	
1445-1530		DISCUSSION	Gregory Alex	
1530-1600		TEA BREAK		
1600-1700	IDDRS Modules on Reintegration	Presentation by UNDP on the Revised IDDRS Modules and Complex Challenges of Reintegration	Glauca Boyer	
1700-1745		DISCUSSION End of Day One	Kenneth Abotsi	
TUESDAY 27th OCTOBER				
0830-0845	Presentations by Organisations	ILO's Assessment of Key Issues in the Socio-economic Reintegration of Ex-combatants in Africa	Shukuko Koyama	Bus will depart Hotel at 0800 hrs
0850-0905		Community Reintegration of Ex-Combatants in Eastern DRC: Principles and Strategies	Ivor Richard Fung	
0910-0925		Sharing of UNHCR experiences in dealing with returnees/Ex-Combatants in West Africa	Lisa Quarshie	

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0930-0945		DPKO's Perspectives on Key Issues that affect the Planning and Implementation of DDR Programme(linkage between reinsertion and reintegration)	Gregory Alex	
0945-1015		DISCUSSION	Basil Massey	
1015-1030		TEA BREAK		
1030-1100	Design of Course Package	Structure, Content and Lessons Learned from the Reintegration Course Organised by Transition International/International Alert and Suggestions for KAIPTC's Advance Course on Reintegration	Irma Specht	
1100-1120		DISCUSSION	Ibrahim	
1125-1300	Design of Course Package	Drafting of course package in accordance with the guidelines in the concept note for the workshop	Ibrahim/Eugenia/Irma	Participants will work in two sub- groups
1300-1400		LUNCH		
1300-1500	Design of Course Package	Drafting of course package continues	Ibrahim/Eugenia/Irma	Sub-group work
1500-1530		TEA BREAK		
1530-1630	Design of Course Package	Drafting course package continues	Ibrahim/Eugenia/Irma	Sub-group work
1930-2130		DINNER at Le Magellan Restaurant	Kakra	Kakra to liaise with restaurant
WEDNESDAY 28th OCTOBER				
0830-1000	Design of Course Package	Drafting course package	Ibrahim/Eugenia/Irma	
1000-1045	Design of Course Package	Presentation of Outline Course Package by Sub-groups	Sub-groups	
1045-1100		TEA BREAK		
1100-1200	Design of Course Package	Harmonization of Outline Course Package	Ibrahim/Eugenia/Irma	

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1200-1330	UNDP/ILO	Discussions/Consultations on Revised IDDRS Modules on Reintegration	Glaucia /Shukuko	UNDP/ILO
1330-1430		LUNCH		
1430-1500		Closing Remarks by the Commandant KAIPTC	AVM CEK Dovlo	
THURSDAY 29th OCTOBER DEPARTURE				

Annex B

LIST OF PARTICIPANTS FOR THE EXPERT WORKSHOP ON THE DESIGN AND DEVELOPMENT OF A DDR ADVANCE COURSE ON REINTEGRATION (26 - 28 OCTOBER 2009)

Name	Title	Organization	Country	Email	Telephone
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Annex C

Harmonized Outline of Course Package for DDR Advanced Course on Reintegration

KAIPTC, 28 October 2009

Period required for Delivery: 6 days

Target Participants: Planners and implementers of ex-combatant reintegration programmes in Africa including personnel from the following organisations:

- National DDR Commissions.
- UN country missions, UN IAWG-DDR.
- ECOWAS and AU.
- Development organisations working for ex-combatants reintegration.
- Line ministries/government departments/agencies involved with reintegration programmes.
- Relevant NGOs/CSOs actively participating or supporting DDR programmes in conflict-affected or post-conflict African countries.

Overall Learning Objectives

Participants will be able to:

- Effectively plan and implement reintegration programmes.

In order to do that, they will be able to:

- Respond to reintegration challenges
- Bring to together reintegration stakeholders and support for consensus building
- Define reintegration approaches to the best fit the situational context
- Identify and seek operational support: MIS personnel logistics
- Identify and capacitate implementing partners, national counterparts and others

** The course and the course package, prepared for it, will be IDDRS compliant. It will be complemented by already existing tools and other materials available within and outside the UN system. Attention of those interested in acquiring more in-depth knowledge on issues covered in specific modules is drawn to additional relevant courses that they may consider. ***

Module Topics

1. **Overview of DDR in the recovery, peace building and development context**
(Introduction to DD)
 - Possible resource people: Yusuf
2. **Guiding Principles, Approaches and Key elements of Reintegration**
 - Possible resource people: Amanuel (Reintegration Advisor UNDP Sudan)

3. **Reintegration Assessments and Analysis**
 - Possible resource people: Irma Specht (Opportunity Mapping); Shukuko (Labour Market Assessment); Shukuko (ILO/WHO Geneva for Disability); Samara - Gender (UNDP Sudan).
4. **Design of Reintegration Programmes**
 - Celestine Procter(UNDP Sudan); Rex Kenneth; Irma Specht (strategy); Monique Tummers (UNDP Sudan), Sheku Silla (UNDP Sudan), Public awareness and sensitization and M&E; Sarah Ahui (UNDP Congo B)
5. **Advocacy and Resource Mobilization**
 - Sarah Douglas (UNDP Sudan) Basil Massey (UNDP Sudan) Ivor Fung (UNDP DRC)
6. **Coordination, governance and institutional mechanisms for reintegration**
 - Glaucia (UNDP Geneva); Basil Massey (UNDP Sudan)
7. **Operationalizing Reintegration**
 - Guy (UNDP Congo B); Ram Iyer and Celestine (UNDP Sudan)
8. **Cross-cutting issues**
 - Tonet Ortega (UNDP Sudan); Pia Marva (HIV/AIDS –UNFPA New York); Fatouma Ibrahim (UNICEF Amman) Sihaka Tsemo (GBV - UNDP DRC); Esther Waters (WAAFG – UNDP Sudan); Joyce Kamara (elderly- UNDP Sudan); Lisa (UNCHR Ghana cross border)
9. **Economic Reintegration**
 - Besmillah Ikhlas, Amanuel and Betsy Lippman (UNDP Sudan) Irma Specht Shukuko (ILO Geneva); Chanan (private sector – International Alert UK) GTZ on private sector
10. **Social/Psychosocial Reintegration**
 - Ibrahim Bangora (community XC reconciliation – contact through Irma) Elisabeth Schauer (contact through Glaucia); GTZ DRC; UN Habitat (through Shukuko); ICRC (through Basil Massey); UNICEF on family reunification
11. **Political Reintegration**
 - Ivor Fung (UNDP DRC); UNDP Geneva (through Glaucia)
12. **Security and Reintegration**
 - Ivor Fung (UNDP DRC); Kumar (Community security UNDP Sudan); Tomo (community security – UNDP Sudan) Thomas Jaye (KA IPTC)
13. **Simulation**
 - Adriaan Verheul (DKPO Sudan); Chanan and Irma Specht

Module Description/Scope

Module 1 - Overview of DDR process in the recovery, peace building and development context (1 hour 30 mins) Day 1

Learning Objectives

General:

- To bring all participants to the same level of understanding of DDR Process.

- To understand the context of DDR that we are working in.

Specific Objective/s:

- To recap definitions of DDR and eligibility
- To recap on DDR processes and experiences
- To brainstorm on challenges of DDR
- To understand DDR in the wider context of recovery and development
- Linkages between DD and R; Reinsertion and R

Session at a glance

Subject	Time	Methodology for delivery	
Ice Breaker	10 mins	participants give one example of the most effective thing they have seen in a DDR programme, and the worst practice they have seen	
Introduction to DDR	45 mins	Brainstorm on definitions of DDR concepts; eligibility; Brief overview provided on the context of DDR programmes, links between DD and R, and reinsertion.	
Country Experiences	35 mins	Brainstorm on challenges and experiences of DDR	

Module 2 - Guiding Principles, Approaches and Elements of Reintegration (4 hours)

Learning Objectives

- To understand and be able to apply the guiding principles and approaches/strategies of reintegration.
- To understand the scope and different elements of reintegration including economic, social/psychosocial, political etc

Session at a glance

Subject	Time	Methodology for delivery	
What are the guiding principles for use in reintegration?- equity, national and local ownership, sustainability, flexibility, social	20 mins	Introduction – test of knowledge	

inclusion, partnerships**			
Understanding the Guiding Principles	40 mins	Presentations on guiding principles followed by discussion	
Reintegration Approaches and core strategic options: Overview	40 mins	Presentation of the types of approaches	
Reintegration Approaches: Individual ex-combatant focused - Special Needs Groups – is there a need for separate programming?	2 hours	Buzz groups four subject areas	
Approaches: Community Based reintegration (including mixed group – combatants and non-ex-combatants in community)			
Stabilization/ Fast track Approach: pros and cons – is this reintegration?			
What is an integrated approach? _____			
An overview of what the different elements of reintegration are – economic, social/psycho-social, political etc**	30 mins	Presentation and discussion	

Module 3 – Reintegration Assessments and Analysis (8 hours) Day 2

Learning Objectives

- To understand the different assessments required for the design of reintegration programmes.
- To be able to apply/organize such assessments to inform reintegration programme design.
- To be able to analyze and use the assessments' results for effective planning and implementation of reintegration programmes.

Session at a glance

Subject	Time	Methodology for delivery	
Overview of the types of assessment	30 mins	Brief presentation on the types of assessments (and the importance of ensuring involvement of stakeholders in programme design)	
Conflict and Security analysis	1 hour	Presentation plus discussion, complimented by available tools on specific assessments that can be used.	IDDRS 4.30, PCNA

Profiling of ex-combatants Pre-registration and in depth profiling	1 hour	Presentation & discussion	IDDRS 4.30
Labour Market analysis including opportunity mapping	1 hour		ILO Guidelines, Manual on Opportunity & services mapping (Transition International/NODIFIC)
Diagnosis of communities/areas of return - socio-economic, political, cultural, religious & climatic conditions & mapping of available services; Community perception surveys	1 hour		IDDRS 4.30 ILO Guidelines
Analysis of existing and forthcoming policies and plans e.g. economic recovery, PRSPs, SSRs etc.	1 hour		IDDRS 2.20, 4.30, UN employment policy. New IDDRS module on SSR
Reintegration Opportunities and Services including other development and rehabilitation programmes			
Mapping of potential implementing partners, national counterparts, other actors and stakeholders; Assessment of their institutional capacity of potential implementing partners.			IDDRS 2.30 ILO Guidelines
Gender Analysis	1 hour		IDDRS 5.10, UNIFEM checklist on gender & DDR, UNIFEM Guidelines
How to analyze data generated	1 hour	Practical task and feedback session in groups using real case assessments	
Data Management and MIS (management information system).	30 min	Presentation and discussion	

Module 4 – Design of Reintegration Programmes (4 hours) Day 3

Learning Objectives

- To be able to identify key areas to be covered in the design of reintegration programmes
- To be able to identify design challenges of reintegration programmes.

Session at a glance

Subject	Time	Methodology for delivery	Tools/Materials
Overview of Design of Reintegration Programmes	30 mins	Presentations with use of tools	IDDRS 4.30. ILO Guidelines
Identify objective, appropriate approach, main activities, exit strategy, Outputs and end result/impact of reintegration.	3 hours 30 mins	Parallel working groups on strategies using fictitious country example	
Identify key indicators, and baseline			
Identify annual targets			
Developing framework for Monitoring and Evaluation strategy		Parallel working groups on strategies using fictitious country example	IDDRS 3.50, Field Guide
Developing framework for ICRS – how is it going to be done		Parallel working groups on strategies using fictitious country example	
Developing awareness and sensitization strategy		Parallel working groups on strategies using fictitious country example/ theatre	
Developing capacity building strategy		Parallel working groups on strategies using fictitious country example	
Developing links with sectoral/recovery/ development programme for exit strategies		Parallel working groups on strategies using fictitious country example.	
Drafting an operational plan covering the multifaceted areas of reintegration		Case study work in groups.	
Identify human resources, logistics, roles and responsibilities. & prepare budget, timeline/duration		Presentation, Discussion & sharing experiences	

Module 5 – Advocacy and Resource Mobilization (1 hour 30 minutes)

Learning Objectives

- To be able to raise awareness of the importance and scope of reintegration
- To be able to understand the potential sources of resources for reintegration programmes.
- To improve skills for mobilizing resources for reintegration programmes

Session at a glance

Subject	Time	Methodology for delivery	
Raise awareness of the importance and scope of reintegration	30 mins	Presentations with discussions	IDDRS
Potential sources for resources	30 mins	Presentations with discussions	
Improve skills for mobilizing resources	30	Presentation with discussion	

Module 6 – Coordination, governance and institutional mechanisms for reintegration (1 hour)

Learning Objectives

- To equip reintegration staff to be able to identify and establish coordination, governance and institutional mechanisms for reintegration.
- To improve skills for supporting the functioning of these mechanisms

Session at a glance

Subject	Time	Methodology for delivery	
Types of mechanisms	10 mins	Presentation on mechanisms	
Identification of mechanisms	20 mins	Participatory discussions illicit to flip chart – how do we do this?	
Functioning of mechanisms	30 mins	Participatory discussions illicit to flip chart – how do we do this? Based on country experiences	

Module 7 – Operationalizing Reintegration (1 hour 30 mins)

Learning Objectives

- To be able to develop work plans and contingency plans (implement MandE, capacity building and sensitization strategies).
- To be able to identify support needed; capacities; human resources; logistics; MIS
- To be able to identify risks and assumptions, troubleshoot and methods of mitigating risks

Session at a glance

Subject	Time	Methodology for delivery
Developing Work plans and contingency plans	45 mins	Presentation on mechanisms with follow up discussions
Identification of support	30 mins	Participatory discussions elicited to flip chart
Identification of risks/assumptions/troubleshooting and methods of mitigation	15 mins	Participatory discussions elicited to flip chart – how do we do this? Based on country experiences

Module 8 – Cross cutting Issues (3 hours 20 minutes) Day 4

Learning Objectives

- To understand what the cross-cutting issues are, such as gender and gender-based violence, special needs groups and cross-border issues.
- To be able to mainstream the cross-cutting issues within reintegration programmes.
- To understand reintegration specific needs of communities and individuals
- To understand needs of specific groups to be able to design appropriate support.

Session at a glance

Subject	Time	Methodology for delivery	Tools/materials
Gender and gender-based violence	1 hour	Presentation and exercises	IDDRS 5.10
Reintegration specific needs of communities and individuals (war-wounded and other disabled, PWDs, youth, children associated with armed conflicts –CAAFGS, WAAFgs, widows, elderly)	2 hours	Brainstorming and splitting into groups for each group to take a category For case study work	IDDRS5.10, 5.20, 5.30, 5.40, 5.60, New IDDRS module on disabilities, IDDRS 5.20
Cross-border issues	30 mins	Presentation & discussion	IDDRS
Environment	20 mins	Presentation	UN-Habitat publication on Post-conflict Land Disputes

Module 9 – Economic Reintegration (3 hours 30 minutes)

Learning Objectives

- To understand the post- conflict economic environment to be able to define appropriate strategy/approach
- To understand employability of ex-combatants
- To understand and apply creation of income generating opportunities
- To understand and apply access to productive resources
- To understand career guidance and links to ICRS/employment bureaux
- To understand natural resource management

Session at a glance

Subject	Time	Methodology for delivery		
Post-conflict economic environment	30 mins	Presentation by expert and participatory interactive discussions	UN policy; Post-conflict employment creation, income generation & reintegration; ILO guide, Jobs After War.	
Employability (required skills) of ex-combatants	45 mins		UN policy; Post-conflict employment creation, income generation; ILO guide	
Creation of Income generating opportunities including differences in options between private sector and public sector, urban and rural etc.	45 mins		IDDRS revised reintegration module. UN policy; Post-conflict employment creation, income generation; ILO guide	
Access to Productive resources – credit, land, productive technology etc	30 mins		ILO guide ILO/UNHCR manual on micro-finance in post-conflict contexts	
Career Guidance and links to ICRS & employment bureau	20 mins		IDDRS 4.30, ILO Guide	
Natural Resource Management	20 mins			
Challenges to economic reintegration	20 mins			IDDRS 4.30

Module 10 – Social/Psychosocial Reintegration (3 hours 30 minutes) Day 5

Learning Objectives

- To understand the post-conflict social/psychosocial environment (including community, family and individual levels)
- To understand how to address medical and psychosocial issues
- To understand family reunification issues
- To understand how to address social networks, justice and reconciliation issues,
- To understand how to address housing and property issues
- To understand how to address socialization of ex-combatants (life skills, re-education especially of youth)

Session at a glance

Subject	Time	Methodology for delivery	
Post-conflict social/psychosocial environment	40 mins	Presentation by expert and participatory interactive discussions	IDDRS 4.30
Medical and health issues (include HIV/AIDS)	30 mins		
Psychosocial Issues	30 mins		
Social networks, justice and reconciliation issues	20 mins		
Housing and property issues	20 mins		
Socialization of ex-combatants (life skills, re-education especially of youth)	40 mins		IDDRS 4.30
Explore relevance of social protection (?)	30 mins		

Module 11 – Political Reintegration (2 hours)

Learning Objectives

- To understand the post-conflict political environment and nature and importance of peace
- To understand transformation of armed groups into political parties
- To understand becoming a citizen and access to political process
- To understand rule of law, access to justice and democratization of the state
- To be able to operationalise the above through civic education/ awareness campaigns

Session at a glance

Subject	Time	Methodology for delivery	
Post-conflict political environment	15 mins	Presentation by expert and participatory interactive	IDDRS 4.30

Rule of law, access to justice and democratization of the state	30 mins	discussions	
Transformation of armed groups into political parties	15 mins		
Becoming a citizen and access to political process – voting, elections, political participation etc	15 mins		
Operationalising political considerations through civic education/ awareness campaigns	40 mins	Group work	

Module 12 – Security and Reintegration (2 hours)

Learning Objectives

- To understand the post-conflict security environment and impact on reintegration
- To understand role of law enforcement in security/SSR
- To understand SALW and community security

To understand human rights, transitional justice and reconciliation

Session at a glance

Subject	Time	Methodology for delivery
Post-conflict security environment	30 mins	Presentation by expert and participatory interactive discussions
Role of law enforcement in security/SSR	30 mins	
SALW and community security	15 mins	
Human rights, transitional justice and reconciliation	45 mins	

Module 13 - Simulation (8 hours) Day 6

Learning objective

- Able to design a country-specific plan/programme through putting into practice what has been shared during the course

Subject	Time	Methodology for delivery
Group simulation exercise	6 hours	Group work
Presentation by groups	1 hour 30 minutes	
Closing ceremony	30 mins	Plenary