



# DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

COMPENDIUM OF PROJECTS

2010–2017

The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the report do not imply the expression of any opinion whatsoever on the part of IOM concerning the legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration  
17 route des Morillons  
P.O. Box 17  
1211 Geneva 19  
Switzerland  
Tel.: +41 22 717 9111  
Fax: +41 22 798 6150  
Email: [hq@iom.int](mailto:hq@iom.int)  
Website: [www.iom.int](http://www.iom.int)

Cover Photo: Alphabetization lessons for adults, including ex-combatants/fighters, are a component of IOM's social cohesion and reintegration programming in the Central African Republic. © IOM 2017/Amanda NERO

---

© 2019 International Organization for Migration (IOM)

---

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the prior written permission of the publisher.



# DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

COMPENDIUM OF PROJECTS

2010–2017



# FOREWORD

Globally, armed conflicts drive millions of people each year to leave their communities and seek refuge within and across international borders. Efforts to prevent and mitigate conflict, foster recovery and build peace are therefore central to the International Organization for Migration's (IOM) commitment to address the drivers of forced displacement and support durable solutions in the transition from conflict to peace.



IOM's notable contributions to disarmament, demobilization and reintegration (DDR) processes over the past 25 years are indicative of the Organization's commitment to the UN Secretary-General António Guterres' Sustaining Peace Agenda to better support both Member States and civil society in building more just and peaceful societies. DDR programming, specifically individual and community-based reintegration, is a central feature of IOM's support to resolving displacement crises in communities transitioning out of conflict and fragility, and underpinned by our commitment to protect the rights and dignity of those affected, including former combatants or fighters and their families, communities of return and victims of conflict.

As the character of contemporary conflicts has grown more complex, so have the challenges of DDR. Peace processes between States and non-State armed groups, as was the case in Colombia in 2016, are fewer and farther between. Instead, contemporary conflicts are increasingly characterized by ongoing conflict with multiple, highly mobile actors, including violent extremists, operating across borders and with an absence of traditional peace processes. Faced with this reality, DDR practices have had to evolve to address new and specific reintegration requirements, as exemplified by innovative interventions in Somalia and the Central African Republic. This includes attention not only to the material needs of affected populations, but greater attention to the social dimensions of reintegration, including reconciliation and increased local ownership of solutions. Continued innovation in the DDR field is essential to breaking cycles of marginalization and violence, and more effectively connecting with sustainable peace and development efforts.

This document presents IOM's involvement in DDR between 2010 and 2017, and illustrates the ways in which the Organization has significantly broadened and diversified the scope of its work to address contemporary challenges. Looking ahead, IOM will capitalize on its experience and expertise to meet the increasing complexity of DDR-related needs, in support of governments and partners, and promoting peaceful and sustainable reintegration. I welcome the wealth of lessons learned, which are reflected in this Compendium, and the contributions that the Organization's diverse DDR engagements will make towards global efforts to improve peace and security, and prevent conflict as a driver of irregular migration and forced displacement.

António Vitorino  
Director General of IOM



# ACKNOWLEDGEMENTS

This Compendium was prepared by the Transition and Recovery Division (TRD) of IOM's Department of Operations and Emergencies (DOE). Specific acknowledgements are made to Susan Price, Lily Van Egeraat, Giulia Sbarbati and Lisa Raffy for undertaking the research, drafting and organization of the Compendium under the overall guidance of Jason Aplon and Louis Hoffmann.

This work was made possible through the contributions of staff from IOM Missions around the world, which have generously shared their experiences in developing strategies and implementing projects related to DDR.

- Bosnia and Herzegovina
- Central African Republic
- Colombia
- Democratic Republic of the Congo
- Ethiopia
- Iraq
- Liberia
- Somalia
- South Sudan
- Sri Lanka
- Sudan
- Uganda

We would also like to thank the countless other IOM staff members who contributed to this effort. In particular:

- Layout and publications: Valerie Hagger, Carlo Mendes, Olivia Headon, Harvy Gadia
- Pictures: Muse Mohammed, Amanda Nero
- Cross-cutting issues review: Guglielmo Schinina, Lara Younan, Igor Cvetkovski





# TABLE OF CONTENTS

<b>Foreword</b> .....	iii
<b>Acknowledgements</b> .....	v
<b>Glossary</b> .....	ix
<b>Definitions</b> .....	xi
<b>Executive summary</b> .....	xiii
<b>Introduction</b> .....	xv
<b>1. What is DDR?</b> .....	1
1.1. The purpose of DDR.....	1
1.2. The components of DDR.....	2
<b>2. The evolution of DDR</b> .....	3
2.1. The first generation.....	3
2.2. The second generation .....	4
2.3. The third generation .....	5
<b>3. IOM engagement in DDR</b> .....	7
3.1. The IOM mandate and links to DDR.....	9
3.2. Core DDR activities.....	10
3.3. Contributions to peacebuilding outcomes.....	11
3.3.1. Conflict mitigation .....	11
3.3.2. Post-conflict recovery and prevention of relapse.....	11
3.4. Institutional embedding and partnerships .....	13
<b>4. Distinct features of the IOM approach to DDR</b> .....	15
4.1. IOM information counselling and referral service.....	16
4.2. Cross-cutting issues .....	17
4.2.1. Gender .....	17
4.2.2. Youth.....	18
4.2.3. Health .....	18
4.2.4. Psychosocial support .....	19
4.2.5. Transitional justice.....	20
4.2.6. Livelihoods.....	20
4.2.7. Human rights and rights restitution .....	21

<b>5. World map</b> .....	22
<b>6. Country profiles</b> .....	25
Bosnia and Herzegovina.....	25
Central African Republic .....	30
Colombia.....	35
Democratic Republic of the Congo .....	45
Ethiopia .....	49
Iraq.....	53
Liberia .....	57
Somalia .....	60
South Sudan .....	65
Sri Lanka .....	69
Sudan.....	74
Uganda.....	78
<b>Bibliography</b> .....	81

# GLOSSARY

<b>CAR</b>	Central African Republic
<b>CVR</b>	Community Violence Reduction
<b>DDR</b>	Disarmament, Demobilization and Reintegration
<b>DDRR</b>	Disarmament, Demobilization, Reinsertion and Repatriation
<b>ICRS</b>	Information, Counselling and Referral Services
<b>IDDRS</b>	Integrated Disarmament, Demobilization and Reintegration Standards
<b>IDP</b>	Internally Displaced Persons
<b>IOM</b>	International Organization for Migration
<b>NATO</b>	North Atlantic Treaty Organization
<b>NGO</b>	non-governmental organization
<b>SGBV</b>	sexual and gender-based violence
<b>TRD</b>	Transition and Recovery Division
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>USAID</b>	United States Agency for International Development



# DEFINITIONS<sup>1</sup>

<b>Armed forces</b>	The military organization of a State with a legal basis and supporting institutional infrastructure.
<b>Armed groups</b>	A group that has the potential to employ arms in the use of force to achieve political, ideological or economic objectives, is not within the formal military structures of a State, State-alliance or intergovernmental organization– and is not under the control of the State(s) in which it operates.
<b>Combatant</b>	Based on an analogy with the definition set out in the Third Geneva Convention of 1949 relative to the Treatment of Prisoners of War in relation to persons engaged in international armed conflicts, a combatant is a person who: <ul style="list-style-type: none"> <li>• is a member of a national army or an irregular military organization;</li> <li>• is actively participating in military activities and hostilities;</li> <li>• is involved in recruiting or training military personnel;</li> <li>• holds a command or decision-making position within armed forces or groups;</li> <li>• arrived in a host country carrying arms or in military uniform or as part of a military structure.</li> </ul>
<b>Demobilization</b>	The formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilization may extend from the processing of individual combatants in temporary centres to the massing of troops in camps designated for this purpose (encampments, cantonment sites, barracks or assembly areas).
<b>Disarmament</b>	The collection, documentation, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. It also includes the development of responsible arms management programmes.
<b>Eligibility criteria</b>	Criteria that establish who will benefit from DDR assistance and who will not. The eligibility criteria are established at the beginning of a DDR process and determine the cost, scope and duration of the DDR programme in question. There are five categories of people that should be taken into consideration in DDR programmes: (1) male and female adult combatants; (2) children associated with armed forces and groups; (3) those working in non-combat roles (including women); (4) ex-combatants with disabilities and chronic illnesses; and (5) dependents. (See the IDDRS glossary for an expanded definition)

<sup>1</sup> Unless otherwise indicated, IOM applies the definitions used in the Integrated DDR Standards (IDDRS) as a member of the Inter-Agency Working Group on DDR: <http://unddr.org/uploads/documents/IDDRS%201.20%20Glossary.pdf>

<b>Ex-/former combatant</b>	A person who has assumed any of the responsibilities or carried out any of the activities mentioned in the definition of 'combatant' and has laid down or surrendered his/her arms with a view to entering a DDR process. Former combatant status may be certified through a demobilization process by a recognized authority. Spontaneously auto-demobilized individuals, such as deserters, may also be considered ex-combatants if proof of non-combatant status over a period of time can be given.
<b>Livelihood</b>	The capabilities, assets (including both material and social assets) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stress and shocks, and maintain or improve its capabilities and assets, while not undermining the natural resource base.
<b>Peacebuilding</b>	Process to prevent the resurgence of conflict and to create the conditions necessary for a sustainable peace in war-torn societies. It is a holistic process involving broad-based inter-agency cooperation across a wide range of issues. It includes activities such as DDR of armed forces and groups; rehabilitation of basic national infrastructure; human rights and elections monitoring; monitoring or retraining of civil administrators and police; training in customs and border control procedures; and support for landmine removal.
<b>Protection</b>	All activities that are aimed at obtaining full respect for the rights of the individual, in accordance with the letter and spirit of international human rights law, international humanitarian law and refugee law.
<b>Receiving or host communities, communities of absorption</b>	The communities where ex-combatants will go, live and work. Within this concept, the social network of a small community is referred to, and also the bordering local economy.
<b>Recruitment</b>	Includes compulsory, forced and voluntary recruitment into any kind of regular or irregular armed force or armed group.
<b>Reinsertion</b>	Short-term material and financial assistance offered to ex-combatants during the transitional period of demobilization, but prior to the longer-term process of reintegration. It helps cover the basic and immediate needs of ex-combatants and their families for up to one year and can include transitional safety allowances, food, clothes, shelter, medical services, short-term education, training, employment and tools.
<b>Reintegration</b>	The process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.
<b>Repatriation</b>	The return of an individual to his/her country of citizenship.
<b>Transitional justice</b>	The full range of processes and mechanisms associated with a society's attempts to come to terms with a legacy of largescale past abuses, in order to ensure accountability, serve justice and achieve reconciliation. These may include both judicial and non-judicial mechanisms, with differing levels of international involvement (or none at all) and individual prosecutions, reparations, truth-seeking, institutional reform, vetting and dismissals, or a combination thereof.

# EXECUTIVE SUMMARY

Over the past 25 years and through more than 120 projects, IOM has supported Disarmament, Demobilization and Reintegration (DDR) programmes for ex-combatants/fighters, their dependents and their communities of return by assisting in the transition and recovery of conflict affected societies and communities, primarily through reintegration activities. These activities have been undertaken in more than 30 countries, with particularly extensive work done in Colombia and sub-Saharan Africa.

IOM's involvement in DDR stems from the Organization's commitment to the prevention and resolution of the drivers of crisis-induced displacement, as well as its mandate to provide reintegration assistance for migrants and displaced populations, including ex-combatants/fighters. The role of conflict as a critical instigator of displacement underpins the responsibility of IOM to support and implement DDR programmes that prevent and mitigate conflict, support post-conflict recovery and build the conditions for sustainable peace.

While IOM supports a range of DDR processes including the establishment of cantonment facilities and support to disengagement and the demobilization processes, its primary contribution to DDR is in reintegration through work at the individual, community and structural/institutional levels. At the individual level, IOM supports ex-combatants/fighters and their dependents in their transition to civilian life through vocational, educational, business development and skills training, health and psychosocial support and administrative assistance. Simultaneously, through context specific, community-based efforts to rebuild social cohesion and provide for material recovery, IOM works to strengthen communities and create environments conducive to sustainable return, reintegration and reconciliation. At the structural level, IOM supports local, regional and national government institutions to revitalize governance and improve local authorities' responsiveness to the challenges of DDR and sustainable reintegration.

IOM's approach is supported by its Information Counselling and Referral Service (ICRS) mechanism, which assists in managing and integrating services including, registration, profiling, counselling, camp and cantonment services, transportation, reinsertion and reintegration. ICRS is used to identify gaps, needs and expectations within a DDR framework and connects individuals and communities to available support offered by a variety of stakeholders and service providers. Within IOM's work, specific attention is given to the challenges of gender and youth reintegration, as well as to thematic areas of work in the areas of human rights, transitional justice, land and property, health, psychosocial support, the environment and livelihood support.

Over the years, IOM's global DDR capacities and frameworks have been adapted to accommodate new contexts that challenge traditional DDR practices and approaches, including where formal peace agreements are absent, where conflict is ongoing or unresolved, and where sanctioned extremist groups operate, often across porous borders where the rule of law may be weak. In facilitating the reintegration of ex-combatants/fighters within these new contexts, IOM works to reduce the risk of recidivism, or recruitment into criminal or violent extremist groups by addressing the drivers of conflict and by building resilience at the individual and community levels. Where violent extremist groups are involved, IOM addresses the potential negative reactions communities may have to returning ex-combatants/fighters

by rebuilding social cohesion through community-based reintegration programming. Where reintegration processes are nascent or where certain armed groups may be ineligible for DDR programmes, such as in the Central African Republic, IOM has undertaken Community Violence Reduction (CVR) programming to create conditions for improved security and stability, and potentially, future reintegration programmes.

The twelve country profiles presented in this compendium illustrate the wide range of contextually tailored approaches to DDR programming that IOM undertook between 2010 and 2017. These country profiles reflect both traditional individually focused DDR efforts, more inclusive 'second generation' approaches emphasizing community engagement and broader peace and development priorities and newly emerging 'third generation' DDR programming addressing complex and dynamic contexts of ongoing conflict or involving sanctioned violent extremist groups. As the nature of conflict has continued to evolve, so too have the programming responses to more effectively build peace and prevent and resolve conflict induced displacement.



# INTRODUCTION

The dynamic, non-linear and asymmetric nature of contemporary conflicts requires an enhanced commitment to analysing root causes, drivers, triggers and enablers. Understanding conflict dynamics and their implications for operating environments is important, not only for effective life saving humanitarian operations in the short term, but also for the design and implementation of effective long-term peacebuilding and stabilization interventions that re-establish trust within communities, mitigate further violence and address the drivers of forced displacement.

DDR programmes, which encompass efforts to disarm and demobilize fighting units, and support the transition of members of those units into civilian life (United Nations, 2014b), have become an integral and critical element of peacebuilding operations. However, traditional DDR models were developed for post-conflict contexts characterized, at least in part, by a cessation of conflict governed by a peace agreement or a negotiated settlement. In contrast, many contemporary conflicts are often protracted, unresolved and characterized to varying degrees by the involvement of multiple armed groups, who are often connected to organized crime, and increasingly, to violent extremist groups and terrorism. The complexities of contemporary conflict require new responses to create the conditions and lay the foundation for sustainable peace and development. It is within these contexts that DDR programmes require greater flexibility, adaptability and innovation, including increased collaboration with national authorities to create the legal and operational frameworks traditionally established in the context of a peace process.

In response to these changing contexts, IOM has adapted its approaches to DDR to integrate a range of traditional and innovative programmes. These include vocational and business skills training, psychosocial support, cash-for-work programmes to repair critical infrastructure, and a range of community-level social cohesion initiatives that help rebuild trust and address the social and economic challenges that can impede the reintegration of ex-combatants/fighters and drive re-recruitment and recidivism. Complex circumstances require greater coordination between top-down and bottom-up assistance efforts, including greater attention to the establishment of legal frameworks that determine eligibility, disengagement procedures and reintegration, as well as transitional justice processes that provide for victim reparations and reconciliation. Because the effectiveness of DDR outcomes depends upon the ownership of governments and their capacity to support the design and implementation of initiatives, coordinated efforts are needed to strengthen linkages and enhance collaboration with national institutions.

Broadly, the report is broken into two parts. The first outlines the theoretical context and framing of DDR, using scholarly publications and the work of relevant think tanks and agencies to offer insight into the concepts and evolution of the subject. The rationale for IOM engagement in DDR and the distinct features of the IOM approach and position in this field are also described. The second part of this report details a sampling of IOM's DDR and DDR-related programmes in place between 2010 and 2017, highlighting key achievements, challenges and lessons learned across twelve countries. These country studies also illustrate the evolution of IOM's engagement in DDR according to three distinct "generations" of work, which are related to different contexts, project approaches and beneficiaries. The

principle criterion for a project's inclusion in this report was that ex-combatants/fighters were beneficiaries, although it was not necessary for them to be the exclusive beneficiaries. Therefore, the report does not include those programmes and projects whose primary focus was Security Sector Reform (SSR), community policing, preventing or countering violent extremism (P/CVE) or other peacebuilding activities that are not specifically related to the reintegration of ex-combatants/fighters. However, in contexts where former combatants were the beneficiaries of these types of programmes, there is a mention of these issues and related projects. Forthcoming publications will provide details on additional, innovative programmes implemented from 2018 onward.

*Terminology note:*

“Combatant” is a legal status conferred upon individuals engaged in an international armed conflict as part of a recognized military or organized armed group, as defined in the Geneva Conventions (see glossary). “Fighter” is a broader term used to refer to combatants as well as individuals in an armed group who fall outside of the conditions necessary to claim combatant status. Both categories of persons, as well as their dependents and communities of return are included in DDR programming.

For the purposes of this document, the term “ex-combatant/fighter” will be used when talking about DDR and IOM’s work in this field. In the case studies, the terms are used depending on a given context and/or group(s) in question.

# 1. WHAT IS DDR?

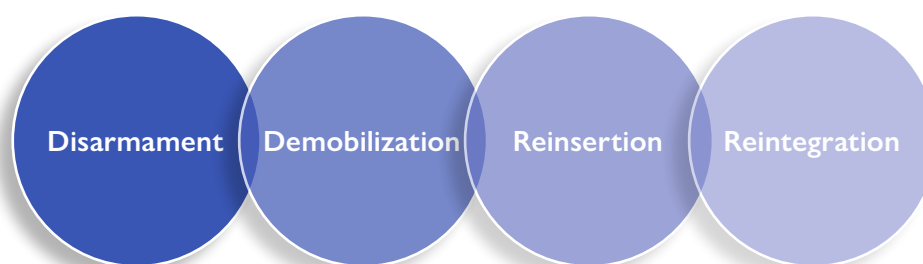
## 1.1. THE PURPOSE OF DDR

The DDR of ex-combatants/fighters is a complex series of processes with interconnected political, military, security, humanitarian and socioeconomic aspects. DDR seeks to support ex-combatants/fighters in their transition to civilian status by disarming fighters and fighting units, disengaging individuals, helping them reintegrate socially and economically into society and when applicable, facilitating their active participation in peace processes (UN, 2014b). By building national capacity and involving communities, DDR lays the groundwork for establishing a secure environment so that other recovery and peacebuilding strategies can follow.

As an active member of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, IOM helped to develop the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) in 2006, which were revised in 2009 and 2014, and continue to serve as the principle guidelines for DDR programmes and training worldwide.<sup>2</sup> While the IDDRS covers a series of components, it is critical to recognize that different phases within a DDR process are non-linear and that the elements of DDR are interdependent and often overlap (Anderlini and Conaway, 2004). Furthermore, when applied in different contexts, these components may encompass other objectives or activities necessary for the success of DDR, including: support for communities of return to mitigate tensions and perceived injustices if ex-combatants/fighters are thought to be the sole beneficiaries of assistance, and the inclusion of social cohesion programming to complement employment and income generating activities with a view to strengthening social networks.

<sup>2</sup> At the time of publication, revisions were being made in order to address new contexts where traditional pre-conditions for DDR may not exist.

## 1.2. THE COMPONENTS OF DDR



### **Disarmament**

is the collection, documentation, control and disposal of ammunition, small arms, explosives and light and heavy weapons of combatants, and may also include those of the civilian population. Disarmament also includes the development of responsible arms management programmes.

### **Demobilization**

is the formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilization may extend from the processing of individual combatants/fighters in temporary centres, to the massing of troops in camps designated for this purpose, including encampments, cantonment sites, barracks or assembly areas.

### **Reinsertion**

is short-term transitional assistance, of up to one year, that is offered to ex-combatants/fighters in order to meet their immediate basic needs prior to reintegration. Once demobilized, ex-combatants/fighters are often unable to immediately earn a living or access basic services while they wait for vocational training or employment opportunities. Reinsertion is helpful to ex-combatants/fighters and their families and may include a transitional safety allowance, clothes, medical services, food, employment, short-term education and training.

### **Reintegration**

is the process by which ex-combatants/fighters acquire civilian status and begin sustainable employment and income generation. Reintegration is essentially a social and economic process with an open timeframe, and primarily takes place at the local community level. It is a national responsibility and is part of a country's general development, often necessitating long-term external assistance.

The core components of DDR as defined in the IDDRS (shown above) provide the basis for understanding DDR processes. However, novel contexts, such as during ongoing conflict or where caseloads include former members of designated terrorist groups, necessitate habitual re-examination to ensure these components are adequately reflecting the realities of programming on the ground. Forthcoming revisions to the IDDRS will reflect new lessons learned, particularly in recognition of a more expansive, holistic understanding of the objectives and desired outcomes of reintegration programmes, which extend past the present focus on socioeconomic activities.

## 2. THE EVOLUTION OF DDR

Since the end of the Cold War the nature of DDR interventions and the level of international engagement in many countries has shifted in response to changing contexts on the ground. DDR practitioners operating both with and without mandated peace operations have had to develop innovative approaches to address situations where peace agreements are either lacking or are not inclusive, and where there is persistent violence against civilians (UN, 2010b:7).

Scholars and practitioners have found it useful to distinguish three generations in DDR practice, based on contextual circumstances and the principle focus of activities within these different DDR approaches. While making a distinction between different generations of DDR can help stakeholders adapt policies and guidelines to changing needs, the distinctions are far from absolute. Instead, these “generations” are umbrella terms used to describe a set of practices that have evolved non-linearly (UN, 2011:14). While the development of a new generation may be a response to a weakness identified in previous iterations of a programme, in some cases, new practices have emerged alongside those of a concurrent generation.

### 2.1. THE FIRST GENERATION



“First generation” DDR programmes are generally designed and implemented in the aftermath of conflicts between States or within one State, either following the definitive victory of one of the parties, or at the end of a conflict in which peace has been achieved through an agreement (Muggah and O’Donnell, 2015:4). The legal parameters for DDR processes are typically included within a peace agreement signed by the parties to the conflict (Piedmont, 2015). Hence, DDR is based on the willingness of the parties in the conflict to engage in DDR within the framework of an agreement, underpinned by a basic level of security (UN, 2014b). In first generation DDR, also referred to as “traditional DDR,” a focus is placed on the disarmament and demobilization of the signatories to a peace agreement and has strong operational and military components (UN, 2010b:3). Due to the military structures within such armed forces and armed groups, eligibility criteria



An IOM staff member assists with demobilization processing of former combatants in Guatemala in 1997. This followed the conclusion of the country’s civil war the year prior. © IOM 1997

can easily be established (Muggah and O'Donnell, 2015:2). First generation programmes involve the organized cantoning and decommissioning of military personnel, after which they receive modest benefits and, very often, the opportunity to either join a new security force or return to society as a civilian. As the principal modality for reintegration, modest income generation or employment opportunities, education or vocational training and micro business grants are provided.

## 2.2. THE SECOND GENERATION

1	2	3
	•	

By the mid-2000s, a shift had occurred in approaches towards DDR. Traditional DDR practices were perceived as insufficient to fully address reintegration needs as well as broader peacebuilding objectives. Approaches could do more for sustainable reintegration and broader peacebuilding goals, particularly in responding to the new types of conflict and political scenarios that emerged during this time period. “Second generation” programming therefore attempts to reach beyond disarmament and demobilization by expanding its scope and increasing the number of reintegration beneficiaries. Most significantly, where first generation DDR engagements focus on individuals who have left military groups, second generation engagements build on these programmes to take a more holistic and inclusive approach by involving entire communities in the return and reintegration process (UN, 2010b). These programmes typically help identify and mitigate risk factors, enhance resilience and increase the protective capacity of communities at risk.



IOM provides vocational training to ex-combatants demobilized from the Southern People's Liberation Army (SPLA) and associated armed forces in South Sudan. Many of the ex-combatants are female and choose to learn how to become tailors in order to have a skill which can provide them with a steady income. Above, school uniforms created by the ex-combatants are hanging ready to have final adjustments made in the tailoring workshop in Torit, Eastern Equatoria State. © IOM 2012

As with first generation programmes, these DDR initiatives generally follow the conclusion of peace agreements (Piedmont, 2015), but they may also be implemented even when a traditional peace process is not underway. In circumstances where a peace process is fragile, a traditional first generation approach may not be sufficient to establish a sustainable foundation for peacebuilding (UN, 2011:15). In such cases, a second generation approach could address incomplete or weaker aspects of a traditional DDR approach, or it could be implemented in parallel to a first generation approach in order to maximize the impact and durability of expected outcomes (UN, 2011:15). Moreover, in response to an increase in the number of civil wars with complex configurations of actors, second generation initiatives are able to include a wider array of armed groups (Piedmont, 2015).

Second generation DDR programmes are context driven and designed based on the needs identified by local communities. Adopting an inclusive DDR approach that can directly or indirectly benefit entire communities helps to mitigate social frictions and resentments that may arise if ex-combatants/fighters are the only recipients of assistance. In addition, bringing different groups within a community together in a reintegration programme can contribute to building trust and reconciliation, which in turn creates a conducive environment for the reintegration of ex-combatants/fighters themselves (UN, 2010b:3). Such an approach helps build a foundation for longer-term peacebuilding. Hence, not only does the number of beneficiaries expand within second generation DDR initiatives, but there is also a change in emphasis from operational security to community development.

### 2.3. THE THIRD GENERATION



The reintegration of ex-combatants/fighters often occurs in fragile contexts, including during ongoing conflicts, where non-state armed groups continue to operate or advocate for the use of violence even as reintegration efforts are underway. Moreover, DDR programming increasingly occurs in contexts where state structures, governance and institutions enforcing the rule of law are fragile or non-existent (Piedmont, 2015). This combination has important implications for DDR programming. First, the legal and political frameworks for DDR are less clear in the context of an ongoing conflict, and determining eligibility criteria is often more problematic. Second, non-permissive security environments add a new threat to the DDR implementation process due to the fact that members of international organizations may find that they, civilians, or the peace process itself are targeted by violent extremists and criminal networks (Cockayne and O'Neil, 2015:15).

Such contextual challenges have added a novel dimension to DDR. While third generation DDR builds upon the type of engagement typically seen in the second generation, including strengthening community resilience, fostering constructive debate and dialogue, and promoting education and economic opportunities, it is also more thorough in how it addresses factors that influence the vulnerability of individuals to recruitment by armed groups. Accordingly, third generation DDR is characterized in part by a shift in focus from predominately socioeconomic integration to also include social and political engagement. This is increasingly connected to broader conflict management and peacebuilding operations (Muggah and O'Donnell 2015:5). By rebuilding social bonds between communities and former combatants, fostering acceptance within communities for disengaged combatants and addressing the drivers that can be exploited by armed groups to recruit individuals, third generation DDR aims to offer a more sustainable economic, social and political alternative to conflict. In addition, third generation goes further beyond the narrative that poverty is the prime incentive for youth to join armed extremist groups (Saldinger, 2015).





# 3

## 3. IOM ENGAGEMENT IN DDR

DDR processes should be owned and implemented by national authorities. However, external stakeholders like IOM play an important role in ensuring that these processes are reliable, accountable, effective and fair. In locations where peace operations are mandated, or where state institutions and administrative bodies may be too fragile to robustly lead or implement programmes without outside support, the role of external partners becomes even more central. In coordination with United Nations missions and agencies, local governments, international organizations, civil society organizations and the private sector IOM has designed and implemented DDR operations and large peacebuilding initiatives to support conflict-affected countries since the early 1990s. By contributing to the implementation of some of the world's largest DDR operations, IOM has assisted tens of thousands of ex-combatants/fighters and their dependents in their transition to civilian life. In particular, IOM has gained significant experience in facilitating the transfer, return and reintegration of ex-combatants/fighters into communities of return, as well as assisted with the repatriation of those who have crossed international borders. Through these efforts, IOM has made important contributions to national and regional stabilization and reconciliation, as well as the prevention and resolution of conflict-induced displacement.

Table 1. IOM Global DDR Activities (1992–2018)

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Afghanistan																												
Albania																												
Angola																												
Bosnia and Herzegovina																												
Cambodia																												
Cameroon																												
Central African Republic																												
Chad																												
Colombia																												
Congo																												
Côte d'Ivoire																												
Croatia																												
Democratic Republic of the Congo																												
Ethiopia																												
Guatemala																												
Guinea																												
Haiti																												
Indonesia																												
Iraq																												
Kenya																												
Liberia																												
Mali																												
Mozambique																												
Niger																												
Nigeria																												
Philippines																												
Rwanda																												
Somalia																												
South Sudan																												
Sri Lanka																												
Sudan																												
Tajikistan																												
Timor-Leste																												
Uganda																												
Kosovo*																												

Note: \*References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

### 3.1. THE IOM MANDATE AND LINKS TO DDR

Because conflict is a principle driver of displacement, affected countries and the international community often call upon IOM to assist in the resettlement of and provision of assistance to people uprooted by conflict and war. IOM's mandate<sup>3</sup> also recognizes the organization's duty to address the drivers of displacement. As a result, the organization is committed to strengthening its role as a lead actor in DDR, peacebuilding and stabilization in order to prevent and mitigate conflict, support post-conflict recovery and build the conditions for sustainable peace (Hoffmann, 2015:1).

Further, at the core of the IOM mandate is the responsibility to support "the organized transfer of and provision of reception assistance for displaced persons," which includes ex-combatants/fighters and their dependents. By supporting the reintegration of ex-combatants/fighters and the well-being of their communities through socioeconomic recovery and an array of peacebuilding interventions that contribute to the restoration of trust, social cohesion and stability, IOM supports reconciliation at the national and community level, preventing, or at least mitigating, future violent conflict and associated displacement.

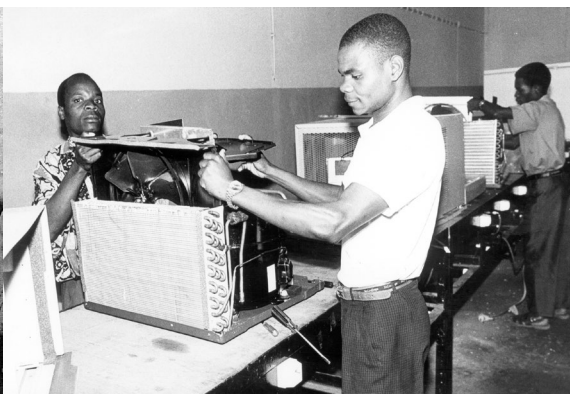


When applicable, IOM provides transport assistance for ex-combatants and their dependents. Here, ex-combatants who have gone through a demobilization process in Guatemala receive transportation to their communities of return. © IOM 1997

<sup>3</sup> Per the Constitution of 19 October 1953 of the Intergovernmental Committee for European Migration (the former designation of the International Organization for Migration).

### 3.2. CORE DDR ACTIVITIES

Since its first DDR programmes in 1992, implemented in Mozambique, IOM has supported a wide range of DDR activities tailored to specific circumstances within various contexts. These activities have included, inter alia, the establishment of cantonment facilities, the repatriation of ex-combatants/fighters and their dependents, registration processes, assistance for victims of conflict and support for the legal processes that underpin DDR efforts. However, IOM primarily focuses on the various aspects of reintegration by addressing needs at three levels: individual, community and structural/institutional.



Demobilized soldiers in Mozambique receive vocational training to assist with their reintegration into civilian life as part of IOM's first engagement in DDR. The three-year, USD 41 million effort included transport and reintegration assistance for demobilized soldiers, combatants and their dependents, as well as return and reintegration assistance for IDPs and the repatriation of Mozambican refugees from neighbouring countries. © IOM 1994

Ex-combatant/fighters and their dependants usually reintegrate into communities that have scarce resources and limited social and economic opportunities. Since they are often, rightly or wrongly, held responsible for aspects of the conflict, stigmatized by local communities and unable to find employment due to a lack of livelihood opportunities, ex-combatants/fighters may soon feel marginalized. **A lack of sustained and systematic attention to these challenges can increase the risk of ex-combatants/fighters returning to violence, either voluntarily or due to re-recruitment by armed groups (recidivism).** To avoid such scenarios, reintegration activities must enhance the adaptive capacities of individual ex-combatants/fighters in a civilian environment as well as the receiving communities' ability to absorb these individuals. Creating sustainable opportunities for ex-combatants/fighters and their communities strengthens resilience, reduces vulnerability and recidivism, decreasing the likelihood of a return to conflict.



An ex-combatant of an illegal paramilitary group in Colombia is shown hard at work on the quality control of peppers. He was one of 300 beneficiaries of an income generation project implemented by IOM Colombia. © IOM 2009/Diego SAMORA

At the individual level, IOM supports the socioeconomic, psychosocial and social needs of ex-combatants/fighters and their dependents as they transition to civilian life. Context-specific assistance programmes are designed to provide a range of skills training including, vocational, educational, and business development, and provide health, psychosocial and administrative assistance. Simultaneously, through context-specific efforts to rebuild social cohesion and provide for material recovery, IOM works to strengthen communities through community stabilization and community violence reduction efforts, socioeconomic assistance and social cohesion programmes that aid in creating environments conducive to return, reintegration and reconciliation.

At the structural level, IOM supports local, regional and national government institutions in the revitalization of governance capacities and the improvement of local authorities' responsiveness to the challenges of DDR and sustainable reintegration. Furthermore, in contexts where formal peace agreements or other legal foundations for DDR may not exist, IOM supports governments to create structures and frameworks to manage demobilization and reintegration processes and to capitalize upon the reintegration assistance provided by various stakeholders.

### 3.3. CONTRIBUTIONS TO PEACEBUILDING OUTCOMES

#### 3.3.1. Conflict mitigation

In the context of third generation DDR, where a conflict may be ongoing, **IOM is involved in efforts to disengage, disassociate and reintegrate ex-combatants/fighters, including returned foreign fighters and former members of designated terrorist groups. IOM also contributes to efforts to prevent novel recruitment into armed extremist groups and recidivism amongst disengaged combatants/fighters.** The treatment of ex-combatants/fighters in these contexts requires a specialized approach informed by robust conflict and contextual analysis. IOM assessments and analyses of individual incentives and context specific factors support the development of programme approaches that offer an alternative to extremist groups for at-risk individuals.

Although it is beyond the scope of DDR to resolve conflicts, overseeing disengagement from armed groups and effective reintegration of individuals into communities can mitigate and curb violence because individual incentives to join armed groups are reduced, community resilience is strengthened, and enabling factors are mitigated. Although these efforts are critical to conflict mitigation, they are not a substitute for conflict resolution processes that address entrenched structural conditions that may contribute to recruitment.

#### 3.3.2. Post-conflict recovery and prevention of relapse

After conflict, societies change, often in dramatic ways. Post-conflict situations are marked by a high level of population mobility, loss of life, disrupted family relationships, fragility in the economy and labour sectors and a lack of basic services. These conditions all contribute to heightened tensions and vulnerability. If insufficient attention is given to the needs and vulnerabilities of fragile post-conflict situations, both in the short and long term, tensions may arise, or become exacerbated, resulting in a heightened risk of return to armed conflict or violence within communities. **The successful return and reintegration of ex-combatants/fighters into civilian life is therefore an essential part of sustainable recovery for individuals and communities transitioning from conflict to stability. This work is a critical component of IOM's mandated role to prevent conflict as a principle driver of displacement and migration.**

Groups requiring particular attention in post-conflict contexts include: widows, children, landmine victims and ex-combatants/fighters. Despite the obvious benefits, peace does not immediately translate into a social or economic “peace dividend” for ex-combatants/fighters, their dependents or for those in communities of return. For those for whom war had been a way of life, a peace agreement ushers in new social realities with potentially traumatic impacts, including a loss of identity and status and altered survival strategies (IOM, 2011). Moreover, ex-combatants/fighters who have spent decades in armed groups often have no marketable skills, and civil services and the private sector, which may themselves be recovering, may have little capacity to organize and absorb additional labour. As such, ex-combatants/fighters are often poorly prepared and equipped for their return to civilian life. IOM approaches the challenges faced by these individuals through tailored, case specific interventions, as it does for other vulnerable groups requiring specialized reintegration assistance. With a view to fostering sustainable peace in mind, IOM supports activities that will reduce potential sources of insecurity and promote coexistence, reconciliation, safety and stability (IOM, 2011).



“Before IOM and other organizations started their projects to promote social cohesion there was a tense ambience, people did not trust each other. There was the Line Rouge (Red Line) Christian on one side, Muslim on the other. There was no interaction, but people had family members on different sides of the line. There was violence all over, people made their own rules.

The social cohesion project and Cash-for-Work activities gave confidence to both communities. Now we are like teeth and tongue, we still disagree sometimes with each other, but we understand that we need one another to live well. Making the community work together to reach the same objective made people aware that it is better to learn how to live well together than to live fighting in a tense ambience. However, even though things are better now, peace is still fragile and fear is still present, we should keep educating the community.”

Ali Booba – Muslim religious leader in Boda, Central African Republic. © IOM 2017/Amanda NERO

**Inevitably, a balance must be struck between supporting the specific needs of ex-combatants/fighters and the needs of the community. This is critical to preventing resentment and creating a foundation for sustainable reintegration.** Communities that absorb returnee combatants are often impoverished and traumatized by conflict. Reintegration activities that focus solely on individual assistance risk placing an additional burden on already limited services, leading to possible conflict between communities and returnees (IOM, 2011). Failing to include communities early in the process will also result in ex-combatants/fighters continuing to identify themselves as belonging to an outside group, thereby impeding effective reintegration into local communities. Accordingly, supporting efforts to rebuild lives, strengthen social cohesion and establish secure and stable conditions foster a conducive environment for reintegration.

### 3.4. INSTITUTIONAL EMBEDDING AND PARTNERSHIPS

As part of the mandate of the Department of Operations and Emergencies of IOM, DDR is overseen by the Transition and Recovery Division (TRD) located at IOM Headquarters in Geneva, Switzerland. TRD is at the centre of IOM's work to prevent crises and create solutions in fragile or crisis contexts. DDR is only one component of the larger TRD framework, which includes peacebuilding and transition approaches as well as resilience-building and recovery measures, reducing disaster risk and stabilizing communities. As such DDR complements a range of projects that help prevent and resolve crisis related displacement. In addition to its thematic work, TRD also supports Member States and IOM missions by providing expertise and bolstering their capacity to meet the objective of DDR to transition from insecurity to security and from emergency response to recovery and prevention.



In May 2012, ex-combatants graduated from the vocational training programme operated by IOM in Eastern Equatoria State. Above, members of the Disarmament, Demobilization, and Reintegration Commission (DDRC), IOM and UNDP mark the occasion by cutting a cake baked by one of the ex-combatants that had received vocational training in baking/cooking and food preparation. © IOM 2012.

IOM carries out its DDR programming in cooperation with various stakeholders, in both the design and implementation phases of projects. Projects related to DDR are generally funded by bilateral donors, host governments or trust funds and are implemented in cooperation with governments, the private sector, non-governmental organizations (NGOs) and civil society organizations.

IOM is an active member of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. This working group is comprised of more than 24 UN entities and was established in 2005 with the aim of improving the United Nation's outcomes in the area of DDR. As discussed in section 1.1, the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) were launched in 2006 as a guide for formulating policies and procedures for the planning, implementation and monitoring of DDR programmes.



# 4

## 4. DISTINCT FEATURES OF THE IOM APPROACH TO DDR

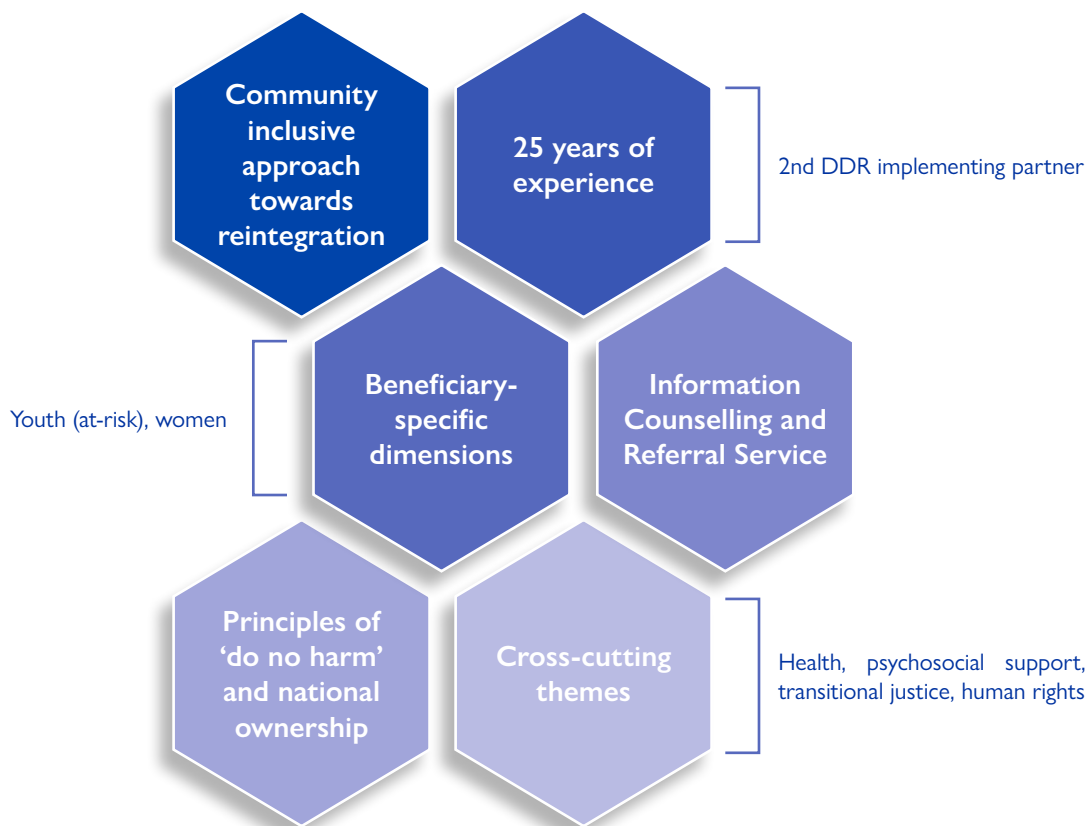
Since its first DDR project, which provided support for Mozambique's 1992 demobilization process, IOM has expanded the scope of its DDR activities in order to provide comprehensive policy advice on DDR and its complexities. **With more than 25 years of DDR experience, including designing and implementing more than 120 projects in 30 countries, IOM is one of the world's largest facilitators of DDR programmes.** The Organization has developed a core of expertise and can apply its own reintegration methodologies to address unique circumstances across all countries and regions, thereby contributing to community stabilization and human security goals.

Over the last 25 years, IOM capabilities and expertise in DDR have expanded. While IOM does not implement all aspects of DDR on its own, it may play a supporting role. For example, IOM has provided logistical support for disarmament operations and construction and logistical support for the establishment and management of quartering areas and cantonment sites as part of demobilization processes. Through methodologies tailored to the unique circumstances of specific conflicts, **IOM has made a distinctive contribution to DDR in the area of socioeconomic empowerment and the reintegration of ex-combatants/fighters.** Critical to IOM's approach is engagement with a range of beneficiaries extending beyond ex-combatants/fighters, including dependents, displaced populations, conflict affected host communities and victims of conflict. Interventions are also customized to respond to unique needs associated with gender, age and the disabled.

From July 1999 until spring 2002, IOM implemented Information Counselling and Referral Service (ICRS) to assist demilitarized Kosovo Liberation Army (KLA) combatants to reintegrate back into civilian life. Shown above are two beneficiaries, one who received training and employment opportunities in a shoe factory in Prizren (left) and the other who participated in project Green House in the town of Skenderaj/Srbica (right). The programme was able to reintegrate around 14,510 former combatants. © IOM 2000–2001.



The IOM reintegration approach can be characterized as **inclusive and flexible, reflecting the diversity and fluidity of the contexts in which it works**. For example, IOM carries out projects in support of formal, nationally-led DDR programmes, such as in South Sudan, lays the groundwork for potential future DDR programmes through community violence reduction (CVR) programmes, including in the Central African Republic, and addresses the needs of a range of vulnerable groups through community cohesion and stabilization projects, as with former combatants in Uganda.



#### 4.1. IOM INFORMATION COUNSELLING AND REFERRAL SERVICE

The IOM approach is supported by the Information Counselling and Referral Service (ICRS) mechanism that helps stakeholders manage and integrate personalized services for ex-combatants/fighters and their dependents in their transition from demobilization to reintegration. Through a wide range of services, including registration, profiling, counselling, camp and cantonment services, transportation, reinsertion and reintegration based on gaps, needs and expectations within the DDR framework, the approach facilitates case management and the design and tailoring of socioeconomic reintegration activities. IOM has developed this unique, dynamic and flexible mechanism that is conducive to rapid implementation based on its extensive experience in DDR.



A man registers for access to employment opportunities through the USAID funded project “Community Revitalization through Information, Counselling and Referral Services (ICRS) in Sri Lanka”. © IOM 2012

The ICRS system supports:

- The facilitation of **confidential counselling** throughout the reintegration process in order to identify and address socioeconomic and demographic obstacles faced by ex-combatants/fighters and their dependents through direct dialogue with beneficiaries and communities. Data collected through these counselling sessions establishes a basis for customized solutions, which defines the character of the reintegration process and fosters confidence for the future.
- **Referral services** can provide beneficiaries with immediate growth opportunities including employment opportunities for ex-combatants/fighters and other vulnerable groups (IOM, 2011). Referral services capitalize on the skills and of ex-combatants/fighters and identifies ways to contribute to both individual growth and community recovery. ICRS also provides access to external services including in the areas of health, legal support, housing, education, training and business development.

ICRS services are based on timely, accurate and unbiased analyses. They seek to dispel misinformation, address information gaps and enhance the effectiveness of context specific interventions. ICRS links IOM resources with those provided by stakeholders, including humanitarian agencies, educational institutions, potential employers and communities of return in order to support the successful transition of ex-combatants/fighters into civilian life.

## 4.2. CROSS-CUTTING ISSUES

Included among the IOM DDR-related programming are several cross-cutting themes or focus areas that have either received special attention, are specific to the approach that has been adopted by IOM, or that touch upon specific areas of the peacebuilding agenda.

### 4.2.1. Gender



**A gender-sensitive approach to DDR recognizes the different and separate roles of men and women within armed groups and addresses the unique needs and responsibilities of women as fighters, helpers, dependents and victims of sexual violence (IOM, 2011).** Despite their relative invisibility, women and girls often claim or are forced into numerous and complex roles in conflict, including as both perpetrators and victims, voluntary/abducted combatants, and associates

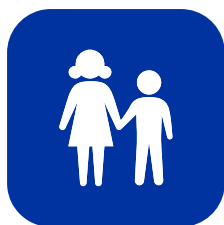
of armed groups, including as cooks, transporters and caregivers, or as voluntary/abducted “wives” (Anderlini and Conaway, 2004). The necessity of taking into consideration the different and specialized needs of men and women, including in DDR processes, is underscored in several Security Council resolutions, including Security Council resolution 1325 (2000) on women, peace and security.

Three assumptions underpin a gender sensitive approach to DDR:

- Excluding women from DDR processes eliminates important perspectives from and approaches to peacebuilding;
- Women and girls associated with armed groups have protection and reintegration needs that are distinct from those of men and boys. Female combatants generally acquire new roles in times of war, which are not automatically accepted in peacetime in their communities. Furthermore, women and girls associated with armed groups face a higher risk of stigma and discrimination during the reintegration process than their male counterparts.
- Finally, cultural understandings of masculinity and male roles in society have specific implications for the efficacy of disengagement and reintegration programmes.

By recognizing the distinctive impacts of armed conflict on women and men, IOM is able to take effective measures to guarantee their protection within the framework of emergency and post-crisis operations and to facilitate their full participation in peacebuilding processes.

#### 4.2.2. Youth



**In conflict or unstable situations, young people are particularly vulnerable to armed group recruitment and radicalization. In a response, IOM involves young people in initiatives to promote peacebuilding and preventing violent extremism through programming focused on the protection and restitution of rights.**

IOM does this by effectively engaging young people in the social, economic and political life of their communities, and by promoting dialogue, inclusion, meaningful participation and sustainable, peaceful coexistence.

All reintegration programmes for children must follow the Paris Principles: Principles and Guidelines on Children Associated with Armed Forces or Armed Groups (2007), which provide detailed guidelines for protecting children from recruitment and aiding those already involved in armed groups or armed forces. In operationalizing this work, IOM seeks to prevent the recruitment of children and young people into armed forces through a three-fold approach:

- Providing educational and income generation opportunities in communities with high recruitment rates in order to allow parents to provide their children with education and future employment prospects.
- Advocating for and supporting civil society groups in their efforts to raise awareness of child and youth recruitment and prevention of such within communities (IOM, 2011). The IOM DDR programming focuses on preventing recruitment of youth into armed groups and other forms of organized violence, for example, in Colombia.

Working to reintegrate and assist child soldiers, including through educational and literacy initiatives, vocational training schemes, promotion of community support for children and psychosocial support. This is done in close partnership with child protection mandated partners, including UNICEF (IOM, 2011).

#### 4.2.3. Health



Through the ICRS, **IOM provides health services, including pre-embarkation medical assessments, medical escorts, health monitoring and referrals.** For ex-combatants/fighters who are relocated to cantonment sites, or to civilian areas during reintegration after years spent in war zones, there is often a heightened risk of disease given their close proximity to others. Hence, these densely populated sites may themselves pose health risks, particularly in the case of water-

borne, vector-borne and respiratory illnesses, as well as viral hemorrhagic fevers. However, these situations also provide an opportunity to inform ex-combatants/fighters and communities about key health issues and the prevention and treatment of diseases, including malaria and HIV/AIDS. Moreover, **as part of its community based approach towards reintegration, DDR related projects can be designed to benefit the health and well-being of entire communities.** For example, the construction and rehabilitation of public infrastructure provides a two fold benefit: ex-combatants/fighters have employment, and by bringing these individuals and the communities to which they have returned together while improving access to clean water (in South Sudan) or improving waste management (in Liberia) acceptance and social cohesion is fostered.

#### 4.2.4. Psychosocial support



**Reintegration into civilian life following active participation in war can pose serious implications for the psychosocial well-being of former combatants.** During conflict, combatants may be victims and/or perpetrators of horrendous violence. In addition to the emotional impact and potential trauma associated with combat experience, the transition from the status of combatant to civilian may trigger a sense of loss of identity. Moreover, ex-combatants/fighters may be met with mistrust and rejection within their communities, while their return and reintegration into the family can provoke violence and distress within a household. Non-clinical feelings of sleeplessness, irritability, emotional numbing, altered memory functions and difficulty in concentrating put the possibility of smooth reintegration into everyday life at risk. On a more significant level, clinical symptoms resulting from experience in combat may include depression, anxiety, post traumatic distress, self-harm and substance abuse. Therefore, mental health, psychosocial support and counselling are a critical, but often overlooked, component of DDR.

Moreover, ex-combatants/fighters may be met with mistrust and rejection within their communities, while their return and reintegration into the family can provoke violence and distress within a household. Non-clinical feelings of sleeplessness, irritability, emotional numbing, altered memory functions and difficulty in concentrating put the possibility of smooth reintegration into everyday life at risk. On a more significant level, clinical symptoms resulting from experience in combat may include depression, anxiety, post traumatic distress, self-harm and substance abuse. Therefore, mental health, psychosocial support and counselling are a critical, but often overlooked, component of DDR.

**IOM fosters a multi-disciplinary psychosocial approach that avoids the pathologization of the emotional problems that ex-combatants/fighters, families and communities face during the demobilization process and beyond.** Instead, the interconnectedness of social, psychological, anthropological and clinical issues at the collective, familial and individual levels are examined. The IOM ICRS model supports the delivery of psychosocial reintegration support for ex-combatants/fighters and relies on existing external institutions when the psychosocial and health assistance in a DDR programme is either insufficient or too short in duration.

The psychosocial programmes implemented through IOM initiatives focus on:

- Providing mental health support to affected groups. This support may include assessments for ex-combatants/fighters, their families and communities, information about their needs; the provision of the proper treatment of these identified needs (including primary and secondary referrals), as well as counselling and reintegration services. If appropriate services are not available, IOM will create new services or enhance the capacity of existing ones, particularly with regard to trauma informed care, non-pathologization and integrated care.
- Providing counselling services at the individual, family and community levels. This includes individual counselling, group counselling, family counselling and the creation of self-help groups for individuals and families.
- Providing psychosocially informed reintegration assistance and community activities. These activities may include mass-media campaigns, socializing events, community forums, performances, exhibitions, concerts by ex-combatants/fighters, rituals of reintegration and transitional justice, social theatre and recreational activities, integrated mental health and psychosocial support and livelihood support.

#### 4.2.5. Transitional justice



**Due to the fact that combatants are often involved in conflicts as both perpetrators and victims, they play a central role in a society's attempts to come to terms with the legacy of large-scale human rights abuses and efforts to ensure accountability, justice and the achievement of reconciliation.** Transitional justice programmes seek justice and truth for all parties involved in a conflict and may include, inter alia, efforts to address rights violations, questions regarding access to land, property and compensation, institutional reform, reconciliation, truth and historical memory initiatives and victim reparations (UN, 2010a:8). Peace agreements may contain provisions for mechanisms concerning human rights violations, which are often incorporated into DDR and/or transitional justice processes.

The foundations of DDR and transitional justice processes vary widely across regions. These differences often reflect the historical specificities and root causes of a conflict, and will lay the groundwork for long-term peacebuilding processes. Confidence in the justice system and perceptions of security may be affected by how crimes and human rights violations were perpetrated during a conflict and how these issues are dealt with in a conflict's aftermath. **In circumstances where combatants may have perpetrated or been associated with human rights violations, the provision of amnesties in peace agreements can be a useful element within transitional justice processes.** Such amnesties enable participation in both DDR and transitional justice processes, and offer a demarcation between periods of conflict in the past and peace in the future. However, where there have been war crimes and crimes against humanity, ex-combatants/fighters are excluded from participation in such processes.

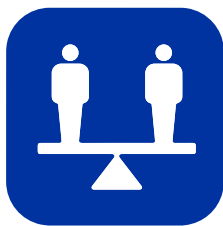
Although ex-combatants/fighters generally participate in these processes as the perpetrators of human rights violations, under certain circumstances, they are eligible to take part in transitional justice processes as victims. This may be the case when their rights have been violated in non-combat situations, including in detention centres. The same principle applies to ex-combatants/fighters who have been forcibly recruited into armed groups, particularly in the case of minors.

#### 4.2.6. Livelihoods



**IOM routinely integrates livelihood components into its DDR approaches in order to stabilize post-return communities, with a focus on both ex-combatants/fighters and the communities as a whole.** Livelihoods are comprised of the capabilities, activities and material and social assets required to make a living. Through efforts to ensure that households are equipped to cope with stresses and shocks, and maintain and sustainably improve their capabilities and assets, the IOM approach improves the livelihoods of DDR programme beneficiaries. Livelihood projects typically contribute to income generation and/or employment, or otherwise equip participants with skills that enhance the possibility of improving their livelihoods. With job-training, capacity-building for local authorities, the distribution of reintegration kits, and sub-grants targeted at investment, as well as reconstruction opportunities for ex-combatants/fighters and their communities, IOM projects are able to meet livelihood assistance needs in affected areas.

#### 4.2.7. Human rights and rights restitution



Conflict, post-conflict and other fragile settings are contexts in which human rights violations frequently occur. **IOM contributes to the promotion of human rights through awareness-raising, such as human rights training for ex-combatants/fighters, and through rights restitution activities.** This work is exemplified in Colombia, where IOM has contributed to the establishment and promotion of rights restitution with an emphasis on protection, education, health, and land and property rights. IOM also supports national institutions in implementing changes to legal frameworks for the restitution of rights.

## 5. WORLD MAP

### IOM DDR COMPENDIUM

### PROJECT MAP 2010–2017

SUDAN			
Number of projects	1		
Time span in years	2010–2012		
Cross-cutting issues			
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>	

COLOMBIA				
Number of projects	24			
Time span in years	2010–2018			
Cross-cutting issues				
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	

SOUTH SUDAN			
Number of projects	2		
Time span in years	2012–2014		
Cross-cutting issues			
Generation of DDR		2 <sup>nd</sup>	

CROSS CUTTING ISSUES ICONS	
	Gender
	Youth
	Transitional justice
	Human rights
	Health
	Psychosocial support
	Livelihood
	Environment




LIBERIA			
Number of projects	1		
Time span in years	2010–2011		
Cross-cutting issues			
Generation of DDR		2 <sup>nd</sup>	

CENTRAL AFRICAN REPUBLIC				
Number of projects	3			
Time span in years	2014–2021			
Cross-cutting issues				
Generation of DDR		2 <sup>nd</sup>	3 <sup>rd</sup>	

DEMOCRATIC REPUBLIC OF THE CONGO				
Number of projects	4			
Time span in years	2010–2013			
Cross-cutting issues				
Generation of DDR		2 <sup>nd</sup>		




The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.










BOSNIA AND HERZEGOVINA				
Number of projects	5			
Time span in years	2010–2017			
Cross-cutting issues				
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>		

IRAQ				
Number of projects	1			
Time span in years	2012–2013			
Cross-cutting issues				
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>		

ETHIOPIA				
Number of projects	1			
Time span in years	2013–2015			
Cross-cutting issues				
Generation of DDR		2 <sup>nd</sup>		

SRI LANKA				
Number of projects	4			
Time span in years	2009–2013			
Cross-cutting issues				
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>		

SOMALIA				
Number of projects	9			
Time span in years	2013–2018			
Cross-cutting issues				
Generation of DDR			3 <sup>rd</sup>	

UGANDA				
Number of projects	1			
Time span in years	2011–2012			
Cross-cutting issues				
Generation of DDR	1 <sup>st</sup>	2 <sup>nd</sup>		



## 6. COUNTRY PROFILES

The twelve country profiles in this chapter provide a look into the diverse and innovative DDR programming implemented by IOM between 2010 and 2017. The headers of each profile indicate the name of the country, central cross-cutting issues and the core generation(s) of DDR that projects fall under. As is reflected in these classifications, many countries have a portfolio of projects that do not fall neatly into one generation.

Each profile begins with a contextual overview of IOM's presence in the country, relevant conflict(s) and DDR considerations and challenges. This is followed by a description of IOM DDR interventions and objectives, a project list that includes titles, donors and budget information, and finally, key results and lessons learned. The key lessons learned can inform future DDR programming for IOM and non-IOM actors, both within the given context and elsewhere. Importantly, the profiles do not cover the entire geographical scope of IOM in the field of DDR (see Table I) but rather, they provide an informative and timely snapshot of the diversity and breadth of the work being done by the Organization in this evolving field.<sup>4</sup>

### BOSNIA AND HERZEGOVINA



1 2 3

#### Brief description of relevant IOM involvement

Between 2010 and 2013, IOM was the implementing agency for the North Atlantic Treaty Organization (NATO)-Perspektiva Programme. It provided resettlement assistance to more than 2,600 former military personnel following downsizing in 2004 and defence reforms in 2006. In addition, IOM provided support to the Ministry of Defence of Bosnia and Herzegovina in managing the reintegration process of discharged personnel, including through psychosocial support. Today, the organization's peacebuilding work focuses on working with the government to prevent possible radicalization and recruitment into violent extremist groups by engaging youth and communities.

#### Conflict description

Following the fall of communism in Europe, and the collapse of the Federal Republic of Yugoslavia, Bosnia and Herzegovina gained independence from the Federal Republic of Yugoslavia in 1992. This triggered a four-year long conflict that divided the population along ethnic and religious lines – Muslims, Catholics and Orthodox Christians, each associated with an ethnic group – and spurred the formation of numerous paramilitary groups which operated separately from the Yugoslav National Army.<sup>5</sup> The inter-ethnic strife led to more than 200,000 deaths, 2 million refugees and the ethnic cleansing of predominantly Bosnian civilians. In December 1995, following United Nations sanctions and NATO intervention, the war ended with the General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Peace Agreement), signed by Bosnia and Herzegovina, Croatia and the Federal

<sup>4</sup> Forthcoming publications will highlight other country profiles and the role of IOM in the development of innovative DDR programming.

<sup>5</sup> The Yugoslav National Army was mainly controlled by Montenegro and Serbia, which pursued political dominance over Yugoslav republics, including 70 per cent of Bosnia and Herzegovina.

Republic of Yugoslavia. The Agreement reduced or dismantled ethnic-based armies and paved the way for democratic elections, economic reconstruction and a new configuration for the State of Bosnia and Herzegovina (Martin-Ortega, 2013).

### **DDR and the peace process**

Although a large percentage of the ethnic Bosnian population served in paramilitary organizations during the conflict (King, 2002:23), provisions in the Dayton Peace Agreement regarding the demobilization of these ex-combatants/fighters were lacking. Limited agreement on the principles and regulations for DDR in the Dayton Agreement, in addition to the fragility of post-conflict state institutions and the absence of DDR leadership by an international organization, resulted in the chaotic and rapid disintegration of the armed forces, which hindered the process of registering ex-combatants/fighters (Martin-Ortega, 2013:141). Consequently, nearly 300,000 disarmed ex-combatants/fighters were left without substantive reintegration assistance, creating a possible impediment to sustainable peace and community development. The need for DDR in Bosnia and Herzegovina continued into the twenty-first century as the country began the process of professionalizing its armed forces, implementing defence reforms and reducing the defence budget. Since 2006 the Ministry of Defence has reformed its structure, focusing on downsizing and modernizing the military, and eliminating redundancy (NATO, 2012). In addition to the downsizing of the armed forces, the NATO-Perspektiva Programme provided resettlement assistance by helping ex-combatants/fighters reintegrate into civilian life by offering counselling, education, training and small business grants.

### **Key challenges for DDR**

In post-conflict Bosnia and Herzegovina, the highly divided and multi-ethnic context necessitated specific considerations and requirements to balance reintegration activities for ex-combatants/fighters with support for victims. Moreover, the post-conflict government of Bosnia and Herzegovina faced a lack of infrastructure and capacity to effectively implement reintegration activities for demobilized ex-combatants/fighters (Pietz, 2004:5).

### **IOM response**

IOM support in Bosnia and Herzegovina began in 2002 with the Transitional Assistance to Former Soldiers in BiH (TADS) during the demobilization stage of the DDR process. This programme expanded IOM reintegration activities by registering ex-combatants/fighters and informing them about potential follow-up assistance (Pietz, 2004:26). Between 2010 and 2013, IOM implemented the NATO-Perspektiva Programme, which supported the process of defence reform and assisted discharged personnel in creating new careers and livelihoods. Through knowledge and skills transfer, the programme contributed to ensuring that equipment, facilities and human resource structures would continue to exist and allow the government to assist discharged persons in the future. It also strengthened the capacity of the Ministry of Defence to address the potential impacts of past and present war-related experiences on the mental health and psychosocial well-being of discharged and active combatants/fighters by developing sustainable and affordable defence reform with minimal negative social consequences.

## IOM objectives

The objective of these capacity-building activities was to ensure that the Ministry of Defence developed the skills and capacity to independently and sustainably implement and manage the NATO-Perspektiva Programme thereby promoting national ownership and sustainability of reintegration support. IOM also emphasized the importance of the Programme's focus on human security and social and economic development, which would contribute to the overall stability of the country and the region.

## Project list

- **Support of the NATO-Perspektiva Programme of the Ministry of Defence of Bosnia and Herzegovina II (Jan 2010–Sep 2010)**

*Government of the United Kingdom – USD 38,737*

In an effort to continue strengthening the capacities of the Ministry of Defence's Transition Support Unit to carry out resettlement activities, staff members were trained in different aspects of the IOM ICRS system, including: evaluating applications, profiling, registering and maintaining a database of discharged persons and providing individual counselling for beneficiaries. A steering committee was established as the oversight body for reviewing the progress of the project.

- **Assistance Programme for Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina (Oct 2010–Mar 2013)**

*USAID – USD 2,133,600*

IOM provided 600 discharged personnel with business counselling, vocational training tools and technical equipment through the establishment of four centres for recruitment and transition. IOM also facilitated relations between employment centres and individuals in order to promote long-term employment in the private sector, encourage business start-ups and facilitate small and medium-sized enterprises. In addition, IOM continued to update these beneficiaries about employment opportunities in the civilian sector and provided information on business and market trends, and projections.

- **Assistance Programme for Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina (Oct 2010–Sept 2013)**

*NATO Partnership for Peace Trust Fund – USD 5,834,573*

*Government of the United Kingdom – USD 153,734*

The Programme provided technical assistance to the Ministry of Defence to facilitate the economic and social reintegration of approximately 2,300 discharged individuals through assistance in four areas: agriculture, business start-ups and business expansion, employment/job placement and education/training. These ex-combatants/fighters were decommissioned between 2010 and 2013 as a result of the Law on Service in the Armed Forces, which limits the active age of service to 35 years of age. This programme established cooperatives and joint projects and provided psychosocial assistance and cash grants.

■ **Building the Capacities of the Ministry of Defence of Bosnia and Herzegovina to provide systematic support in the reintegration of discharged personnel into civilian life within the discharge process (Jan 2014–Sept 2014)**

*Government of Norway (Ministry of Defence) – USD 49,102*

The overall objective of the project was to provide independent and systematic support to discharged personnel as an integral part of the discharge process. The aim was to complement and support actions taken by NATO, the United Kingdom and the United States of America by implementing training. IOM assisted Ministry of Defence and Recruitment and Transition Centres staff in order to improve their ability to independently monitor and evaluate NATO-Perspektiva programme activities. Additionally, IOM supported the collaboration of stakeholders in enhancing the implementation of NATO-Perspektiva activities.



Members of the Bosnian armed forces receive training on NATO-Perspektiva. © IOM Bosnia and Herzegovina



Registration of reintegration programme beneficiaries and presentation of the project components by IOM staff. © IOM Bosnia and Herzegovina

■ **Building the Capacities of Bosnia and Herzegovina Institutions to Address Mental Health Issues Amongst Defence Personnel in Bosnia and Herzegovina – PREVENTIVA (Oct 2013–June 2017)**

*Government of Norway (Ministry of Defence) – USD 134,048*

*Government of Denmark (Ministry of Defence) – USD 1,053,084*

The overall objective of the project was to support ongoing national efforts in establishing a sustainable and systematic response for addressing the mental health issues of current and discharged persons in the Armed Forces of Bosnia and Herzegovina, including for those involved in peacekeeping missions.

The aims included:

- Establishing a system that helps the transition of discharged personnel from the armed forces into appropriate civilian work;
- Establishing a civil-military network with relevant stakeholders to address mental health care for those serving in the armed forces;
- Building a fully operational and self-sustaining system within the Ministry of Defence in order to address mental health issues;
- Creating a system to support personnel involved in peacekeeping missions.

### Key results achieved

- Ministry of Defence personnel were able to effectively integrate the tools acquired during the NATO-Perspektiva programme, and skills and capacities were strengthened, allowing for independent resettlement activities in the future;
- Representatives from the Ministry of Defence contacted 190 discharged personnel with important information regarding the rights and responsibilities associated with leaving active duty. Information was shared during 23 different workshops held throughout the country and in telephone calls to all personnel who had not been previously registered;
- The information dissemination strategy facilitated the sharing of best practices and new opportunities;
- Proposals of beneficiaries included: 1,884 for business expansion, 700 for business start-ups, 41 for education and 9 for direct employment initiatives;
- The Centres for Recruitment and Transition provided 2,659 redundant personnel with individual counselling;
- Psychosocial assistance was given to 1,545 redundant personnel;
- Reintegration assistance including the provision of equipment, business/self-employment planning, education and training and job placement services was provided to 2,634 redundant personnel.

### Key lessons learned

- Psychosocial support is a critical part of all transition processes. This support should be provided before and during transition in order to improve the chances of an individual making a successful shift into civilian life. Actors should continue to support psychosocial components as a key component of successful DDR programmes;
- Supporting the Ministry of Defence in the reintegration of discharged defence personnel should be part of three to five-year budget cycles in order to allow for internal changes to procedures and to achieve more effective and sustainable results;
- Establishing official channels of communication with all stakeholders to inform them about implementation phase activities is necessary. Aligning hierarchical levels within implementing organizations with local military counterparts will facilitate communication;
- IOM databases and management systems with information on beneficiaries should be integrated with local systems already in place in order to effectively provide assistance;
- Visibility should be increased through the distribution of newsletters and public relations materials, as well as through in-person visits to barracks and direct contact with municipalities. Success stories of former beneficiaries should be publicized to encourage engagement in the reintegration process, both for those currently undergoing reintegration as well as potential candidates;

- Assistance should be provided to local development funds and it should be ensured that NGOs and/or Intergovernmental Organizations are maximizing possible synergies. To promote employment and the development of small and medium-sized enterprises (SMEs), partnerships and agreements should be established with agricultural centres, existing cooperatives and municipalities to complement grant support;
- Resettlement processes should not be exclusively based on pension schemes and early retirement packages. This puts pressure on government budgets and institutions and young people will not benefit for decades;
- Resettlement programmes should be established without a fixed registration period to allow staff to deliver tailored support to all beneficiaries without time constraints.

## CENTRAL AFRICAN REPUBLIC



1 2 3

### Brief description of relevant IOM involvement

Since 2014, IOM has implemented a multi-faceted Community Violence Reduction (CVR) programme in the Central African Republic. The programme aims to support perpetrators of violence ineligible for inclusion in potential DDR processes and their communities in order to build trust and recover from the effects of conflict. In coordination with the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, and with the support of the United Nations Peacebuilding Support Office in the Central African Republic and European Union funded community stabilization projects, IOM provides assistance to communities that are at risk for violence. This approach has reduced the risk of ex-combatants/fighters returning to violence and laid the groundwork for future DDR processes.

### Conflict description

Since its independence from France in 1960, the Central African Republic has been subjected to recurring cycles of violent conflict and has hosted a number of UN and regional peacekeeping missions (Carayannis and Lombard, 2015). Structural drivers of conflict have been linked to several factors, including: inequitable access to natural resources and economic opportunities, inadequate power sharing between the capital of Bangui and the rural periphery, and the widespread proliferation of weapons. The situation significantly worsened when Seleka, a coalition of predominantly Muslim armed groups, seized power in 2013, leading to retribution by largely Christian anti-Balaka defence militias. This precipitated the displacement of more than 1 million people and the deaths of thousands of civilians (Campbell, Brigety and Frazer, 2017). Armed groups in the Central African Republic are characterized by a lack of coherent and stable leadership, command structures and internal control, all of which has led to widespread human rights violations against the population. The rise of inter-community conflicts is a contemporary manifestation of deep-rooted divisions in the country and the environment of instability has been further exacerbated by limited centralized political institutions (Carayannis and Lombard, 2015).



## DDR and the peace process

Following the outbreak of violent clashes between Seleka and anti-Balaka in 2013, the Security Council established the United Nations Multidimensional Integrated Stabilization Mission in the Central Africa (MINUSCA) which was authorized to support transitional authorities in developing and implementing DDR programming and CVR strategies (United Nations, 2014a). An important step towards reconciliation was a DDR agreement regarding principles and eligibility criteria signed by nine armed groups and the Ministry of Defence at the Bangui Forum on National Reconciliation in May 2015 (Lamba, 2015). However, a formal DDR programme has not yet been launched.

## Key challenges for DDR

A future DDR process will take place according to a third generation scenario, in which numerous semi-organized armed groups continue to operate at varying degrees. The security environment is further threatened by attacks against peacekeepers and humanitarian workers (Campbell, Brigety and Frazer, 2017). Therefore, perhaps the biggest challenge for DDR in the Central African Republic is the ongoing risk of recruitment by armed groups of vulnerable individuals. Comprehensive actions should diminish inter-communal violence and enhance the resilience of individuals and groups against possible recruitment.

## IOM response

Community stabilization programming in the Central African Republic is an important example of how the IOM approach has adapted to the challenges of ever changing circumstances. IOM contributes to stability in the transition phase through various measures and by making use of the entire scope of methodologies at its disposal, including:

- A multiagency and multidimensional human security approach that reinforces the strength and legitimacy of the rule of law in high risk areas;
- Holistic community stabilization projects to revitalize markets, build capacities and focus on dialogue enhancing projects within communities;
- Reducing the potential for community violence by addressing root causes and engaging with perpetrators of violence who are ineligible for the DDR process.

Sociocultural activities organized by IOM in Djamassinda as a part of social cohesion initiatives. © IOM 2017/Amanda NERO



## IOM objectives

IOM endeavours to contribute to community stabilization at the local level by strengthening the local economy and social cohesion and by creating opportunities for dialogue between authorities and community members. Moreover, IOM aims to strengthen resilience capacities within communities in order to reinforce trust and create an environment conducive to stability and future DDR programming. A stable and resilient environment reduces the risk that ex-combatants/fighters will return to violence, and it also lays the groundwork for reintegrating perpetrators of violence into the community.

## Project list

- **Relocation and Reinsertion of Ex-Seleka into their Communities of Origin in the Central African Republic (May 2014–June 2015)**

*United Nations Peacebuilding Support Office / Peacebuilding Fund – USD 2,502,516*

The beneficiaries, including 2,087 Seleka ex-combatants/fighters and 392 dependents, were registered, profiled and provided with food assistance in three camps and the departure centre in Bangui. They also received medical and psychosocial assistance. IOM provided information on civics, citizenship, Sexual and Gender-based Violence (SGBV) and HIV/AIDS. In addition, child protection for minors associated with armed groups was offered. IOM facilitated the voluntary and assisted return of ex-combatants/fighters and their dependents into their communities of choice and provided reinsertion kits and money for travel to reach desired destinations. Communities were informed about the return of ex-combatants/fighters and local peace committees were established.

- **Community Violence Reduction in the Central African Republic (Jan 2016–June 2018)**

*United Nations Peacebuilding Support Office / Peacebuilding Fund (PBF) – USD 3,500,000*

Community-based needs assessments were conducted for 2,800 community members and 4,200 ex-combatants/fighters who were not eligible for a national DDDR programme. Mechanisms for peaceful re-settlement and coexistence were established through training and community dialogue. Initiatives included intensive civics education, community radio campaigns addressing social cohesion and cultural and sports events.

- **Community Violence Reduction and Stabilization of Communities at High Risk (Aug 2018–July 2021)<sup>6</sup>**

*EU Instrument contributing to Stability and Peace (IcSP) – USD 17,485,700*

As the most recent addition to IOM work in CVR, this project has contributed to the stabilization of at-risk communities by developing local economies and strengthening social cohesion. The project is based on three core elements: 1) organizing sociocultural events and sports activities to promote social cohesion; 2) rehabilitating / constructing public infrastructure that promotes exchanges; and 3) implementing labour intensive activities and training to encourage local economic development and reduce the vulnerability of at-risk populations.

<sup>6</sup> This project, though not active in 2017, indicates the continuity of and commitment of IOM to CVR programming in the Central African Republic.

## Key results achieved

### *Results of the CVR project funded by PBF from 2014–2015*

- There were 876 beneficiaries of the programme including 740 ex-combatants/fighters and 136 dependents;
- Labour intensive, community infrastructure rehabilitation/maintenance projects based on the cash-for-work model involving 546 of the 740 former Seleka ex-combatants/fighters;
- Participation in cash-for-work activities was expanded to include 1,110 local community members;
- IOM identified 13 additional interventions to increase socioeconomic resilience within local communities and 84 former Seleka ex-combatants/fighters were employed in infrastructure rehabilitation, including seven specialized workers and 77 manual labourers;

### *Ongoing results of the CVR project funded by PBF from 2016–2018 (in progress at the time of writing)*

- 6,980 beneficiaries have been registered and profiled – 67 per cent were perpetrators of violence, 33 per cent were vulnerable individuals, 21 per cent were women;
- Temporary employment initiatives such as the rehabilitation of community infrastructure throughout all ten target communities have provided employment to over 2,000 beneficiaries;
- Selected beneficiaries were entitled to participate in income generating activities. These individuals were assisted with self-designed business plans;
- IOM provided advice or mediation and reconciliation services and launched social cohesion initiatives within at-risk communities as needed;
- Ten local committees were set up to establish eligibility for receiving labour-market skills training and assistance in the establishment of income generating activities in agriculture, livestock, service and small businesses. To date, 206 individuals have been trained;
- Given that the expectation of the majority of beneficiaries was that they would be included in a DDR process, local committees were trained regarding the distinctions between CVR and DDR principles. The understanding of CVR principles has been enhanced through community-based ownership of the entire process;



Launch of the first CfW project in Pende. Cash-for-Work The objective of CfW activities in Central African Republic is to support the immediate recovery of communities affected by conflict while encouraging the revitalization of the local economy and strengthening dialogue among community members. © IOM 2016

- In partnership with CASAL, an NGO, local committees were trained in conflict management and violence reduction including GBV prevention, conflict mediation and analysis, the rights of vulnerable groups and the creation of environments for peaceful coexistence;



Training workshops for religious leaders on principles of CVR. © IOM

- One hundred seventy religious community leaders attended weapons control sensitization training in remote areas.

### Key lessons learned

- Since delays can hamper progress, cause loss of momentum and allow for the possibility of interference, respecting implementation deadlines is critical;
- Transitional pre-DDR initiatives should be incorporate in the overall peacebuilding strategy in order to enhance the chances of achieving expected results;
- For DDR and CVR programming in ongoing conflict situations, a strategy for minors at risk of recruitment by armed groups and/or criminal gangs should be implemented;
- Socialization and employment initiatives with armed elements and communities should be planned in advance and community violence reduction engagements should be strengthened to ensure sustainability;
- To deepen the impact of community stabilization models, those in temporary employment initiatives should participate in a minimum three-year cycle of "virtual cantonment" including socialization initiatives, civic education, business start-up/ alphabetization training and income generating activities supported by long-term investment.

Participants of a non-violent communication workshop in Djamassinda Village. © IOM 2017/ Amanda NERO.





### Brief description of IOM involvement

IOM has managed more DDR programmes in Colombia than in any other country. In close partnership with the Government of Colombia, IOM has supported national DDR programming broadly through prevention activities, rights restitution, child and youth protection, livelihood promotion and transitional justice. The private sector has also been an important DDR partner. Numerous businesses have provided direct support through operational and in-kind resources, or they have participated as employers, implementing partners or instructors for income generating activities.

### Conflict description

For more than half a century, Colombia has been plagued by armed conflict, primarily between government forces and insurgent leftist armed groups, namely the *Fuerzas Armadas Revolucionarias de Colombia (FARC)* and the smaller *Ejército de Liberación Nacional (ELN)*. Due to the length of the conflict, Colombia is home to one of the highest numbers of victims of civil conflict and internally displaced people in the world, and women and children in Colombia have been particularly affected. The human cost of the conflict has been considerable: more than 200,000 have died in the past five decades and nearly 7 million people, mostly from poor rural areas, have been driven from their homes (Miroff, 2016). After four years of peace negotiations, the Government and FARC signed an initial peace agreement in September 2016 aimed at ending armed conflict. However, a small majority of Colombian voters considered the agreement too lenient and rejected it in a public referendum, citing the possibility that ex-combatants/fighters could avoid war crimes prosecution (Casey and Symmes, 2016). This left the country in tremendous uncertainty about the future of the peace process and the reintegration of ex-combatants/fighters. After new negotiations, a revised peace accord was reached between the Government and FARC (Casey, 2016) and assurances were made that the revised agreement incorporated the demands of those opposed to the original accord. While changes were made, several core aspects of the accord remained, including the essence of what the peace accord intended: the transition of FARC from an armed guerrilla group to a political organization.

### DDR and the peace process

Given the role of DDR in the peace process, the Government of Colombia has gained robust experience in DDR, beginning with its first collective demobilization and reintegration process for thousands of ex-combatants/fighters, including child soldiers, in 2003. This process included economic assistance to ex-combatants/fighters through employment opportunities and the establishment of a system to collect information on all ex-combatant/fighter beneficiaries in the reintegration process. IOM also supported the Government in the implementation of The Victims and Land Restitution Law, 2011 which represented an important step towards national reconciliation through the legal consolidation of human rights by means of victim assistance and protection programmes, especially for Afro Colombian and indigenous populations. Furthermore, IOM has furthered the Government's commitment to building the capacities of institutions responsible for the implementation of legal frameworks on transitional justice and of community-based peacebuilding organizations.

## Key challenges for DDR

There is an ongoing perception among the population that while the peace accord covers a range of issues, it ineffectively addresses the contentious points in the original accord effectively, and specifically, the possibility of ex-combatants/fighters to be included in reintegration without being held accountable for crimes committed during the war (El Tiempo, 2016). Therefore, community acceptance is one of the biggest obstacles to national stability, peacebuilding and the DDR process. To meet this challenge, institutional capacity and political will are required to address restitution issues through an effective transitional justice system and the promotion of reconciliation between all groups, including ex-combatants/fighters, and victims and community members from diverse populations such as Afro Colombians, indigenous groups, women and young people. Local action must be coordinated in order to protect and promote the rights of children and young people and to provide specific goods and services for child ex-combatants/fighters. Furthermore, to support the roadmap for the release of all involved children, relevant state entities and institutions, as well as civil society organizations and international agencies, including IOM, must provide high-quality technical assistance and share and their best practices.

## IOM response

IOM has provided support to DDR and the national peacebuilding programme in Colombia across a range of issues, including transitional justice, goods and rights restitution, and livelihood creation. The DDR activities of IOM have evolved over time from the direct implementation of projects in the field, to a more comprehensive approach aimed at strengthening government entities and DDR programmes at the strategic level. IOM's large DDR footprint in Colombia is evident in projects that fall under the umbrella of several overarching programmes, most notably the Child Soldiers Programme I and II, Community Reintegration of Ex-combatants (CORE), and additional recruitment, prevention and reintegration programmes.



A training on productive agriculture techniques for programme beneficiaries. © IOM

## IOM objectives

Through reintegration activities that promote reconciliation, protection and rights restitution while reducing vulnerability, IOM Colombia aims to create sustainable and inclusive solutions for ex-combatants/fighters and vulnerable communities, particularly minors and victims of armed conflict. In addition, IOM continues to contribute to the prevention of youth recruitment by strengthening family ties and youth rights. IOM also aims to strengthen the capacities and interconnectedness of the Ministry of Justice, the Colombian Reintegration Agency and other governmental entities to allow them to design national policies that address reparations and victim protection.

## Project list

Due to the scope and diversity of IOM engagement in Colombia, the DDR project portfolio has been grouped based on the following key themes and project objectives:

- Restitution of rights for demobilized children
- Prevention of youth recruitment
- Transitional justice
- Livelihoods

The projects described below provide insight into the scope and magnitude of IOM support in Colombia. However, it is important to note that not all relevant projects are listed.

### RESTITUTION OF RIGHTS FOR DEMOBILIZED CHILDREN

The restitution of rights for demobilized children is guided by the Code of Childhood and Adolescence, Law 1098 of 2006, which established the Colombian Family Welfare Institute (ICBF) as the lead agency for the Family Welfare System. Since the **first USAID funded Child Soldiers Programme** was launched in 2001 by IOM, the Organization has worked closely with ICBF to support its **specialized assistance programme** for children and adolescents who have been demobilized from armed groups. The ICBF is responsible for coordinating the institutional response for re-establishing and guaranteeing these children's rights with special emphasis on protection, education and health (IOM and USAID, 2017). The Child Soldiers Programme (2001–2008) identified best practices, tested new methodologies and helped to normalize judicial, technical and institutional mechanisms that govern assistance. IOM's **second Child Soldiers Programme** (2009–2015) promoted family and foster care approaches, consolidated educational models and toolkits and improved the delivery of social and economic assistance. By delivering technical and financial assistance, it also supported the implementation of changes in the legal framework for rights restitution.

#### ■ **Red Juntos Project (Dec 2010–Dec 2011)**

*Colombian Family Welfare Institute – USD 2,045,786*

This collaboration between ICBF and IOM was part of the Red Juntos strategy, which incorporated the efforts of national entities in reducing poverty and inequality and focused on the poorest families affected by violence. In the context of rights restitution and the prevention of recruitment and child labour, IOM's assistance included education on nutrition, health, recreational activities and the promotion of employment opportunities for parents.

#### ■ **Rights Restitution and Prevention of Recruitment of Children Affected by Conflict (Dec 2011–Nov 2013)**

*Colombian Family Welfare Institute – USD 38,938,082*

This project aimed to ensure respect for the rights of children, prevent violations of their health and educational rights, and raise awareness of the best interests of children. IOM provided protection in cases of youth sexual abuse, supported legal counselling, developed income generation and skills learning, improved the economic conditions of families and encouraged youth participation in public policy development. In addition, IOM provided technical assistance for the strengthening of institutional and programme strategies focused on the protection of children and adolescents.

■ **Promotion of the Rights Guaranteed in Early Childhood Against Forced Recruitment in the El Chocó Department (Dec 2012–Dec 2014)**

*Colombian Family Welfare Institute – USD 38,900,853*

Approximately 24,200 children under the age of five received comprehensive health, education and nutrition support. Educators offered technical assistance and, were themselves, trained in early childhood care and psychosocial support to foster family resilience.

■ **Support for the Implementation of Strategies for Promoting the Rights of Children and Adolescents and Preventing their Violation (July 2013–Dec 2013)**

*Colombian Family Welfare Institute – USD 1,722,626*

Training, communication and participatory actions to promote the recognition of children's rights, the empowerment of youth in through dialogue and citizen participation processes. Prime beneficiaries were vulnerable children and adolescents between the ages of six and seventeen.

■ **Support for the Release of Children and Adolescents from FARC Camps (Sep 2016–Dec 2016)**

*United Nations Development Programme (UNDP) (UN Multi-donor Trust Fund for Post-Conflict in Colombia) – USD 183,191*

Housing, food, clothing and psychosocial support were provided to young people. Additional support was given for the creation of recreational spaces, cultural and sport activities, logistical support, transportation, workshops and activities for families and communities. The target groups included girls and female adolescents leaving FARC camps, particularly those under the age of fifteen.

## PREVENTING YOUTH RECRUITMENT

Historically, illegal armed groups have made it a regular practice to recruit minors in Colombia. The **Second Child Soldiers Programme**, which took place between 2009 and 2015, worked with local institutions and communities to adopt a more unified approach to recruitment prevention by implementing policy changes and awareness-raising in order to reshape national attitudes. It also tailored strategies based on the needs of individuals according to age, gender, ethnicity and disability status.



An IOM staff member leads a training. © IOM

Building on these experiences, the current **IOM Recruitment Prevention and Reintegration (RPR) Programme** (2015–2018) provides targeted technical assistance to enhance the responsiveness of programmes to changes in the way in which children are used by illegal armed groups. The programme also aims to: change national attitudes by involving civil society and the private sector, support community-based solutions, and improve the monitoring of and response to risk factors.



■ **Protection for Children at Risk of Recruitment by Illegal Armed Groups in Colombia (Dec 2010–Mar 2012)**

*Colombian Family Welfare Institute – USD 12,127,175*

This initiative included building and strengthening institutions concerned with children's health such as, nutrition, specialized care for children with disabilities and victims of sexual abuse, in addition to strengthening children's education and the training of educators.

■ **Protection for Children at Risk of Recruitment by Illegal Armed Groups in Bogota (Feb 2011–Dec 2011)**

*Colombian Family Welfare Institute – USD 712,690*

This project involved awareness-raising and both technical and financial support for higher education training for young boys and girls at risk for recruitment by illegal armed groups.

■ **Protection for Children at Risk of Recruitment by Illegal Armed Groups in Colombia (July–Dec 2011)**

*Ministry of Education, UNICEF – USD 977,947*

Technical and administrative support was provided in the fields of education, entrepreneurship, capacity-building and agriculture. Beneficiaries included 700 teachers, 94 administrative personnel in the education sector, 50 representatives of educational institutions and approximately 4,600 young students.

■ **Reintegration and Prevention of Recruitment (Oct 2015–Sept 2018)**

*USAID – USD 24,000,000*

Large scale reintegration projects were designed for government agencies overseeing DDR, demobilized ex-combatants/fighters, demobilized children and adolescents, populations at risk of re-recruitment and communities receiving those individuals. IOM supported recidivism mitigation strategies, governmental capacity-building to strengthen implementation of legal frameworks for peace, and also provided logistical and technical support. In addition, radio projects were implemented and inter-institutional coordination between communities and the private sector was strengthened.

■ **Promoting Community Reintegration and Protective Environments Against Recruitment and Utilization (June–Dec 2016)**

*Reincorporation and Normalization Agency (ARN) – USD 179,270*

To support the efforts of the Colombian Agency for Reintegration, this project consisted of:

- Creating and strengthening processes for bringing stakeholders together to restore trust, and foster reconciliation within communities and strengthen the legitimacy of state institutions;
- Addressing youth recruitment risk factors Evaluating the results in order to promote adequate development and sustainability at the national level.

## TRANSITIONAL JUSTICE

The Justice and Peace Law, 2005,<sup>7</sup> or Law 975, included mechanisms in which data gathered from ex-combatants/fighters of the United Self-Defense Forces of Colombia (AUC) could be used in the design and implementation of reintegration activities. Accordingly, IOM designed the **Tracking, Monitoring, and Evaluation System** (SAME) with the support of USAID funding in 2005. Based on information collected through surveys and interviews, SAME allowed



for the registration and monitoring of demobilized ex-combatants/fighters who were part of the Colombian Agency for Reintegration during the first seven years of their process of civilian reintegration.

Ortega, Colombia. © IOM 2013

The Ministry of Defence **Transitional Justice Interinstitutional Information System** (SIIJT) was established to facilitate data exchange among more than ten institutions involved in the implementation of DDR frameworks, including with regard to the Justice and Peace Law. The information in SIIJT can be used to support both victims and ex-combatants/fighters. IOM continues to play a key support role in strengthening SIIJT, as per the Government of Colombia's commitment to include more users, entities and types of information. IOM has supported stakeholders in the SIIJT endeavour, including the Office of the Inspector General, the Ministry of Justice and Law, the Office of the Attorney General Transitional Justice Unit, the National Commission for Reparation and Reconciliation (CNRR) and the Historical Memory centre.

### ■ **Support of the National Commission for Restitution and Reconciliation; National Programme for Goods Restitution (Jan 2010–Jan 2011)**

*Government of Canada (Department of Foreign Affairs, Trade) and Development – USD 301,166*

This project facilitated capacity-building for the National Commission for Restitution and Reconciliation, which served as an advisor on goods restitution. The project contributed to the design of Colombian public policy regarding victims' rights to the restitution of property. It also facilitated institutional coordination among Colombian institutions tasked with execution of the Restitution Programme.

7 The Justice and Peace Law is a legal framework that provides incentives for peace and the facilitation of the demobilization of paramilitaries while also respecting the rights of victims regarding truth, justice and reparations. It states that those ex-combatants/fighters who are believed to have committed war crimes and crimes against humanity must be prosecuted, albeit with the prospect of reduced prison sentences in return for demobilization and contributions to truth telling and reparation processes (Pfeiffer, 2015).

■ **Sociojudicial Analysis of the Personal Files (Uncensored Confessions) of Demobilized Persons Within the Justice and Peace Process (Jan 2010–Oct 2011)**

*Government of Canada (Department of Foreign Affairs, Trade and Development) – USD 231,058*

Through this project, a report was formulated which contained confessions by ex-combatants/fighters, regarding their crimes, an analysis of relationships between victims and perpetrators, recommendations for the reconstruction of historical truth and its impact on restitution.

■ **Technical Assistance for the Implementation of Inter-institutional Justice and Peace Information System (SIJYP) (Sep 2012–Dec 2014)**

*Ministry of Justice and Law – USD 281,770*

The aim of this project was to develop and consolidate the SIJYP implementation phase. The project strengthened interconnections between the Justice and Peace Unit of the Office of the Attorney General and the SIJYP and enabled the victim protection module to be updated.

■ **Community Oriented Reintegration of Ex-Combatants/Fighters (Mar 2010–Mar 2012)**

*Semana Foundation – USD 1,075,269*

The objective of the project was to repair the social fabric of communities in the municipality of El Carmen de Bolivar for 240 affected local families through education, income generation and community development activities, infrastructure and health services. The project also aimed to strengthen community action committees and re-establish local police stations.

■ **Identification, Implementation and Systematization of Social Service Activities for Participants to Encourage Compliance with Law 1424<sup>8</sup> (Sept 2012–Dec 2015)**

*Reincorporation and Normalization Agency (ARN) – USD 451,002*

This project aimed to strengthen the protocol for social service delivery in line with Law 1424 and targeted 3,667 individuals.

■ **Support for the Entities Involved in the Development and Implementation of the Transitional Justice Framework for the Reintegration of Ex-Combatants/Fighters (June 2013–Dec 2014)**

*Ministry of Justice and Law – USD 174,386*

Ten Colombian government entities were supported in their implementation of the transitional justice framework for the reintegration of demobilized persons. The scope of this included technical and legal assistance, logistical and operational support as well as support for the design and implementation of a communication strategy.

<sup>8</sup> Law 1424 created a transitional justice mechanism that primarily applies to rank-and-file ex-combatants/fighters in paramilitary organizations (Pfeiffer, 2015).

- **Contributions of the Reintegration and Reconciliation Process and the Territorial Peace Framework (Oct–Dec 2015)**

*Reincorporation and Normalization Agency (ARN) – USD 104,940*

Through information sharing, education, memory records and the creation of a sense of belonging, this project increased understanding of the reintegration process within recipient municipalities. The media, opinion leaders and other strategic stakeholders supported the process by publicizing details of the reintegration process.

## LIVELIHOOD

- **Civic Education and Reintegration Activities for Ex-combatants/Fighters (May 2010–May 2013)**

*Corporation Civil para la Administration del Fondo de Prevencion Vial – USD 752,637*

This programme placed 800 demobilized ex-combatants/fighters at checkpoints where they worked as civilian security auxiliaries to support traffic management in their communities. The programme has contributed to a reduction in accident rates and has improved the quality of life of many demobilized individuals currently in the process of reintegration.

- **Improving Employment Opportunities for Ex-Combatants/Fighters in Bogota (Dec 2010–Nov 2012)**

*Governmental Secretary of Bogotá and Local Development Fund of Bolivar City – USD 48,386*

This project helped 80 demobilized ex-combatants/fighters, 15 of their relatives and 70 community members apply for employment opportunities.

- **Improving the Livelihood of Ex-Combatants/Fighters on the North Coast (Aug 2010–Nov 2016)**

*Coltabaco Foundation – USD 501,609*

To enhance the social and economic reintegration of ex-combatants/fighters from the municipalities of Cartagena, El Carmen de Bolivar, Sincelejo and Barranquilla, services such as business management training courses and financial advice were provided, thus allowing for the establishment of 25 franchise stores.

- **Design and Implementation of Mechanisms for Stabilization, Early Reintegration, and Economic Reintegration for Ex-combatants/Fighters (May–Dec 2016)**

*Reincorporation and Normalization Agency (ARN) – USD 207,684*

This project involved 200 individuals who had demobilized in the previous six months and were in the process of reintegration through the Reincorporation and Normalization Agency. They received psychosocial support, academic and job training and participated in income generating activities, all with the aim of promoting stabilization.

■ **Implementation and Model Transfer of Economic Reintegration of demobilized individuals in the process of reintegration (Apr 2013–Dec 2015)**

*Reincorporation and Normalization Agency (ARN) – USD 2,171,311*

This project provided training to 304 professionals from the Reincorporation and Normalization Agency and 1,597 ex-combatants/fighters. A higher number of individuals than was anticipated were able to participate in the project.

■ **Strengthening the Reincorporation and Normalization Agency of Colombia Regarding Care and Support Provided to People with Disabilities or Mental Disorders During Reintegration (July 2013–June 2015)**

*Reincorporation and Normalization Agency (ARN) – USD 164,765*

This pilot programme focused on health mechanisms and procedures in social security institutions and provided training for mental health professionals from the Reincorporation and Normalization Agency in Colombia regarding treatments for post-traumatic stress disorder. Approximately 60 participants with a physical disability or mental disorder were included.

■ **Supporting Digital Marketing Strategies and Entrepreneurship Initiatives for Ex-Combatants/Fighters (May 2016–Apr 2017)**

*Center for Political Analysis (Centro de Análisis Político) of EAFIT University – USD 164,765*

This initiative identified enterprises in need of digital marketing expertise, assisted in the creation of digital profiles for entrepreneurs, promoted the visibility of the entrepreneurs' products, provided human rights/social entrepreneurship/digital marketing training and raised awareness regarding peacebuilding entrepreneurs. Approximately 60 people who were undergoing the process of reintegration within the ACR "Window and Peace" framework were included.

**Key results achieved**

- With IOM support, more than 49,000 ex-combatants/fighters began reintegration, overseen by the Government of Colombia;
- More than 50 per cent of ex-combatants/fighters who began the reintegration process had completed or were close to finishing. This is a high rate in comparison to other international reintegration cases;
- With IOM support, 6,073 children received reintegration services from the government;
- A pilot process for community and economic reintegration has been successfully adopted by the government as an official programme;
- More than 600,000 people have benefitted from a unified legal reintegration database system that shares information between ten government agencies and is coordinated by the Ministry of Justice with IOM support.

## Key lessons learned

- Inter-institutional coordination within a government can be both an objective and a successful outcome of DDR and peacebuilding initiatives, and is essential to sustainability and success;
- In order to adapt to changing contexts, institutional policies, and the evolving needs and expectations of reintegration participants at the community level, flexibility is an essential part of the effectiveness and sustainability of DDR programming. Furthermore, it is important to tailor reintegration approaches to the needs of individuals, while still adapting to changing conflict dynamics at the macro level;
- Effective information systems must be promoted through institutional capacity-building and strong information sharing mechanisms among government entities that either implement, monitor, or create DDR policies and services;
- To ensure sustainability and local effectiveness, all stakeholders, including government policy-implementing agencies, private sector partners and local communities, should be well informed and should participate in reintegration processes. Widespread participation will ensure a comprehensive reintegration process be it at the national policy level or the local level;
- The normative framework of DDR must be stable and well-defined at the outset in order to encourage trust and commitment from victims and ex-combatants/ fighters alike;
- It is important to provide continued psychosocial assistance and to strengthen mental health-care resources;
- During the DDR implementation phase, innovation and the incorporation of new technologies is essential, especially at the community level.



### Brief description of IOM involvement

IOM supported the Government of Democratic Republic of the Congo in the implementation of the national DDR II programme from 2008 to 2011. This programme focused on stabilizing both communities of return and host communities by fostering cohesion and economic recovery, with the aim of preventing massive population displacement. By supporting reintegration activities in host communities, IOM contributed to community reconciliation, particularly in North Kivu, one of the most unstable and economically deprived areas of the Democratic Republic of the Congo.

### Conflict description

Over the past several decades, the Democratic Republic of the Congo has been embroiled in civil wars involving various militias and the government's armed forces. Concentrated in the eastern part of the country, the conflict has led to a protracted humanitarian crisis, caused the displacement of millions of people and left governance structures in a fragile state. It has also created an unstable and insecure environment of lawlessness and impunity marked by the destruction of infrastructure and livelihoods, extreme violence against civilians and widespread sexual abuse. The conflict has its roots in the Rwandan genocide of 1994, when Hutu extremists fled into Democratic Republic of the Congo, spurring the formation of armed groups. This series of events elicited an increase in hostilities throughout the country (Brigety et al., 2017). Armed groups have predominantly financed their activities through the exploitation of the country's rich reserves of natural resources (Brigety et al., 2017). Despite multiple peace agreements and the presence of United Nations peacekeeping forces, weak governance and fragile legal institutions have contributed to ongoing violence perpetrated by various armed groups against civilians in North and South Kivu, thus generating a security dilemma in which neither party is incentivized to lay down their arms.

### DDR and the peace process

The Government of the Democratic Republic of the Congo established the National Commission for DDR in 2003, and it was tasked with developing a national DDR plan. This plan stipulated that armed groups that were signatories to the country's Global and Inclusive Agreement, on Transition, 2002 could integrate into the national army or return to civilian life through the national DDR programme launched in 2004 (Richards, 2012:3). Since 2004, numerous DDR programmes have been implemented in the Democratic Republic of the Congo, including the now ended World Bank Multi-Country Demobilization and Reintegration Programme. While over 100,000 ex-combatants/fighters have been demobilized, only 60 per cent of those individuals have reintegrated (Kölln, 2011:4). The national DDR I and DDR II programmes occurred in circumstances of ongoing conflict, weak governance and political will, all of which eventually lead to the launch of DDR phase III in 2015 (Tunda, 2017).

### Key challenge for DDR

The east of the country is disconnected from the capitals of the main provinces. In addition, the landlocked geography further inhibits economic development and humanitarian interventions, and the unstable environment and continuous risk of conflict resumption in the region often halts the progress of DDR processes. These are problems that are apparent at the beginning of the DDR process, where the presence of foreign combatants with civilian family members impedes easy identification. Moreover, control and monitoring mechanisms within the

command structures of armed groups deter combatants from leaving, thus creating barriers for those combatants who are not eligible for the DDR programme to disarm and demobilize on their own (Richards, 2012). In addition, while many current combatants have participated in demobilization programmes, they have then later been re-recruited or re-joined armed rebel groups due to the absence of alternative livelihoods in the context of sustained insecurity. Accordingly, reintegration efforts have lower success rates than does disarmament, which, in turn, undermines support for durable peace and DDR processes in the country.

### **IOM response**

IOM has supported state structures and capacities in line with national strategies for security sector reform. In particular, IOM has particularly supported the Congolese National Police and the Ministry of Justice in their improvements to the security situation and the living conditions of conflict affected communities through community policing. IOM has also provided training on SGBV, has worked to rehabilitate key state infrastructure and promote community-based mechanisms in order to establish dialogue, coordination and interaction between community members and law enforcement officials. Finally, IOM has invested in stabilizing mining areas to reduce further population displacement and contributed to the safe return of displaced individuals to their provinces of origin.

### **IOM objectives**

IOM worked to improve the security and stability of the eastern provinces in the Democratic Republic of the Congo through the socioeconomic reintegration of ex-combatants/fighters and vulnerable host communities. Both individual and community socioeconomic initiatives, including micro community development projects, serve to promote social acceptance for ex-combatants/fighters within their communities of return and foster economic revival in the region.

### **Projects list**

- **Durable Reintegration of Ex-Combatants/Fighters and Improved Living Conditions for Receiving Communities in Walikal, North Kivu (Sept 2010–Nov 2011)**

*UNDP – USD 377,618*

Through psychosocial support, training in agricultural development and reintegration kits, 208 ex-combatants/fighters and vulnerable members of host communities were supported with this project. Public latrines and rubbish bins were installed and gutters were unclogged to reduce the risk of the spread of water-borne diseases and malaria. Hygiene committees were established to promote project sustainability and communities received hygiene kits. In addition, IOM promoted local environmental projects and organized community awareness meetings about HIV/AIDS and other sexual transmitted infections. Finally, IOM identified job opportunities through interviews with local authorities, community leaders, associations, State structures, companies and the local population.

- **Disarmament, Repatriation, Reintegration and Resettlement of Combatants via Radio Programmes (April 2011–Dec 2011)**

*UNDP – USD 155,567*

In order to reach a larger number of combatants from the Lord's Resistance Army (LRA) and promote their return, local radio stations were encouraged to expand their broadcasting range, use local languages during their programming and establish partnerships with Ugandan radio programmers. During the course of the project



IOM trained those working in radio to use the medium to support the demobilization of LRA combatants and encourage the local community to assist in these efforts.

■ **Rehabilitation of the Training Centre in Lukusa for the Democratic Republic of the Congo Armed Forces (FARDC) within the National Stabilization Framework (May 2010–March 2012)**

*Government of Canada (Department of Foreign Affairs, Trade) and Development)*

– USD 887,574

*Government of the United Kingdom (Ministry of Defence) – USD 621,030*

Approximately 900 members of the armed forces of the Democratic Republic of the Congo received human rights training as part of security sector reform efforts. These members of the armed forces also contributed to the improvement of operational capacities at training sites through infrastructure rehabilitation, including water and electricity supply networks, and the construction of kitchens, bathrooms and classrooms.

■ **Sustainable Reintegration of Ex-combatants/fighters and Improving Living Standards in Their Host Communities – Walikale, North Kivu, phase II (April 2012–May 2013)**

*UNDP – USD 424,906*

Reintegration and sustainable socioeconomic development for 407 ex-combatants and vulnerable members of host communities was strengthened through psychosocial support, and training in basic management skills and civics, which was followed by training in trades selected by beneficiaries, the distribution of reintegration kits and individual and community microcredit projects for all beneficiaries. Public latrines and rubbish bins were constructed and gutters were unclogged to reduce the risk of the spread of water-borne diseases and malaria. In addition, IOM promoted local environmental projects, created fishponds and organized community awareness meetings about HIV/AIDS and other sexual transmitted infections. Finally, job opportunities were identified through interviews with local authorities, community leaders, associations, state structures, companies and the local population.

#### Key results achieved

- The outreach capacity of local radio stations and the number of programmes broadcast was increased. These broadcasts included public health, security, refugee status and education topics;
- The capacity of communities to autonomously run local radio stations in the future was augmented;
- As part of security sector reform efforts, around 900 members of the armed forces received training on human rights;
- A larger audience of LRA combatants was reached by widening the transmission radius of radio programmes (from 30 to 175 km), which subsequently increased LRA disengagement rates.

### Key lessons learned

- In the absence of political will and critical support, positive outcomes may need to depend on local-level peacebuilding processes as a key part of technical reintegration assistance;
- Establishing offices for community studies, mediation of socioeconomic conflicts and psychotherapeutic support research may be required;
- Community education and awareness-raising regarding alcohol and drug abuse can contribute to community level peacebuilding;
- In the absence of robust economies and access to credit, the promotion and support of microfinance structures and institutions, as well making microcredit available to beneficiaries, should be a priority;
- The family responsibilities of ex-combatants/fighters should be considered in the reintegration process in order to prevent recidivism. Especially important to consider are expenses such as children's school fees, medical care and clothing;
- Thoughtful designs, plans and coordination of all procurement, shipment, discharge and installation activities regarding all international bids are required;
- To stimulate the local economy, it is useful to procure as much construction material as possible through local vendors.



### Brief description of IOM involvement

In 2013, at the request of the federal government of Ethiopia and the regional government of Benishangul-Gumuz, IOM designed and implemented a project to provide technical assistance for the reintegration of more than 350 ex-combatants/fighters by providing registration, profiling, psychosocial counselling, and medical screening and referrals.

### Conflict description

Periodic droughts and famines, a civil war<sup>9</sup> lasting almost 20 years, protracted border disputes with Eritrea,<sup>10</sup> political and territorial disputes over the Ogaden region with Somalia and ethnic clashes have shaped the political landscape of Ethiopia for the past 60 years. A consequence of these combined factors has been unpredictable migration dynamics. The rise of groups<sup>11</sup> antagonistic to the government culminated in the collapse of a unified State and the overthrow of the Derg regime in 1991. Despite extreme poverty, stability and reconciliation were envisaged with the establishment of a new ethnically based federal system that gave the various ethnic groups within the country the right to self-governance. After 17 years of armed rebellion, in 2012 the Ethiopian government signed a peace accord with the Benishangul People's Liberation Movement (BPLM)<sup>12</sup> and initiated their repatriation from Sudan and reintegration in Ethiopia.<sup>13</sup>

### DDR and the peace process

The Ethiopian Demobilization and Reintegration Programme was designed following the 1991 regime change (Colletta, Kostner and Wiederhofer, 1996). The programme is considered to have been relatively successful: more than 350,000 Ethiopian soldiers were demobilized and government defence sector expenditures reallocated to support social and economic development activities (Muggah, 2008). The improved macroeconomic situation, a stabilized political context and respect for local authorities facilitated the DDR process. Moreover, communities in the country generally provided an environment conducive to the return of ex-combatants/fighters. The relatively limited damage to the economy and communities as a result of the Eritrea–Ethiopia war allowed for the reintegration process of 148,000 ex-combatants/fighters between 2000 and 2003 (Muggah, 2008). Overall, the Demobilization and Reintegration Programme in Ethiopia adopted a decentralized approach to further facilitate long-term reintegration taking the diversity of individual needs into consideration. Finally, the Government of Ethiopia's strong political will to effectively implement the peace accords was critical to the success of the DDR programme.

9 The civil war began in September 1974 with a coup d'état against Emperor Haile Salassie and lasted until 1991.

10 For 30 years, Eritrea fought a war of independence against Ethiopia, which eventually led to Eritrean independence in 1993. War between the two countries broke out again between 1998–2000, ending with a ceasefire agreement and the deployment of a United Nations peacekeeping mission to monitor the borders. However, the peace agreement has not been fully implemented.

11 The following groups are examples of those antagonistic to the government: Tigray People's Liberation Front (TPLF), Ethiopian People's Revolutionary Party (EPRP), Eritrean People's Liberation Front (EPLF), Ethiopian Democratic Union (EDU) and Oromo Liberation Front (OLF).

12 The Benishangul-Gumuz People's Liberation Front was established in 1995 and was the first regional party to operate in the Benishangul-Gumuz State, which borders Sudan on the northwestern border of Ethiopia.

13 Please note, the 2018 Eritrea–Ethiopia peace agreement and the possibilities for relevant DDR assistance are not considered in this compendium.

## Key challenges for DDR

Despite the relative success of the national programme, limited possibilities for sustainable livelihoods, limited employment opportunities and a rise in malnutrition rates have impeded the economic reintegration of ex-combatants/fighters into their communities. Moreover, in 2015 Ethiopia faced its worst drought in decades, leaving millions in need of food aid. Such circumstances undermine national security and impede the effective design and implementation of an integrated development plan for Ethiopian communities. As was the case in the Oromia region at the end of 2015, violent clashes continue to take place (Davison, 2016).

## IOM response

At the request of the Ethiopian government, IOM has worked with the Benishangul-Gumuz regional state to support the expedited voluntary return of combatants from the BPLM in Sudan.<sup>14</sup> Community-based reintegration activities were tailored to individual needs and circumstances and occurred in areas of return in order to reduce the potential tension between host communities and returnees, as well as facilitate and promote peaceful coexistence, social inclusion and sustainable livelihoods.



A monitoring visit to an ex-combatant who returned to and reintegrated in Guba Woreda. Through IOM's assistance, he has been able to establish a stable life with his family. Using the land provided by the district authorities, he constructed shelter for his family and works as a broker to supplement his daily income. © IOM 2014

## IOM objectives

IOM aimed to contribute to the timely, safe and orderly return, reinsertion and reintegration of 1,800 ex-combatants/fighters, their dependents and 300 BPLM sympathizers into the local communities that were either their place of origin or their place of choice. This process was facilitated through technical assistance to the government, the provision of essential non-food items, livelihood assistance, and health and psychosocial assistance.

<sup>14</sup> Ex-combatants/fighters from BPLM are scattered across various locations in the Blue Nile state in Sudan, including in Damazin, Singa, Senna and Medani.

## Projects list

### ■ **Technical Assistance to the Government of Ethiopia – Reception, Reinsertion, Reintegration and Post Reinsertion Transportation Assistance for BPLM Former Combatants and BPLM Sympathizers (May 2013–April 2015)**

*Government of the United Kingdom (African Conflict Prevention Tool) – USD 165,289*

*European Union (Instrument contributing to Stability and Peace (IcSP)) – USD 2,071,342*

Approximately 1,800 ex-combatants/fighters were registered and profiled through ICRS. These individuals subsequently had medical screening and were transported via the transit centre to their places of origin in Ethiopia. The community of return was prepared for the return of ex-combatants/fighters through public awareness campaigns, informational sessions and communication materials. Using ICRS, a socioeconomic survey of the reintegration community was completed and social workers and health-care professionals received training on how to conduct health and psychosocial assessments and provide referrals for ex-combatants/fighters, their dependents and sympathizers. Essential non-food items were distributed during the reinsertion process, and this included hygiene and sanitation kits as well as bed sheets. Beneficiaries also received vocational and livelihood training. Finally, IOM provided technical and awareness-raising support for government workers, for example, regarding the provision of housing for ex-combatants/fighters returning to their woreda (district) of origin.

#### Key results achieved

- In cooperation with the regional government, BPLM combatants and the community, IOM developed a reintegration strategy that outlined viable income generating activities;
- Business registration, training and reintegration kits were provided to 379 ex-combatants/fighters. Of this group, 93 per cent received cash grants worth Ethiopian Birr (ETB) 1,800;
- Ten individuals were supported in their business start-ups, which included restaurants, trade and animal husbandry. Through IOM advocacy work, one individual was able to secure employment in the Assosa hospital;
- Trainings were conducted for 306 ex-combatants/fighters in the areas of mining, micro and small businesses, financial management and animal husbandry. Overall, 364 ex-combatants/fighters have opted for various livelihoods including: traditional mining aided by advanced equipment such as GP1000 and GPX5000 (78.9%), grinding mill work (4.7%), petty trading (8.2%), animal husbandry (5.5%) and transportation services (2.7%);
- IOM and project partners facilitated the authentication of two educational certificates and one driving license for ex-combatants/fighters who had previously obtained these documents in Sudan.

### Key lessons learned

- In circumstances where the government has limited capacity at the local level, joint coordination meetings to discuss capacity-building strategies at the federal, regional and local level are critical;
- Regular field visits with all partners are critical in order to discuss challenges with ex-combatants/fighters and local authorities. These steps enhance the correct implementation of project activities and ensure a shared understanding of the situation;
- Assistance with the setting up roles and responsibilities within the businesses of ex-combatants/fighters and conflict resolution training that focuses on dialogue is important;
- DDR programmes aimed at the return and reintegration of ex-combatants/fighters, should adopt a multi-track approach, comprised of: (a) structural mechanisms that provide basic services to ex-combatants/fighters, their dependents, sympathizers and the receiving communities and (b) activities that aim to enhance public relations and diplomacy, political empowerment and participation, capacity-building of negotiations and communication, the facilitation of dialogue forums and coordination mechanisms, the promotion of good governance and human rights;
- Future funding/resources may require flexibility in terms of activities, targets and results in order to adapt to changing circumstances, affecting the duration of projects.



### Brief description of IOM involvement

Through close coordination with the Nineveh Governorate in northern Iraq, IOM implemented DDR activities in one of the most unstable areas in the country, which has been marred by political conflict, fragile ethnic relations and sectarian extremism. Working at the community level, IOM supported the socioeconomic reintegration of 250 former members of the Iraqi armed forces in order to reduce the risk of renewed recruitment into armed groups. At the national level, IOM built government capacity for the creation of a larger national DDR programme in the future.

### Conflict description

Between 1980 and 2011, Iraq had three major intrastate and interstate wars: Iraq-Iran war (1980–1988), First Gulf War (1990–1991) and Second Gulf war (2003–2011), and over two decades of economic sanctions, all of which led to social, political, and economic stagnation. The 2003 intervention in Iraq led by the United States of America instigated the fall of the Saddam Hussein regime and resulted in a long-term US military presence. Thousands of civilians have been killed and millions have been displaced in the intervening years. The US military operations ended in 2011, but in 2014, interethnic, sectarian and religious tensions escalated into a civil war and Islamic State in Iraq and the Levant (ISIL) gained prominence in the north and west of Iraq.

### DDR and the peace process

Following the 2003 intervention in Iraq, the transitional government known as the Coalition Provisional Authority disbanded the Iraqi Army and other governing institutions (CFR, 2003). These actions affected more than 50,000 officers and low-ranking soldiers in the Nineveh Governorate. Most of these individuals never received support from national or international institutions to facilitate their reintegration into civilian life. According to a 2011 IOM survey, one quarter of these individuals had remained unemployed, making them vulnerable for recruitment into various armed groups in Iraq and neighbouring Syrian Arab Republic. In support of their return to civilian life, a community-based socioeconomic reintegration programme will be a crucial factor for future peacebuilding efforts in Iraq.

### Key challenges for DDR

DDR programming in Iraq did not meet all the characteristics of a traditional DDR context, such as the presence of a peace agreement, a secure environment and viable reintegration opportunities. Instead, DDR was undertaken in circumstances of significant insecurity throughout Iraq, in which the sustainability of the government was unclear (DPI, 2012). A plethora of pro-government militias and insurgent armed groups, including Al Qaida and ISIL, all of whom had divergent agendas, further complicated the situation. Accordingly, one of the biggest challenges since 2003 has been the establishment of basic security and stability. In light of these issues, the DDR programme in Iraq was focused on the promotion of social inclusion and reconciliation as well as on combating discrimination based on political, religious, ethnic, or cultural reasons.

## IOM response

In 2012, between 200,000 and 1 million members of armed groups and the former Iraqi armed forces were excluded from assistance programmes. Given this context, the Government of Iraq and IOM identified the need to build mutual trust in order to align common goals and then design and roll out a viable DDR framework. Based on survey data regarding needs, concerns and expectations for reintegration, IOM engaged with relevant stakeholders and used lessons learned from other DDR programmes to support the government in acquiring the capabilities and confidence to lead the implementation of future DDR activities.



Business development training for demobilized soldiers.  
© IOM 2013



Vocational training on electrical wiring. © IOM 2013



Reinsertion kit distribution for former soldiers and their families. Reinsertion kits were comprised of civilian clothing, shoes, underwear, shaving kit, torch and a notebook. © IOM 2013



## IOM objectives

IOM aimed to contribute to medium and long-term stabilization and social cohesion in Iraq through community reconciliation and the reintegration of potentially destabilizing elements such as illegal armed groups. Additionally, it aimed to build the government's DDR capacities in order to facilitate the development of a concrete, feasible and sustainable DDR model for the future.

## Projects list

- **Disarmament, Demobilization and Reintegration (DDR) in Iraq: Reintegration Programme for Ex-Combatants/Fighters in the Nineveh Governorate (Sept 2012–July 2013)**

*Government of Germany – USD 1,000,000*

Reinsertion kits were provided to 253 ex-combatants/fighters from the former Iraqi armed forces and their families.<sup>15</sup> These were provided along with business development services training, and basic skills in business planning, creation and management. The business plans of 160 beneficiaries were approved, and these individuals received grants to open or expand businesses. Forty-one beneficiaries were enrolled in vocational training and 49 were given training in farming. In addition, IOM conducted a weeklong capacity-building workshop in Erbil for certain government representatives. Finally, the Ministry of Labour and Social Affairs training facility in Mosul was rebuilt and upgraded for use by the Ministry and IOM. To facilitate the process of lessons learned in the evolving Iraq DDR programme design and implementation, IOM conducted an induction and evaluation workshop at the beginning and end of the project for both Nineveh Governorate representatives and IOM staff.

### Key results achieved

- The government enhanced its institutional capacity and capability regarding skills, knowledge, methodologies and partnerships to develop, design, implement, monitor and evaluate livelihood and educational/vocational programming in response to the reintegration needs of ex-combatants/fighters;
- Through targeted livelihood support activities and the provision of reinsertion kits, in-kind grants and trade-specific toolkits, the socioeconomic reintegration of 250 former members of the Iraqi armed forces was enhanced. Consequently, beneficiaries could generate sufficient income for their families, and, in large part, they expressed great satisfaction with the assistance provided by IOM, the government and the project donor;
- A potential model for DDR of ex-combatants/fighters in Iraq was created for future replication.



"I did not know where to turn after the war. I had no skills but military skills; I had no experience but military experience." © IOM 2013

<sup>15</sup> Reinsertion kits consisted of civilian clothing, shoes, underwear, a shaving kit, torch and notebook.

## Key lessons learned

- It is important to conduct adequate preparatory research on internal and external factors that may impact the project design and implementation before project commencement;
- It is critical to observe intercommunity relations in light of deteriorating security conditions in order to facilitate proactive decision-making, timely changes to meeting and training schedules and the building of “buffers” for additional beneficiaries in case of unforeseen dropouts;
- Incorporating formal financial agreements with governments and other partners in the project planning phase is critical in enabling these contributions to be secured in a timely and reliable manner before annual budget planning occurs;
- Livelihood assistance should be matched to beneficiary needs and expectations should be in line with local market forces. To that end, specific and targeted local market assessments should be carried out to gather reliable information on the target region’s economic situation. Local businesses should be engaged in this process;
- Establishing a transparent and effective communication network and ensuring the reliable and timely delivery of aid items to build trust between beneficiaries and IOM field staff is very important;
- Remaining pragmatic and flexible is necessary to foster rapid reorientation and the timely implementation of project activities during setbacks, such as stakeholder commitment, for example;
- Solid partner relationships whether in planning and design or during implementation are crucial to achieving success and should be adjusted where and when required.



### Brief description of IOM involvement

Through a project for community-based capacity-building and waste management in rural conflict affected areas, IOM encouraged the development of sustainable livelihoods for 11 communities and 400 beneficiaries, including ex-combatants/fighters and female headed households.

### Conflict description

In 1989, Liberia descended into a prolonged and devastating civil war when forces supporting Charles Taylor rebelled against president Charles Doe's regime. A plethora of armed groups were involved and the repercussions of the conflict affected other countries in Western Africa. Two civil wars that occurred over a period of 14 years resulted in the killing of 200,000 people and the displacement of one third of the population. The absence of basic levels of security, in combination with unresolved political issues, were the main causes of failure for 13 peace agreements drawn up between 1990 and 1997 (Caramés, Fisas and Sanz, 2008). The final phase of the war that took place between 1999 and 2003 resulted in a huge increase in livelihood and development needs in the country. Major fighting in Monrovia eventually led to the deployment of 15,000 peacekeepers as part of the United Nations Mission in Liberia (UNMIL) in August 2003. This action was quickly followed by Taylor's resignation and the signing of the Accra Comprehensive Peace Agreement by all parties, which brought a final end to the war (Peace Insight, n.d.). Since 2005, Liberia has made remarkable progress in reforming the security sector, rebuilding the economy, strengthening the criminal justice system and promoting democracy (Raddatz, 2013:178). Despite its impressive display of resilience in response to the Ebola crisis, Liberia's health sector and labour market remain fragile (Fund for Peace, 2016).

### DDR and the peace process

As stipulated by the Accra Peace Agreement, UNMIL was mandated to work with the government to develop and carry out a DDR programme and establish the Truth and Reconciliation Commission, Liberia. Between 2003 and 2004, more than 101,000 fighters were disarmed and demobilized (Knight, 2008). With the coordination of United Nations International Children's Emergency Fund (UNICEF), significant investments were made in the social reintegration of children formerly associated with armed groups, both at the individual and community level. However, the needs of women and other vulnerable groups were insufficiently addressed (von Gienanth and Jaye, 2007). By ensuring that combatants laid down arms and refrained from thwarting the peace process, DDR has, nevertheless, been a crucial element of the implementation of the peace agreement. Although DDR greatly contributed to building trust between parties, misappropriation of resources, corruption and poor coordination between stakeholders undermined the success of the reintegration phase.

### Key challenges for DDR

Although the DDR programme in Liberia is generally considered a success (Jaye, 2009), a chronic lack of employment opportunities and active militias in the regions mean that many individuals return to combat in neighbouring Côte d'Ivoire and Guinea (Raddatz, 2013:178). During an assessment of the DDR programme, many locals informed the mission that the reintegration programme had failed to provide sustainable alternative livelihoods for ex-combatants/fighters. The majority of ex-combatants/fighters are still unemployed, and

thousands have regrouped for the purpose of illegally exploiting natural resources including diamond and gold mine areas, and rubber plantations (Jaye, 2009). The government also emphasized that addressing unemployment continues to be a major challenge for Liberia and for long-term reintegration initiatives. Moreover, the large number of ex-combatants/fighters and civilians seeking enrolment in DDRR programmes must be balanced between the competing objectives of: quick engagement of many beneficiaries and the development of a thoughtful, well-funded and long-term reintegration plan for ex-combatants/fighters.

### **IOM response**

IOM has significantly contributed to the Government of Liberia's Poverty Reduction Strategy through the implementation of livelihood generating activities and community-based capacity-building in rural areas affected by conflict. IOM intervention strategies are based on and guided by an understanding that community involvement is an essential ingredient for safeguarding the sustainability of long-lasting livelihoods, and these strategies focus mainly on agriculture as the country's major economic sector. Additionally, IOM Liberia has largely focused on improving the livelihoods of female headed households, thereby decreasing the probability of reengagement in illegal or violent activities.

### **IOM objective**

The aim of the project was to support a holistic livelihood creation process and socioeconomic development through an integrated approach. This would serve to create conditions for sustainable peacebuilding in a post-conflict context.

### **Projects list**

- **Expansion of the Reintegration of Ex-Combatants/Fighters Through a Local Environment Initiative Project (Feb 2010–Feb 2011)**

*Government of Germany – USD 648,228*

Agricultural, waste management and waste segregation trainings were provided to 400 beneficiaries, including 120 ex-combatants/fighters, 218 conflict affected female headed households and both national and local authorities. Community members received basic literacy, numeric and marketing training to support their access to economic activity and commercial marketing. Forty-eight ex-combatants/fighters were supported in establishing legal enterprises and 30 ex-combatants/fighters participated in training of trainers courses to consolidate project sustainability. By strengthening the capacity of beneficiaries to manage small scale farming activities and natural resources, including the establishment of composting sites, IOM contributed to improving the environmental conditions of communities in Monrovia, Liberia.

### Key results achieved

- The use of organic fertilizer and the equal engagement of women and men in agricultural works was greatly appreciated by communities;
- A clean-up campaign and more sustainable agriculture improved health conditions, including diet and quality of life for beneficiaries;
- As part of the decision-making process for agricultural activities, consultations were introduced for the first time in 11 communities;
- Ex-combatants/fighters were given a new sense of belonging and self-worth within their societies. Communities became aware of the role that ex-combatants/fighters can have in a community;
- The idea of shared community material was well received by all communities;
- Communities recognized the importance of training in mathematics and price monitoring in the sale of products;
- The ability to read and write gave women a strong sense of empowerment and promoted their integration into economic structures;
- Project activities brought beneficiaries together to learn and achieve joint goals, thereby contributing to reconciliation within the community;
- The ability of beneficiaries to provide livelihoods for their family was increased. In most communities these individuals became more independent by including their own small-scale garden produce in their marketing strategies, or, they planned to expand their farms to increase their income;
- The project increased the interest of community members in learning about HIV/AIDS, the consequences of which became clear in the project evaluation.

### Key lessons learned

- Pest control measures should be increased given that climate change has had a great impact on pests, with devastating consequences for agricultural production;
- Effective use of the dry and rainy season for agricultural activities is important in encouraging communities to engage in agricultural work outside of traditional planting cycles;
- Support to beneficiaries entering the markets or establishing cooperatives should be increased so as to strengthen their livelihood activities;
- The project potential of promoting reconciliation and reintegration of community groups should be explored in greater depth in order to enhance the project's social impact;
- Waste management should be linked to organic fertilizer production in order to improve agricultural production and income sources.



### Brief description of IOM involvement

Since 2013, IOM has supported the Federal Government of Somalia in developing and implementing the National Programme on the Treatment and Handling of Disengaging Combatants and Youth at Risk. IOM has endeavoured to adopt an organic, community-based approach to DDR and anti-extremism programming that views community stabilization and preventing violent extremism activities among its primary objectives. Although DDR and anti-extremism activities are central components, promoting community resilience, acceptance and ownership are also seen as critical requirements for success.

### Conflict description

Across Somalia, a variety of political, military, tribal and administrative entities compete for power to govern regions, states and districts because holding political office in Somalia is associated with a significant source of economic revenue. Furthermore, droughts and floods cause population displacement, which in turn elicit competition over access to water, pastures and arable land. Efforts to revive a functional central government have become conflict triggers, as different clans fight for increased representation and resources while marginalized clans shift their alliances when they perceive there is an advantage to doing so. These phenomena have also increased support for Al-Shabaab among the population, and therefore, Al-Shabaab is in part a by-product of the grievances of marginalized clans. A lack of opportunities for earning a decent living also make the population vulnerable to seeking enrichment and status through criminal activity, including: piracy, freelance militia groups, and payments from radical anti-government groups.

### DDR and the peace process

The National Programme for Handling Disengaged Combatants in Somalia, which was endorsed at the Somalia Conference in London, May 2013, aimed to establish a comprehensive process for low-risk ex-combatants/fighters from Al-Shabaab to reintegrate into communities and become productive citizens. Widespread disengagement has occurred throughout the country and it is estimated that there are presently 2,000 disengaged combatants. However, an unknown number of ex-combatants/fighters fear registering with the authorities or their communities due to safety concerns and/or a lack of knowledge about the availability of services. As Al-Shabaab members increasingly become disengaged and seek alternatives to armed conflict, a comprehensive and transparent DDR process is critical in order to counter reengagement in criminal violence.

### Key challenges for DDR

First and foremost, the highly asymmetric operating environment in Somalia requires a departure from traditional DDR, where a comprehensive peace agreement and a post conflict setting are preconditions for designing and undertaking security governance efforts. Neither of these preconditions is possible in this context. Second, unemployment is cited by communities as the primary driver for violent behaviour and criminal activity among young people, and this makes the reinsertion and reintegration phases of DDR especially challenging. Third, in a context in which clans and armed groups seek representation, and change their alliances accordingly, efforts to revive a functional central government have become problematic. This is particularly applicable to armed groups whose support for Al-Shabaab can be considered a by-product of marginalization.

## IOM response

IOM has provided technical support to the government in order to address current capacity gaps that prevent them from independently managing a holistic reception, rehabilitation and reintegration process. It is important to note that IOM adopts a community-based approach when building resilience and promoting reconciliation. Relevant activities include community dialogue and dispute resolution sessions, trauma healing and sports/arts events. Furthermore, strategic communication activities focus on building community understanding and awareness of the disengagement and reintegration process, enabling them to see the benefits of the programme and promote community ownership.

Currently, IOM supports the government and local authorities in managing two transition centres for male ex-combatants/fighters, two centres for at-risk youth in Baidoa and Kismayo and two transition centres currently under construction that are designated for female DDR beneficiaries. IOM has been the only agency providing comprehensive assistance to disengaged combatants that includes access to basic needs such as food, medical care, safe accommodation, protection, and essential non-food items, as well as religious counselling and other rehabilitation and reintegration support as outlined in the National Programme for Handling Disengaged Combatants in Somalia. IOM operations in Baidoa in particular have been recognized by the government, the United Nations Mission in Somalia and programme donors as leading best-practice models and should be replicated at other transitional centres.

## IOM objectives

The overall objective of IOM is to increase the government's capacity in processing, rehabilitating, and reintegrating ex-combatants/fighters. To that end, the strategic approach taken by the IOM DDR unit in Somalia is focused on how sustainable reintegration of disengaged combatants contributes to community security and stability rather than on the best way to reintegrate ex-combatants/fighters.

## Project list

- **Support to the Disengagement Process in Somalia through Engagement of Disengaged Combatant and Youth – Mogadishu and South Central Somalia (Apr 2013–Nov 2013)**

*Bureau of Conflict and Stabilization Operations, US Department of State – USD 124,879*

IOM appointed an advisor for disengaged combatants and youth at risk to support the government in the implementation of the National Programme for Handling Disengaged Combatants in Somalia. Capacity-building was done through training, skills transfer and technical assistance to the National Secretariat on Disengaged Combatants and Youth-at-Risk and all relevant activities in the country were assessed and reviewed.

- **Support for the National Programme on Handling Disengaged Combatants in Somalia (Sept 2013–July 2015)**

*Government of the United States of America – USD 1,088,252*

IOM provided technical support and capacity-building assistance for the government, community volunteers, case managers and instructors working with ex-combatants/fighters. This project was comprised of training coordination, operational plan development for social reconciliation and support for outreach campaigns targeting youth at risk and affected communities.

- **Support for Transition and Processing Phase of the National Programme for Disengaging Combatants and Youth at Risk in South Central Somalia (Nov 2013–Oct 2014)**

*Government of France – USD 407,608*

IOM supported the government in rehabilitating a transition centre, which served as a temporary site to accommodate low and medium-risk ex-combatants/fighters. It also assisted with the provision of care and basic material and equipment for 300 disengaged combatants housed at the centre and supported vocational training and the coordination of daily operations at the centre.

“Abdi” looks out at the Baidoa cityscape. A recent arrival, he joins the hundreds of displaced Somalis reaching the city in search of a safe haven. “You know, not everyone who joins Al Shabaab shares the same belief that they hold. Sometimes, people joined out of desperation such as needing access to food and water, which they only had enough to share with their combatants. Some would join because for the first time in their lives they were offered a chance to be a leader in something. Others joined because they lived in places so remote that the only form of governance and power they have known was Al Shabaab. Even if Al Shabaab is being impacted by the drought themselves, they are almost certainly going to try to manipulate it in a way that benefits them.” © IOM 2012/Muse MOHAMMED



- **Support for the National Programme for Disengaging Combatants and Youth at Risk in South Central Somalia: Baidoa and Kismayo Centre (Nov 2014–Dec 2017)**

*Government of Germany – USD 174,301 + 1,956,289 + 4,000,000 = 6,130,590*

IOM supported the government and local authorities in the establishment and management of transition centres in Baidoa and Kismayo, preparing ex-combatants/fighters for reinsertion and reintegration into communities through various rehabilitation activities including vocational training, sports initiatives, medical support, counselling, monitoring and evaluation, and procurement provision. At the same time, the project trained transition centre personnel in care and maintenance activities in order to integrate international law and human rights principles. In addition, IOM continued to provide assistance to the DDR Committee, provided oversight on activities, ensured linkages between ex-combatants/fighters and communities in addition to providing security updates to the centre staff and ex-combatants/fighters. These projects were carried out in various locations and at both male and female transition centres.



■ **Support of the Government in Establishing a Secure Environment for Female Disengaged Combatants in Bay and Bakool Regions (Nov 2015–July 2016)**

*Trust fund for peace and reconciliation in Somalia – USD 311,885*

IOM supported the government in enhancing protection for female disengaged individuals against al-Shabaab attacks, discouraged their re-recruitment and facilitated their return and reintegration into their communities. In particular, the project supported local authorities and their running of interim safe houses in Baidoa for female ex-combatants/fighters and their dependents until the construction of a rehabilitation and transition facility for women was secured and operational in the Bay and Bakool regions.

■ **Treatment and Handling of Disengaged Combatants in South Central Somalia: Baidoa Center – Transition, Reintegration and Tracking (Mar 2015–Feb 2016)**

*Government of Germany – USD 1,172,276*

The project laid the foundation for a comprehensive tracking system through capacity-building of the centre staff to enable them to collect, enter and manage data through a basic computer programme. It also provided education grants, funded the start-up of beneficiaries' businesses, and provided coaching upon the launch of their businesses. In formulating business ideas, they were encouraged to build on their existing skills, including experience in agriculture and land management, as well as the vocational skills they had acquired at the centre.

■ **Socioeconomic Reintegration of Ex-Combatants/Fighters and Youth at Risk Project (May 2016–May 2018)**

*Government of Somalia and the African Development Bank – USD 4,251,990*

The project aimed to equip 1,500 young individuals with social and livelihoods skills for sustainable reintegration into society and helped enhance the government's capacity to tackle youth unemployment. The main project interventions included: the provision of psychosocial counselling, technical and vocational skills training such as business management, financial literacy training, apprenticeship and mentorship, and the provision of basic tools in the form of start-up kits for young people.

■ **Promoting Security of Migrants and the Mobile Population in Somalia through Emergency Assistance, Border Control and Humanitarian Border Management, and Countering Violent Extremism. (Mar 2016–Mar 2017)**

*Government of Japan – USD 400,000*

A multisector programme done in collaboration with the DDR unit and was responsible for facilitating community dialogue to define alternatives to violent extremism. It also established opportunities/initiatives for at-risk groups to mitigate the drivers of violent extremism. Small grants for community projects were subsequently implemented.

■ **Technical Support to the National Programme for Handling Disengaged Combatants in Somalia (Sep 2016–Sep 2017)**

*Government of the United States of America, Department of State – USD 990,000*

The project aimed to increase the capacity of the government to process, rehabilitate and reintegrate ex-combatants/fighters and promote the National Programme for Handling Disengaged Combatants in Somalia through strategic communications and community-based social reconciliation in Somalia.

### Key results achieved

- An innovative and complimentary portfolio of programmes including DDR was established to aid in preventing and countering violent extremism in Somalia;
- The Information Counselling and Referral System (ICRS) and reintegration database in Baidoa and Kismayo was established;
- Independent human rights monitoring capacity was created and the government and other stakeholders were trained on the establishment of a reporting and resolution mechanism for human rights abuses. To that end, human rights monitors with the United Nations Mission in Somalia were deployed;
- Targeted community volunteers, case managers, and instructors with training were provided, and they subsequently supported rehabilitation for disengaged combatants;
- Community dialogue sessions for preventing violent extremism were facilitated and were followed by community driven small grant projects in Baidoa and Kismayo;
- In relation to advocacy and fundraising efforts, coordination of programme planning on human rights, transitioning, and child and female protection, IOM's relationship was strengthened with: The National Programme for Handling Disengaged Combatants in Somalia, local NGOs and civil society members, as well as partners, particularly UNICEF and United Nations Assistance Mission in Somalia (UNSOM).

### Key lessons learned

- Discussions held with ex-combatants/fighters in transition centres indicated that economic opportunities provided by Al-Shabaab are one of the main drivers of recruitment. By focusing solely on more traditional DDR activities, ex-combatants/fighters were reintegrated into an environment where the same socioeconomic drivers of violent extremism and incentives for recruitment existed. Accordingly, DDR programmes in third generation contexts should consider all relevant push/pull factors of violent extremism and address the fundamental issues of community stabilization and recruitment;
- Youth centres can provide socioeconomic opportunities to non-Al-Shabaab associated youth who are vulnerable to recruitment into violent extremism, and accordingly, address many of the push/pull drivers of this issue;
- Strategic communications, outreach and capacity-building activities that promote community stabilization can be used to provide a more conducive environment for sustainable reintegration. These critical activities increase the awareness and understanding of the receiving communities, which enable them to see the benefit of addressing the drivers of violent extremism. These activities also empower them to take ownership of the disengagement and reintegration process;
- Given that Al-Shabaab disproportionately represented minority clans (Alan et al., 2015), aspects of marginalization and nepotism should be carefully considered in future reinsertion and reintegration activities, particularly in the selection of participants for training programmes and job placement so as to avoid the possible perpetuation of structural violence. Focus group discussions with programme participants and entrepreneurs shed light on the fact that nepotism was a major barrier to employment.



### Brief description of IOM involvement

IOM has utilized community-based, peacebuilding and livelihood strategies to foster communication and accountability within and between all sectors of society in South Sudan. Specifically, IOM has implemented community outreach activities aimed at supporting the reintegration process of ex-combatants/fighters under the umbrella of the South Sudan DDR programme in coordination with the national DDR commission.

### Conflict description

The Comprehensive Peace Agreement between the Government of Sudan and the Sudan People's Liberation Army (SPLA) of 2005 heralded the end of 23 years of civil conflict. The Peace Agreement paved the way for a referendum in 2011 in which an overwhelming majority voted for South Sudan independence. The political branch of the SPLA, the Sudan People's Liberation Movement (SPLM) became the new government and the SPLA became the national army. However, in December 2013, the country returned to civil war when President Salva Kiir accused his vice-president Riek Machar of planning a coup (Kushkush, 2013). Soldiers from the Dinka ethnic group, which is one of the two largest ethnic groups in South Sudan, aligned with President Kiir while those from the Nuer ethnic group supported Riek Machar. Since the outbreak of the conflict, armed groups have attacked civilians based on ethnicity, including with rape and sexual violence, the destruction of property and looting of villages and the recruitment of children.

### DDR and the peace process

The DDR programme was initiated in 2005 after the Comprehensive Peace Agreement, while the territory of modern South Sudan was still part of Sudan. It focused on the demobilization of 90,000 SPLA combatants, preparing them socially, politically and psychologically for reintegration into civilian life and promoting the harmonious coexistence between ex-combatants/fighters and local communities. However, an emphasis on DDR was eclipsed by the attention directed towards power sharing and border security.

Following independence from Sudan in 2011, the DDR programme evolved into one led by South Sudan, where the prime objective was to reduce the size of the SPLA and support that group's transformation into a more professional and cost-effective national army.<sup>16</sup> Therefore, DDR was perceived as being crucial for the country's sustainable peace and socioeconomic development. A DDR programme began in 2013-2014 with a pilot to test reintegration approaches and incorporate past lessons learned to ensure that the overall programme would correspond with the country's needs. Using ICRS, it included training, livelihood activities and community support projects for 290 ex-combatants/fighters.

<sup>16</sup> According to the report of the African Union Commission of Inquiry on South Sudan, the South Sudan defence budget constituted 40 per cent of the total national budget



Female ex-combatants raise their hands in solidarity as they shout “South Sudan Oye! South Sudan Oye!” at DDR day in Mapel. © IOM 2012

### Key challenge for DDR

Reintegrating ex-combatants/fighters into civilian life is a major challenge in a country with a highly militarized society where attacks, lootings and arbitrary killings are ongoing. Although the SPLA became the first rebel movement to initiate child demobilization in 2001, the ongoing recruitment of youth continues to pose a threat to the overall demobilization programme. Moreover, a lack of community participation, the poor economic situation and the redeployment of previously demobilized ex-combatants/fighters into other security services have all significantly hampered the success of the reintegration process.

### IOM response

In the context of the Comprehensive Peace Agreement framework, IOM supported the return to civilian life of ex-combatants/fighters by promoting sustainable livelihoods with counselling, advisory services, skills development, vocational training and material assistance. Through the auspices of the national DDR programme in South Sudan, IOM engaged in community support, engagement and social cohesion projects.

### IOM objectives

By implementing projects through which both ex-combatants/fighters and the community at large could benefit, IOM aimed to lay the foundation for a receptive environment in which ex-combatants/fighters could reintegrate. Interventions concerning the water supply and the improvement of local market places served to bring people together and facilitate reconciliation and peacebuilding. Additionally, through testing reintegration approaches and modalities and by developing actionable lessons, IOM aimed to improve the government’s future capacity for maintaining DDR programming.

## Project list

### ■ South Sudan DDR Pilot Reintegration Project: Consultancy to Implement the Livelihoods Support Component (Aug 2013–May 2014)

*World Bank – USD 450,000*

The 315 targeted ex-combatants/fighters were given training and a reintegration package focusing on various trades and life skills to assist with re-adapting to civilian life in their communities. Furthermore, in order to provide the 17 communities with a peace dividend, the ex-combatants/fighters were engaged in water supply interventions, water management trainings and community meetings with representatives of different groups to discuss the role of the community in managing water. Surveys and focus group discussions were conducted for monitoring and evaluation purposes.

### ■ Enhancing Community Security Through Ex-Combatant/Fighter Employment (Jan 2012–Mar 2013)

*Government of the Netherlands – USD 1,595,479*

There were 641 ex-combatants/fighters and members of the local community involved in the construction of three hafirs, (rain water storage structures that provide the main source of water for domestic, livestock and agricultural purposes during the dry season), four boreholes equipped with hand pumps to provide water for an estimated 2,000 individuals, two blocks of latrines and one community training centre.

#### Key results achieved

- Ex-combatants and community members felt positively about the national DDR committee initiative to support community projects targeted at the reintegration of ex-combatants/fighters;
- Communities were satisfied regarding the DDR committee's commitment to drill boreholes promptly and of a high quality since they had previously felt neglected;
- The water projects had a positive impact on the lives and livelihoods of an estimated 7,500 people;
- By reducing the daily walking distance to water points for women and children, diminishing stress over scarce water sources and alleviating the burden of livestock caretakers to walk with animals to find water, the resilience of communities was increased;
- Hygiene practices were improved as a result of potable water availability from the newly established water points. More frequent bathing and cleaning of cooking utensils was made possible;
- Beneficiaries perceived that the project facilitated their reintegration into communities.

### Key lessons learned

- Communities should be the recipients of a broader range of improvement projects, beyond those involving water and small marketplace improvements;
- Consider prioritizing a range of improvement projects for communities with large numbers of reintegrating ex-combatants/fighters when the intervention is a priority for the majority of community members;
- In target payams (counties) with a large number of ex-combatants/fighters enrolled in a programme, the identification of areas requiring water interventions should be done based on the greatest need for potable water;
- To reinforce the community driven aspect of the DDR project, the content of the initiative should be clearly conveyed to all community members;
- A major presence of ex-combatants/fighters on project sites during implementation periods is necessary;
- By reaching out to media outlets, projects can enhance the positive visibility of the national DDR committee, which in turn, reflects positively on the Government;
- An agreement with the national DDR committee and the implementing partners on procurement policy and regulations should be reached prior to the signing of a contract. In the case of IOM, for example, it may not be possible to follow a procurement policy that is different from the one that is applied institutionally.



### Brief description of IOM involvement

The IOM response to the end of the civil war in Sri Lanka was to support the reintegration of ex-combatants/fighters and the democratization and stabilization process in eastern Sri Lanka. Between 2009 and 2013, IOM facilitated the process of reintegrating more than 8,000 former armed group members and conflict associated vulnerable groups using individual socioeconomic profiling, referrals, vocational training and employment opportunities. The programme aimed to create a receptive environment for reconciliation, stability and development.

### Conflict description

Sri Lanka's three decade long armed conflict came to an end in 2009 with the defeat of the Liberation Tigers of Tamil Eelam (LTTE) by the armed forces of the Government of Sri Lanka. The victory was declared in two phases; first in the east in 2007 with the support of a LTTE breakaway faction; and later in the north in May 2009 (Chamberlain and Weaver, 2009). In the final stages of the conflict, a large number of civilians were displaced in war zones in the north. In response to the large number of internally displaced persons in the north, the government placed them in camps until resettlement was possible after demining procedures and the restitution of basic services. When the fighting initially ended, civilians and LTTE combatants were both confined to the same area. The government used public announcements in transitional shelters to request that ex-combatants/fighters voluntarily identify themselves. More than 11,000 ex-combatants/fighters of the LTTE, including approximately 3,000 women, were then referred for rehabilitation to the Protective Accommodation and Rehabilitation Centres operated by the Bureau of the Commissioner General Rehabilitation (BCGR).<sup>17</sup>

### DDR and the peace process

The Government of Sri Lanka laid the foundation for DDR programming before the end of the conflict.<sup>18</sup> Unlike conventional programming that incorporates all three phases of DDR, the Sri Lankan DDR focused entirely on the "R" or "Reintegration" component. Local and national community-based initiatives for over 12,000 ex-combatants/fighters were launched with the aim of promoting a sense of belonging, dignity and respect, given that these individuals' rehabilitation was directly linked to reconciliation with their communities. Although the programme was employment oriented, it provided for significant emphasis on education, vocational training, spiritual development and counselling.

### Key challenges for DDR

When national DDR programme activities commenced in Sri Lanka, IOM faced a lack of sufficient information, funding and clarity with regard to its role in the provision of services. There were no formal or comprehensive legal and policy frameworks in place that could

<sup>17</sup> The Bureau of the Commissioner General Rehabilitation (BCGR) is the government authority for the rehabilitation of ex-combatants/fighters mandated to achieve disengagement, de-radicalization, and community reintegration. It was created in 2009 and initially operated under the Ministry of Justice and Law Reforms. When the total of ex-combatant/fighter at Protective Accommodation and Rehabilitation Centres reached its highest level in 2010, responsibility was transferred to the newly established Ministry of Rehabilitation and Prison Reforms (BCGR, 2011).

<sup>18</sup> The preparation for comprehensive DDR programming began long before the end of the war. In 2003, the International Labour Organization presented a concept paper on reintegration. In 2004, the Road Map for Disaster Risk Management included a separate section on the reintegration of ex-combatants/fighters. Moreover, the Sri Lanka Government Gazette published the framework that outlined the rehabilitation plan of ex-combatants/fighters.

have been used as a basis for IOM engagement to address rehabilitation and reintegration issues. Given the situation on the ground and the challenges specific to the Sri Lankan post-conflict reintegration process, the programme was based on separating rehabilitation from reintegration. As the government put rehabilitation measures in place through the BCGR, assistance from IOM was requested only once the beneficiary had completed the rehabilitation programme and could return to their community.

### IOM response

IOM provided a variety of assistance to BCGR, including outreach and awareness events, visits to Protective Accommodation and Rehabilitation Centres and logistical support. Furthermore, IOM offered support by consolidating understanding for a broader peacebuilding/reconciliation agenda. The primary focus of IOM assistance was to help ex-combatants/fighters initiate livelihood projects that generated income in the immediate and short term. In the long term, it aimed to ensure that these livelihood activities evolved in tandem with socioeconomic and political changes.

The IOM ICRS programme, funded through five projects by partners USAID and the Governments of Japan, the Netherlands, Norway and the United Kingdom was an integral and cross-cutting aspect of IOM involvement in Sri Lanka. On the basis of individualized registration and analysis of biometric and socioeconomic data from 11,750 ex-combatants/fighters and those who were conflict associated and vulnerable including 9,597 male and 2,153 female individuals, IOM facilitated the process of reintegration into civilian life. Using ICRS, IOM provided counselling and grants for individual assistance, referral services to psychosocial and legal support, vocational training and reconciliation and confidence building in order to promote community acceptance and peacebuilding. Finally, IOM provided transportation assistance from release sites to final destinations in communities of origins.

To support its activities, IOM designed and implemented a multifaceted socialization and communication campaign to educate target beneficiaries, the general population and potential civil and military stakeholders regarding ICRS activities and the peace and stabilization process. By establishing a network of information, IOM promoted private sector and civil society engagement in reintegration activities and through a dual individual and community approach, IOM played a crucial role in supporting one of the most vulnerable and volatile segments of society in the northern and eastern parts of the country. In combination, these elements allowed for a holistic reintegration process, despite the unstable environment during the resettlement period.



Edward Roshan lost his barber shop during the war. He was among the group of several thousand Tamils who had gotten stuck in war zones in the north. In 2012, with a grant from IOM, he was able to reopen thepa salon on the spot where his previous business stood. He employed three of his friends as partners. © IOM 2012





Following rehabilitation for injuries received during the war, a former member of the LTTE authored a business plan with ICRS project assistants to open a grocery shop. In May 2010 he received furniture, construction materials, equipment, and goods to open his new shop. The income from the shop allowed his family to build up their savings in addition to covering basic expenses and their son's schooling costs. © IOM 2012

## IOM objectives

The project aimed to contribute to security and stability in the provinces of the east and north thus launching the process of reintegrating ex-combatants/fighters into society, and thereby facilitating an environment conducive to reconciliation and development.

## Projects list

- **Community revitalization through an Information, Counselling and Referral Service in Sri Lanka (Apr 2009–Apr 2013)**

*USAID – USD 5,100,000*

The overarching goal of ICRS in this programme was to contribute to security and stability as Sri Lanka emerged from 25 years of conflict through the process of reintegrating former combatants into society, facilitating an enabling environment for peaceful development. The programme provided for a range of employment, training and income generation services intended to create sustainable livelihoods. A reassessment of the programme carried out in January 2010 examined the emerging challenges and opportunities, including the start of the release process of former LTTE cadres from the Rehabilitation Centers by the Bureau of the Commissioner General for Rehabilitation (BCGR). USAID and IOM agreed to expand the project's scope and activities to respond to the reintegration needs of the newly released former LTTE cadres in Sri Lanka's northern districts.

- **ICRS Sri Lanka: reintegration assistance for former combatants and conflict associated vulnerable groups (Apr 2010–Dec 2011)**

*The Government of the Netherlands – USD 1,345,895*

The project comprised several components from the release to reintegration stage of former combatants. By the end of 2011, a total of 10,255 clients were profiled and individualized reintegration support was delivered to 900 clients most of whom became self-employed within small businesses. IOM provided a variety of assistance to the Bureau of the Commissioner-General for Rehabilitation and Reintegration (BCGR) such as: outreach and awareness events, information visits to Protective Accommodation and Rehabilitation Centres (PARCS) and logistical support. Further, IOM support allowed the BCGR to develop wider understanding of the need to develop a peace building/reconciliation agenda.

■ **Reintegration of Former Combatants and Conflict Associated Vulnerable Groups in Sri Lanka (June 2011–Oct 2012)**

*The Government of the United Kingdom – USD 822,368 (Jun 2011–Mar 2012)*

*The Government of Norway – USD 352,130 (Nov 2011–Oct 2012)*

The project is part of IOM's multi-donor ICRS programme. Implemented in coordination with the Government of Sri Lanka, Ministry of Rehabilitation and Prison Reforms, the ICRS programme provides the mechanism to support the reintegration of former LTTE and conflict-associated vulnerable groups. By September 2012, IOM had profiled and/or provided reintegration assistance to 400 former LTTE with funding under this project. All clients received individual counselling, some of which included assistance to select a suitable livelihood option.

■ **The project for Reintegration and Reconciliation Assistance to Northern Conflict-affected Communities (Nov 2011–July 2013)**

*The Government of Japan – USD 1,577,858*

The multi-faceted Government of Japan-funded project included a component to construct or renovate fourteen community infrastructures such as reservoirs, public markets, rice mills, access roads and bridges. Other activities were designed to enhance beneficiaries' livelihoods through loan provision and private sector linkages. Efforts to facilitate greater involvement in peace building and reconciliation included not only high level and community level dialogues, but also a career guidance and youth empowerment programme with a sports component for young men and women, an awareness campaign and peace building training for teachers. Funding was also used to open a specialized clinic to provide improved psychosocial care for former combatants and their families.



IOM hosts a soccer match for Sri Lankan youth as part of a youth empowerment programme.  
© IOM 2012

### Key results achieved

- Recipients of reintegration assistance included: 8,000 ex-combatants/fighters, of which 6,298 male and 1,449 female beneficiaries received direct livelihood assistance, 342 received grants/loans, 202 had employment referrals, 213 had financial referrals including loans, and value chain linkages, and 125 were the recipients of educational/vocational training referrals;
- Beneficiaries were assisted in developing their own small businesses and other forms of self-employment;
- A total of 8,796 direct beneficiaries, 7,784 indirect beneficiaries, and 607 ex-combatants/fighters within these communities were affected by infrastructure projects such as tank reconstructions;
- One hundred forty-nine ex-combatants/fighters were referred to external partners via the Family Rehabilitation Centre for support services such as medical care, psychosocial assistance and protection issues;
- The operational framework for ICRS project including the registration of clients, identification of referral/services partners and provision of livelihood assistance and training was established;
- A series of capacity-building trainings with psychosocial staff from the Family Rehabilitation Centre and ICRS staff were conducted;
- A case management database was established to systematically map and prioritize the delivery of reintegration assistance.

### Key lessons learned

- It is important to demonstrate a visible, impartial presence in order to improve relations with counterparts. Partnering with a local entity to build confidence with key political actors and beneficiaries alike provides project legitimacy, and an increased level of access and influence with both military and civil authorities;
- The awarding of funding should be coordinated with contextual changes on the ground in order to facilitate the smooth implementation of a programme. A gradual reduction in the nature and degree of assistance may be justified in response to a change in circumstances provided that beneficiaries are treated equitably;
- Feedback from beneficiaries should be actively solicited regarding the hierarchy of their needs, and project outcomes should be altered accordingly to establish a beneficiary centred approach, with priority given to tailored reintegration planning;
- Local processes, systems and support networks should be utilized to reduce outside dependency and ensure that the impact of a programme is sustainable;
- An emphasis should be placed on the importance of addressing protection issues and formally tracking reported abuses.



### Brief description of IOM involvement

IOM responded to the early recovery needs of more than 6,000 demobilized ex-combatants/fighters through the provision of life saving non-food items, skills development, community stabilizers in the form of basic infrastructure and socioeconomic reintegration assistance. The intervention of IOM promoted livelihood opportunities to facilitate peaceful coexistence within target communities.

### Conflict description

Internal conflict between the north and south of Sudan has divided the country since before its independence from joint Anglo-Egyptian governance in 1956. The first phase of the conflict ended in 1972 with the signing of the Addis Ababa agreement, but a second civil war began just five years later (Ottaway and Hamzawy, 2011). Atrocities were committed by both sides of the conflict: villages were destroyed, tens of thousands of women and young girls were victims of sexual violence, kidnappings and slavery, while young boys were recruited into armed groups. As a result of the conflict between rebel forces and the government, the Darfur region of western Sudan became the site of violence, death and displacement in 2003. Behind the violence in Darfur lies a complex history of deeply entrenched social inequalities, an environmental crisis, competition over natural resources, conflicting notions of identity and a militarization of rural societies (Sikainga, 2009). Protracted conflicts continue to trigger displacement, disrupting basic services and livelihoods and the situation is exacerbated by flooding, drought and scarcity of water and food. Approximately 3 million people were internally displaced (IDMC, 2017) in the second civil war between the government and the Sudan People's Liberation Army, whose aim was to achieve autonomy in the southern part of the country. In 2005, the Comprehensive Peace Agreement between the Government of Sudan and the Sudan People's Liberation Movement/Army (SPLM/A) marked the end of two decades of civil conflict in the country and led to the establishment of a national DDR commission. This paved the way for a 2011 referendum, which allowed the people of South Sudan to vote for independence (Ottaway and Hamzawy, 2011). South Sudan became the world's youngest country in July 2011.

### DDR and the peace process

Due to the plurality of conflicts, various large-scale DDR programmes have been implemented in Sudan. The first one occurred in Darfur<sup>20</sup> in 2006, and by 2015 the programme had demobilized over 31,000 ex-combatants/fighters (Fasher, 2015). However, not all combatants received follow-up reintegration support. In the Comprehensive Peace Agreement, Sudanese armed forces and the SPLA agreed to carry out a process of demobilization and reintegration of their respective combatants (Ottaway and Hamzawy,



© IOM 2012

<sup>19</sup> The project described in this profile was initiated prior to the independence of South Sudan from Sudan in July 2011. Following independence, the project's management site shifted from IOM Sudan to IOM South Sudan.

<sup>20</sup> The DDR programme in Darfur was under the auspices of the Darfur Peace Agreement and the Doha Document for Peace in Darfur signed between the Government of Sudan and the Sudan Liberation Movement for Justice.

2011). The DDR programme for South Sudan aimed to demobilize 90,000 government and rebel combatants and assist them during their transition back into civilian life. Since national stability and public security are regularly undermined due to a lack of income generating opportunities, DDR programming is primarily designed to address violence reduction through a community-oriented approach, particularly through labour intensive activities such as vocational training, income generation initiatives and rehabilitation of infrastructure.

### Key challenges for DDR

DDR work in Sudan presented a range of challenges, particularly because of the interruptions and delays related to the Comprehensive Peace Agreement process. Numerous armed groups, including political factions, pro-Government militias and rural self-defence groups, developed a parallel “civilian disarmament” process which was outside of the scope of official frameworks. Moreover, the high poverty rate and lack of jobs and income opportunities constituted a major threat to successful DDR.

While reintegration assistance to ex-combatants/fighters could have improved individual livelihoods in the short term, the socioeconomic situation of region at large led many demobilized ex-combatants/fighters to rejoin armed groups. The difficulty of the DDR process was compounded by problems in the identification of ex-combatants/fighters for follow-up services, given that many ex-combatants/fighters were not at the locations where they claimed to reside. Finally, challenges arose from the complexity of coordinating three programmatic components, i.e., disarmament, demobilization, reintegration, which were each led by different agencies, resulting in asymmetric approaches and processes for reintegration assistance across the southern part of Sudan.<sup>21</sup>



Running a business has been life-changing for Adit Achol as she generates a stable income following her demobilization from the army in 2010. Within the reintegration programme, she attended life skills and shop-keeping training. © IOM 2011

<sup>21</sup> See the final report to UNDP and the South Sudan Disarmament, Demobilization and Reintegration Commission.

## IOM response

IOM has worked in Sudan since 1982, most prominently for the Sudan DDR programme promoting peacebuilding and reintegration in the southern territories, or what is today largely comprised of South Sudan. Through infrastructure and livelihood initiatives, IOM contributed to an increase in employment opportunities and encouraged local development. It worked to improve the living conditions of ex-combatants/fighters and strengthen relations between demobilized individuals and their host communities. IOM has also promoted and encouraged meaningful community engagement, both through DDR projects as well as other stabilization and peacebuilding programmes.

## IOM objectives

The aims of the project were to provide community facilities, skills development and assets for expanding livelihood opportunities for ex-combatants/fighters, their families and host communities, in order to contribute to reintegration and community stabilization.

## Projects list

### ■ Sudan Disarmament Demobilization and Reintegration Programme (June 2010–June 2012)

*United Nations Development Programme (UNDP) – USD 8,391,154*

This programme included the following components for 5,768 ex-combatants/fighters: registration, counselling, civilian training, technical training, follow-up consultations, and the verification of meeting pre-requisites for receiving reintegration kits. These kits were chosen by the beneficiaries and were offered in the following categories, agriculture and livestock, small business, vocational training, alternative education. Four “DDR Days” events were initiated with the aim of reaching ex-combatants/fighters who had not yet benefited from consultations and support.

### Key results achieved:

- Despite the challenges faced during the programme’s implementation, namely the January 2011 referendum and South Sudan’s subsequent accession to independence, IOM assisted 5,768 ex-combatants/fighters, close to half of the country’s entire demobilized caseload of approximately 12,000 ex-combatants/fighters;
- All DDR participants were registered and counselled, although a lower number of these ex-combatants/fighters received reintegration kits and follow-up consultations due to operational and circumstantial challenges;<sup>22</sup>
- Short-term labour opportunities were provided to 713 individuals, 47 per cent of who were women;
- A mapping study of economic opportunities of the greater Bahr el Ghazal region was completed;

22 In Eastern Equatoria, 507 ex-combatants/fighters registered. Of these, 92 per cent completed reintegration training and 62 per cent completed follow-up services. In Northern Bahr el Ghazal State, 2,726 ex-combatants/fighters registered, 80 per cent completed reintegration training and 75 per cent completed follow-up services. In Warrap, 35 ex-combatants/fighters were registered. Of these, 97 per cent completed reintegration training course and 88 per cent completed follow-up services. In Western Bahr el Ghazal State 2,500 ex-combatants/fighters registered, 90 per cent completed reintegration training courses, and 75 per cent completed follow-up services.

- The skills of 4,994 ex-combatants/fighters were enhanced, allowing them to pursue productive and sustainable livelihood opportunities. This caseload included special groups such as women associated with armed forces, the elderly, and people with disabilities;
- Follow-up and outreach activities were carried out to monitor the impact of reintegration packages on ex-combatants/fighters;
- Core civilian training including modules on literacy, numeracy, and entrepreneurship were provided;
- Both men and women gave positive feedback regarding the improvement of community infrastructures and its contribution to peaceful co-existence within the community. The improved access to water had had the effect of: increased farming and livestock activities by reducing the risk of livestock thefts, easing the daily burden of travelling for water, and providing access for agricultural activities and personal hygiene.

### Key lessons learned

- High expectations of ex-combatants/fighters for a DDR programme regarding pensions, housing and medical care can result in the relative dissatisfaction of participants. Clear and systematic communication regarding the nature of the support provided to programme beneficiaries can be an effective counter measure;
- Consultations with locals should be made to assess the willingness of potential beneficiaries to engage in short-term labour opportunities to meet project objectives;
- Overall management of labourers by community associations is preferable to engagement with individual community members;
- The impact of external circumstances, such as the rainy season and the consequent inaccessibility of implementing areas, the beneficiaries' lack of familiarity with technology, the limited presence of government institutions in the field and the potential deterioration of relations between Sudan and South Sudan need to be considered.



### Brief description of IOM involvement

For several years after the end of the conflict between the government of Uganda and the Lord's Resistance Army (LRA), IOM supported the recovery of conflict affected areas through a socioeconomic, community-based approach. Reintegration initiatives targeted vulnerable conflict affected groups such as female-headed households, returnees and ex-combatants/fighters who were at risk of being economically marginalized. IOM community-based interventions contributed to the enhancement of competitive skills and human capital development for these vulnerable groups, thereby facilitating their access to the economic markets.

### Conflict description

After gaining independence from the United Kingdom in 1962, Uganda witnessed several conflicts, including a devastating 20-year-long civil war from 1987 to 2007 with the insurgent LRA in the north of the country. Tens of thousands were killed, children were abducted to participate in armed groups and 2 million people relocated to displaced person camps (Al Jazeera, 2008). The LRA lost support from local communities due to the brutality of its actions and due to wealth disparity between the northern regions and the rest of Uganda. When peace talks between the Government of Uganda and the LRA ended in 2008, the LRA dispersed into neighbouring countries including the Central African Republic, the Democratic Republic of the Congo and South Sudan (CR, n.d.). Moreover, due to conflict dynamics in the region, Uganda has itself become a host for hundreds of thousands of refugees and asylum seekers from neighbouring countries.

### DDR and the peace process

DDR related activities in Uganda were not organized according to a traditional DDR model, in which projects are embedded within a formal DDR programme aimed at consolidating peace in the aftermath of conflict. Rather, various DDR related activities were implemented by several stakeholders, including the Multi-Country Demobilization and Reintegration Programme (MDRP),<sup>23</sup> which operated between 2000 and 2009. These DDR activities partly took place in the context of ongoing conflict. Additionally, an informal process was established as a necessary means for managing the transition into civilian life of abductees who had escaped from the LRA (Borzello, 2007). Following the 2008 Juba peace talks, a DDR programme was envisaged as a specific component within both the national development framework and poverty reduction plans. This was done because ex-combatants/fighters were considered critical to the sustainable recovery of the national community, particularly in northern Uganda. However, to date, this provision has not been implemented.

### Key challenges for DDR

Opportunities for youth and ex-combatants/fighters to (re)join armed groups in neighbouring Somalia and South Sudan were a continuing challenge to disarmament efforts. The reintegration process faced obstacles related to mass displacement and wealth and development discrepancies within the country, as well as the stigmatization of those believed to have

<sup>23</sup> The MDRP was a multi-agency programme financed by the World Bank, in primis, and by the governments of Belgium, Canada, Denmark, Finland, France, Germany, Italy, Ireland, Netherlands, Norway, Sweden and the United Kingdom as well as the European Commission. The MDRP provided financial support for demobilization and reintegration activities for ex-combatants/fighters in the Greater Lakes region of Africa (MDRP, 2008).



perpetrated human rights violations during the conflict. Trauma, which was widespread in the post-conflict context, was a particular issue for children who had been abducted by armed groups and used as child soldiers. Moreover, numerous ex-combatants/fighters had lost skills and opportunities after having spent years in fighting forces.

### IOM response

IOM was not directly involved in DDR-specific projects in Uganda. However, initiatives to support the rebuilding of the agricultural economy in the post-conflict context focused on the specialized needs and hardships of vulnerable groups, including female ex-combatants/fighters. IOM integration efforts aimed to ensure coexistence in communities and to contribute to lasting peace in the region. Specifically, the IOM intervention in Uganda focused on livelihood development and economic recovery, as well as addressing the marginalization and stigmatization of vulnerable, conflict affected groups so as to facilitate more inclusive participation in the national economy. Enhanced engagement in socioeconomic activities, increased economic productivity and the development of job skills provided participants with tangible steps towards reintegration. In addition, IOM and its partners contributed to the National Development Plan of Uganda.

### IOM objectives

Primary IOM objectives included supporting the development of a strong agricultural economy in the post-conflict and post-displacement period, mitigating potential friction in the post-conflict economy through community dialogue and enabling the reintegration of youth, women and ex-combatants/fighters associated with the LRA. IOM focused on creating employment opportunities, enhancing competitive skills and human capital development for youth, as well as increasing household incomes and promoting equity.



© IOM Uganda

### Projects list

- **Livelihood and Local Economic Recovery in Uganda (Jan 2011–July 2012)**  
*United Nations Peacebuilding Fund – USD 500,000*

On the basis of local economic and business assessments, opportunities in the private sector, microfinance and the real economy were identified during the course of the project. Local government capacities were built to enhance local economic governance and to initiate and coordinate a multi-stakeholder processes. In order to diversify livelihoods, financial and technical assistance for critical infrastructure rehabilitation was provided, and governmental efforts to facilitate rural finance access were supported.

IOM offered entrepreneurship skills training and business development seminars based on available economic opportunities in the region. In the agricultural domain, IOM provided improved seeds, equipment, grants, and market information to strengthen agricultural productivity, market access and financial capacity of rural households and vulnerable young people, women and men.

Finally, female-headed households, internally displaced persons, formerly displaced returnees, and ex-combatants/fighters received specialized reintegration and integration assistance to address their specific hardship needs and reduce further stigmatization for these individuals.

## Key results achieved

- Through engagement in income generating activities, IOM programming improved economic empowerment for female headed households between the ages 18–30 who were previously associated with the LRA insurgency;
- The provision of socioeconomic assistance, skills development and the creation of employment opportunities for female headed households strengthened their agricultural productivity, market access and financial capacity, consequently facilitating their reintegration process;
- Community acceptance of female headed households was increased, as evidenced by significant increases in asset ownership, land access and percentage of income saved;
- Indicators of social reintegration of the beneficiaries into their communities improved significantly, including in terms of increased involvement in social groups and decreased difficulty with social environments;
- After receiving inspiring stories of the youth and women who benefited from the peacebuilding programme, Warid Telecom Uganda, one of the leading Telecommunications companies in Uganda, signed a memorandum of understanding with Enterprise Uganda to offer business/entrepreneurship solutions to households;
- A higher number of people benefited from the programme than was initially predicted;
- The implementation of certain activities proceeded faster than expected, thus leading to the completion of the project ahead of schedule.



A recipient of IOM's livelihood support. © IOM Uganda

## Key lessons learned

- It is important to not underestimate the time required for contracting service providers and for developing and approving farmer groups' business plans, as this can cause delays in implementation;
- The carrying out of proper need assessments should be required prior to the commencement of all programmes to guard against beneficiary absenteeism;
- Follow-up actions are necessary to complement long-term training and the provision of skills in the business and entrepreneurship sector;
- Weather conditions need to be taken into consideration since they can affect the implementation of certain project activities.

# BIBLIOGRAPHY

- Al Jazeera  
2008 LRA and Uganda sign peace pact. *Al Jazeera Online*, 2 March.
- Allan, H., S. Jespersen, A. Glazzard, S. Reddy-Tumu and E. Winterbotham  
2015 *Drivers of Violent Extremism: Hypotheses and Literature Review*. Royal United Services Institute, London.
- Anderlini, S. and C. Conaway  
2004 Disarmament, Demobilisation and Reintegration. In: *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*. International Alert, London; Women Waging Peace, Washington D.C.
- Borzello, A.  
2007 The Challenge of DDR in Northern Uganda: The Lord's Resistance Army. *Conflict, Security & Development* 7(3):387–415.
- Brigety, Reuben E., J. Campbell and J. Frazer  
2017 Violence in the Democratic Republic of Congo, *Council on Foreign Relations Online*, 17 May.
- Bureau of the Commissioner General of Rehabilitation (BCGR)  
2009 Introduction and Establishment, *Bureau of the Commissioner General of Rehabilitation Online*.
- Campbell, J., R. Brigety and J. Frazer  
2017 Violence in the Central African Republic, *Council on Foreign Relations Online*, 17 May.
- Caramés, A., V. Fisas and E. Sanz  
2008 Liberia. *Analysis of Disarmament, Demobilisation and Reintegration Programs in the World during 2007*. Escola Pau, Bellaterra.
- Carayannis, T. and L. Lombard  
2015 Making sense of CAR: An Introduction. In: *Making Sense of the Central African Republic* (T. Carayannis and L. Lombard, eds.). Zed Books, London.
- Casey, N.  
2016 Colombia Reaches New Peace Agreement with Rebels. *New York Times*, 12 November.
- Casey, N. and J. Symmes  
2016 Colombia peace deal is defeated, leaving a nation in shock. *New York Times*, 2 October.
- Chamberlain, G. and M. Weaver  
2009 Sri Lanka declares End to War with Tamil Tigers. *The Guardian*, 19 May.
- Cockayne, J. and S. O'Neil  
2015 UN DDR in an Era of Violent Extremism: Is It Fit for Purpose? United Nations University Centre for Policy Research, New York.

- Colletta, N., M. Kostner and I. Wiederhofer  
 1996 *Case studies of war-to-peace transition: the demobilization and reintegration of ex-combatants in Ethiopia, Namibia, and Uganda*. World Bank Africa Technical Department, Washington, D.C.
- Conciliation Resources (CR)  
 n.d. History: Lord's Resistance Army Conflict, *Conciliation Resources Online*, 25 November.
- Council on Foreign Relations (CFR)  
 2003 Iraq Coalition Provisional Authority Order Number Two, Dissolution of Entities.
- Davison, W.  
 2016 Deaths reported as protests flare in Ethiopia's Oromia's region. *Bloomberg Online*, 6 August.
- Democratic Progress Institute (DPI)  
 2012 *DDR and the Complexity of Contemporary Conflict*. Democratic Progress Institute, London.
- El Tiempo  
 2016 Insistira en que Farc vayan a prision y no actuen en politica. *El tiempo*, 3 October.
- Fasher, E.  
 2015 31,000 ex-rebel combatants demobilised so far: Darfur DDR Commission. *Dabanga Sudan Online*, 20 July.
- Fund for Peace  
 2016 *Fragile States Index Annual Report*, 2016:6.
- Hoffmann, L.  
 2015 Operational Field Perspectives on Peacebuilding. *Geneva Peacebuilding Platform White Paper on Peacebuilding*, 2015(19).
- Internal Displacement Monitoring Centre (IDMC)  
 2017 Sudan. *IDMC Online*, 31 December.
- International Organization for Migration (IOM)  
 1953 *Constitution*. IOM, Geneva.  
 2011 *DDR Guidance Note*. IOM, Geneva.  
 2017 *Where We Work*. IOM, Regional Office for East and Horn of Africa.
- International Organization for Migration (IOM) and U.S. Agency for International Development (USAID)  
 2017 Colombia: *DDR and Child Soldiers Issues: A Monthly Review*. IOM, Geneva.
- Jaye, T.  
 2009 *Transitional Justice and DDR: The Case of Liberia*. International Centre for Transitional Justice, New York.
- King, J.  
 2002 *An Unprecedented Experiment: Security Sector Reform in Bosnia and Herzegovina*. Saferworld, London.
- Knight, A.  
 2008 Disarmament, Demobilization, and Reintegration and Post-Conflict Peacebuilding in Africa: An Overview. *African Security*, 1(1):24–52.

- Kölln, A.  
2011 *DDR in the Democratic Republic of Congo: An Overview*. Peace Direct, London.
- Kushkush, I.  
2013 President Says a Coup Failed in South Sudan. *New York Times*, 16 December.
- Lamba, S.  
2015 Central African Republic Militias Agree to Disarmament Deal. *Reuters*, 10 May.
- Martin-Ortega, O.  
2013 Building Peace and Delivering Justice in Bosnia and Herzegovina: The Limits of Externally Driven Processes. In: *Transitional Justice and Peacebuilding on the Ground: Victims and Ex-Combatants* (Sriram, C., Garcia-Godos, J., Herman, J. and Martin-Ortega, O., eds.). Routledge, London and New York.
- Miroff, N.  
2016 The staggering toll of Colombia's war with FARC rebels, explained in numbers. *Washington Post*, 24 August.
- Muggah, R.  
2008 Comparing DDR and Durable Solutions; Some Lessons from Ethiopia. *Humanitarian Practice Network*, July.
- Muggah, R. and C. O'Donnell  
2015 Next Generation Disarmament, Demobilization and Reintegration. *Stability: International Journal of Security and Development*, 4(1):1–12.
- Multi-Country Demobilization and Reintegration Programme (MDRP)  
2008 End of Program Evaluations (accessed 2018)
- North Atlantic Treaty Organization (NATO)  
2012 Helping former military personnel reintegrate into civilian life in Bosnia and Herzegovina. *NATO*, 19 December.
- Ottaway, M. and A. Hamzawy  
2011 *The Comprehensive Peace Agreement*. Carnegie Endowment for International Peace, Washington, D.C.
- Peace Insight  
n.d. Liberia: Conflict Profile. *Peace Direct Online*.
- Pfeiffer, S.  
2015 *Transitional Justice for Rank and File combatants in Colombia: Insights from Law no.1424*. Norwegian Peacebuilding Resource Center, Oslo.
- Piedmont, D.  
2015 *The Role of Disarmament, Demobilization and Reintegration (DDR) in Countering Violent Extremism*. Centre for Security Governance, Kitchener.
- Pietz, T.  
2004 *Demobilization and Reintegration of Former Soldiers in Post-war Bosnia and Herzegovina: An Assessment of External Assistance*. Institute for Peace Research and Security Studies, Hamburg.
- Raddatz, R.  
2013 Tempering Great Expectations: Peacebuilding and Transitional Justice in Liberia. In: *Transitional Justice and Peacebuilding on the Ground: Victims and Ex-Combatants* (Sriram, C., Garcia-Godos, J., Herman, J., and Martin-Ortega, O., eds.). Routledge, London and New York.

- Richards, J.  
2012 *DDR in DRC: The Impact of Command and Control*. Geneva Institute of International and Development Studies, Geneva.
- Saldinger, A.  
2015 Look beyond jobs to address youth extremism. *Devex*, 16 March.
- Sikainga, A.  
2009 The World's Worst Humanitarian Crisis: Understanding the Darfur Conflict. *Origins* 2(5):1–2.
- Taft, P. and K. Lawrence.  
2015 *A Tough Neighbourhood: Kenya Weathers Regional Instability*. Fund for Peace, Washington, D.C.
- Tunda, K.  
2017 Disarmament, Demobilization and Reintegration in the Democratic Republic of Congo: Can Stability Prevail? *Conflict Trends, African Centre for the Constructive Resolution of Disputes*, 2016(4).
- United Nations (UN)  
2010a *Guidance Note of the Secretary-General: United Nations Approach to Transitional Justice*. United Nations, New York.
- 2010b *Second Generation Disarmament, Demobilization and Reintegration Practices in Peace Operations*. Department of Peacekeeping Operations, United Nations, New York.
- 2011 *DDR in Peace Operations, a Retrospective*. Department of Peacekeeping Operations. United Nations, New York.
- 2014a *UN doc S/RES/2149*. UN, New York.
- 2014b *Integrated Disarmament, Demobilization and Reintegration Standards*. United Nations, New York.
- von Gienanth, T. and T. Jaye  
2007 *Post-Conflict Peacebuilding in Liberia: Much Remains To Be Done*. Zentrum für Internationale Friedenseinsätze, Accra.



# DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

COMPENDIUM OF PROJECTS

2010–2017



International Organization for Migration (IOM)

17 route des Morillons, P.O. Box 17, 1211 Geneva 19, Switzerland

Tel.: +41 22 717 9111 • Fax: +41 22 798 6150 • Email: [hq@iom.int](mailto:hq@iom.int) • Website: [www.iom.int](http://www.iom.int)