



# FIRST GLOBAL DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR) SUMMIT

Global DDR Challenges and Techniques,  
South-South Cooperation, and Rural and Territorial Reintegration

The Colombian Agency for Reintegration (ACR) has played a major role in the peace-making process in Colombia. Over the past 10 years of the reintegration process in Colombia, the agency has evidenced that there is a need to collaborate globally by sharing knowledge and experiences with each other to better understand the outcomes that are possible to achieve. The Colombian government and the ACR recognized the need to cooperate and collaborate with countries that share similar challenges as Colombia, such as the social reintegration of ex-combatants. Up to 2009, there were very few forums that promoted the exchange of knowledge and experiences in DDR, which led to the creation of these forums.

The DDR programs react differently depending on the elements and context-specific conditions of the country or community. These features might be key to understanding the dynamics of whether the country is successful or not. To learn more about such dynamics and characteristics of the DDR process, the ACR decided to host the First Global Summit on Disarmament, Demobilization and Reintegration (GDDRS) by inviting national and international DDR program directors as part of the strategy for South-South cooperation. Both the International Organization for Migration (IOM) and the U.S. Agency for International Development (USAID) collaborated with the ACR for the event in order to expand the number of reintegration initiatives in Colombia.

FIRST GLOBAL DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR) SUMMIT. Santa Marta, Colombia



Santa Marta, Colombia  
December 1-4th, 2013

# Global DDR Summit

SS | Global DDR Summit  
South-South Cooperation



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para la Reintegración



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DDDR DDR

Global DDR Summit Global DDR Summit





# FIRST GLOBAL DISARMAMENT, DEMOBILIZATION AND REINTEGRATION (DDR) SUMMIT

Global DDR Challenges and Techniques,  
South-South Cooperation, and Rural and Territorial Reintegration

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# Global DDR Summit

DDR

# Foreword

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**South-South Cooperation**

## Foreword

The following report presents the content and outcome of strategy dialogs at the First Global Disarmament, Demobilization, and Reintegration (GDDR) Summit, organized and facilitated by the Colombian Agency for Reintegration (ACR) & the International Organization for Migration (IOM) held in Santa Marta, Colombia, in December 2013. The GDDR Summit was a historic event in that it convened high-level leaders in DDR processes, international and multi-lateral organizations, five Colombian State leaders, and local stakeholders in order to discuss and exchange experiential data, best practices, and lessons learned regarding Disarmament, Demobilization and Reintegration (DDR) processes. The Summit tackled challenges that arise during the implementation of peace-building processes. Furthermore, the GDDR Summit was designed to facilitate collaboration between stakeholders at the local, regional, state, national, and international levels, and to increase technical cooperation as well as form and strengthen professional relationships and connections. The two main foci of discussions held regarding future goals of DDR programs included rural and territorial reintegration and technical cooperation, which have emerged in recent years as paramount for transitioning contexts (Alusala, 2011). This document presents a number of policy recommendations based on the experiences shared in the Summit.

The ACR wishes to thank Summit participants for their attendance, contributions, and support in creating and furthering international technical cooperation. Furthermore, the ACR would also like to thank the participating organizations, in particular the International Organization for Migration (IOM), the United States Agency for

International Development (USAID), and the Colombian Ministry of Foreign Affairs, who held a vital role in the planning process and funding for the Summit. Conversations such as those held at the Summit are vital for the advancing current and future DDR programs. Additionally, the South-South cooperation and coordination provided a safe space for sharing challenges, lessons learned, successes, failures, and best practices encountered during DDR and peace-building planning, implementation, and follow-up. The ACR looks forward to continuing these partnerships of information-sharing and technical cooperation at all levels in order to develop and refine efficient DDR and peace-building practices at a global level.●



# Prologue

First Global DDR Summit South-South Cooperation  
Santa Marta, Colombia. December 1-4th 2013

## Prologue

The absence of mechanisms that facilitate communicative exchanges in spaces other than institutional contexts can restrict the comprehensive study of peacebuilding processes and methods implemented in recent decades around the world. As a result, countries carrying out Disarmament, Demobilization, and Reintegration (DDR) processes need to build and fortify these structures and thereby foster effective practices of information exchange. To this end, the Colombian government has been implementing an innovative reintegration policy since 2003, based on experience acquired in different processes from around the world.

In response to this need, the Colombian Agency for Reintegration (ACR) and the International Organization for Migration (IOM) organized the Global DDR Summit of Santa Marta with the financial support of the United States Agency for International Development (USAID). This Summit comprised several objectives: 1) facilitate the exchange of information and generate knowledge about reintegration processes and peacebuilding; 2) build on the perspectives and expertise of directors of relevant agencies and others responsible for the implementation of DDR policies around the world; 3) create a space for networking between DDR and peacebuilding experts, and 4) take into account the need to identify strategies for the future of Colombia's current reintegration process. The Summit also aimed to be a space to share Colombia's successful experiences and consolidate the diverse dimensions of the reintegration and reconciliation processes.

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Alejandro Eder, General Director of the ACR, stated that in Colombia, 10 years of implementing reintegration policy has revealed six factors that need to be articulated in order to guarantee a stable and successful reintegration process. All of these factors have contributed to lessons learned during the development and implementation of DDR processes.

First, time is a crucial factor in a successful reintegration process, as it is important to recognize that reintegration can be achieved in the medium term, and initiatives should have a well-defined time frame that does not exceed the state's capacity to address the needs of ex-combatants. Second, shared responsibility must be established between all sectors of society including the national government, local governments, private sector, international community, academia, and others who play a relevant role, i.e. nongovernmental organizations and civil society. Third, policy leaders must advocate reconciliation processes that allow ex-combatants to reintegrate into their communities of origin. Fourth, it is necessary to guarantee the security of the ex-combatants; this is particularly important in Colombia due to the ongoing conflict, although increasingly transitions around the world are marked not by clear accords and complete cessation of hostilities, but rather by ambiguity and low-level protracted conflict. Fifth, legal security and judicial stability for ex-combatants requires the design and implementation of legal mechanisms. Finally, there is a need to create permanent and strong institutional systems to guarantee that reintegration policies can be implemented in the long term, recognizing that they must necessarily include topics such as reconciliation

with the broader society.

International delegates attended and participated in the Summit, representing countries including Burundi, the Democratic Republic of Congo, Guatemala, Liberia, Mozambique, Rwanda, Sri Lanka, South Korea, South Sudan, and Uganda. Other attendees included directors of DDR programs from the United Nations Development Programme (UNDP), World Bank, Department of Peace Keeping Operations (DPKO), United Nations, the Folke Bernadotte Academy (FBA), and IOM, as well as representatives from different institutions of the Colombian government, and several local officials responsible for implementing reintegration policy in their own regions.

At the event, international guests had the opportunity to present their suggestions and insights about challenges and opportunities they faced during reintegration and reconciliation processes previously or currently implemented around the world. Leaders converged in their identification of crucial aspects of these processes, such as collaboration and coordination between state institutions, cooperation agencies, and the states themselves. Other noteworthy insights related to challenges arising from the economic, social, and political reintegration of ex-combatants.

A suite of micro- and macro-level factors emerged as important for targeting local spaces for reintegration processes that extend beyond regional and national levels and ultimately result in reintegration at the community level. Conversations also focused on changes in DDR processes, in particular with regards to

reintegration in regional and rural contexts, and how to facilitate international cooperation on these issues through strategies such as South-South technical cooperation. These discussions identified a need to create forums for knowledge management and exchange, thereby increasing access to information on methodology and lessons learned.

This report summarizes the findings of the Global DDR Summit of Santa Marta 2013, reflecting key points and discussions brought to light by DDR leaders from more than 10 countries and from international organizations. These points address challenges and opportunities each country has faced. They also draw heavily on Colombia's reintegration experience, which is based on a process that has been implemented since 2003 with ex-combatants of paramilitary groups and is of particular interest at the moment as dialogue are taking place to sign a peace agreement with the FARC and thereby end Colombia's 50-year internal armed conflict.

**William Lacy Swing**  
Executive Director

**International Organization for Migration (IOM)**



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## List of Abbreviations & Acronyms

**ACR** - Colombian Agency for Reintegration  
**AUC** - United Self-Defense Forces of Colombia  
**CIDDR** – Cartagena International Disarmament, Demobilization, and Reintegration Congress  
**CMAG** - Content and Method Advisory Group of the International Disarmament, Demobilization, and Reintegration Congress  
**CMTS** - Content and Method Technical Secretariat  
**CNRR** - Colombian National Commission for Reparation and Reconciliation  
**DDR** - Disarmament, Demobilization, and Reintegration  
**DSP** - Government of Colombia's Democratic Security Policy  
**FAR** - Armed Forces of Rwanda  
**FARC** - Revolutionary Armed Forces of Colombia  
**IDDRS** - United Nations Integrated Disarmament, Demobilization, and Reintegration Standards  
**IDP** – Internally Displaced Person  
**IOM** – International Organization for Migration  
**ISM** – Interim Stabilization Measure  
**IRA** – Irish Republican Army  
**KPC** – Kosovo Protection Corps  
**MDGs** – United Nations Millennium Development Goals  
**MDRP** – Multi-Country Demobilization and Reintegration Program  
**MI** – Military Integration  
**MILF** – Moro Islamic Liberation Front  
**NGO** – Non-Governmental Organization  
**PTSD** - Post-Traumatic Stress Disorder  
**RDD**–Reintegration, Demobilization, Disarmament  
**R2D2**–Reinsertion, Reintegration, Demobilization, Disarmament  
**SALW** - Small Arms and Light Weapons  
**SASC** - South Africa Service Corps  
**SIDDR** - Stockholm Initiative on Disarmament, Demobilization, and Reintegration  
**SSR** - Security Sector Reform  
**UN** - United Nations  
**UNDP** - United Nations Development Program  
**UNTAG** - United Nations Transitional Assistance Group

## Glossary<sup>1</sup>

**Capacity building:** Programs or program elements, which attempt to increase the knowledge and skill base or improve the design of local institutions in conflict-affected countries. Capacity-building programs aim to increase the long-term ability of local institutions to efficiently and effectively provide services.

**Community-based reintegration:** Reintegration processes which emphasize the needs and perceptions of local communities. Community-based reintegration programs may involve: greater coordination with, or implementation by, local governments, greater attention to victims' rights through truth commissions, reparations and other measures, and economic reintegration packages which focus on linking job-creation and livelihoods assistance programs for ex-combatants with the local economy.

**Demobilization\*:** The formal and controlled discharge of active combatants from armed forces or other armed groups.

**Disarmament\*:** 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. Disarmament also includes the development of responsible arms management programs.

**DDR:** Disarmament, demobilization, and reintegration. See individual entries.

**Human capital\*:** The knowledge, skills, competencies, and other attributes, embodied in individuals that are relevant to economic activity.

**Interim Stabilization Measures (ISMs):** Programs designed to create “holding patterns” in order to buy time and space for political dialogue amidst an ongoing war. ISMs attempt to maintain the cohesion of former combatants in either military or civilian structures, such as civilian service corps, transitional security forces, and various forms of transitional autonomy.

**Local ownership:** Local political investment and engagement in the peace process and post-conflict reconstruction. Local ownership involves both political will on the part of local actors, as well as institutional capacity to take a role in

the design and implementation of the various elements of the war to peace transition.

**Military integration:** The integration of former combatants into formal security institutions, such as national armed forces and armed police forces.

**Peacebuilding\*:** A process designed to prevent the resurgence of conflict and to create conditions necessary for sustainable peace in war-torn societies. It is a holistic process which includes activities such as the Disarmament, Demobilization, and Reintegration of armed forces and groups, the 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, advice or training in fiscal or macroeconomic stabilization policy, and support for landmine removal.

**Psychosocial support:** Counseling and support services that focus on helping ex-combatants and victims of violence improve psychological well-being and manage trauma and mental illness stemming from conflict.

**Reconciliation:** The re-knitting of social fabric through long-term processes of healing and forgiveness. Reconciliation is a deeply individual process, but is linked to the broader reconstruction of civic trust and communal association.

**Reinsertion\*:** The assistance offered to ex-combatants during demobilization but prior to the longer-term process of reintegration. Reinsertion is a form of transitional assistance to help cover the basic needs of ex-combatants and their families and can include transitional safety allowances, food, clothes, shelter, medical services, short-term education, training, employment, and tools.

**Reintegration\*:** 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 timeframe, primarily taking place in communities at a local level.

**Security Sector Reform\* (SSR):** Increasingly referred to as “Security System Reform”, SSR is a dynamic concept involving the design and

implementation of strategy for the management of security functions in a democratically accountable, efficient, and effective manner to initiate and support reform of the national security infrastructure. The national security infrastructure includes appropriate national ministries, civil authorities, judicial systems, the armed forces, paramilitary forces, police, intelligence services, private–military companies (PMCs), correctional services and civil society ‘watch-dogs.’

**Small Arms Light Weapons\* (SALW):** All lethal conventional weapons and ammunition that can be carried by an individual combatant or a light vehicle that also do not require a substantial logistical and maintenance capability. Based on common practice, weapons and ammunition up to 100mm in caliber are usually considered as SALW.

**Social capital:** Shared norms, values, and social expectations, which are expressed through behavior (such as trust and social engagement) and formal and informal organizations (such as civic associations and social networks). Social capital is often treated as a property of civil society, but may also describe the health of the relationship between society and the state.

**Targeting:** The focusing of programs and resources on specific populations or social groups.

**Traditional justice systems:** Communal mechanisms and practices for the investigation, adjudication, and resolution of disputes. Traditional justice systems may be religious or secular, informal or rooted in formalized communal structures, but are not part of the formal judicial systems of the State.

**Transitional justice\*:** Transitional justice comprises the full range of processes and mechanisms associated with a society's attempts to come to terms with a legacy of large-scale 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, such as individual prosecutions, reparations, truth commissions, and institutional reform (such as the vetting and dismissal of state officials).

Note1: these definitions are taken from “The Cartagena Contribution to Disarmament, Demobilization and Reintegration”.

Note\*: starred entries (\*) are adapted from or defined according to the United Nations Integrated Disarmament, Demobilization, and Reintegration Standards.

# Introduction to the First Global DDR Summit (GDDRS) in Santa Marta, Colombia

First Global DDR Summit    South-South Cooperation  
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## Introduction to the First Global DDR Summit (GDDRS) in Santa Marta, Colombia

The Colombian Agency for Reintegration (ACR) has played a major role in the peace-building processes in Colombia. Over the past 10 years of the reintegration process in Colombia, the Agency has proved that there is a need to collaborate globally by sharing knowledge and experiences with further peacebuilding professionals to better understand outcomes which may be possible to achieve. The Colombian government and the ACR recognized the need to cooperate and collaborate with countries who share similar challenges, including the social reintegration of ex-combatants. Before 2009, there existed very few forums that promoted an exchange of knowledge and experiences in DDR processes (United Nations, 2006). This lack of information sharing between global partners and stakeholders in peacebuilding processes influenced the creation of such forums by the ACR.<sup>1</sup>

In June of 2009, the Colombian government partnered with governments and international organizations around the world to effectively organize the first International Congress of Disarmament, Demobilization and Reintegration (CIDDR). The CIDDR comprised more than 1,500 individuals from 57 countries who participated in discussions regarding community-based approaches. The majority of Congress participants had experience working with community-based

<sup>1</sup>The ACR would like to reiterate our commitment to the policies of the Colombian State and assure that the guidelines set by the Colombian Ministry of Foreign Affairs take precedence over any political interest of this agency.

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interventions in their community or country of practice. As a result of the CIDDR, The Cartagena Contribution to Disarmament, Demobilization and Reintegration was compiled to break down the discussions and debates which were carried out during the CIDDR. Conclusions reached during the CIDDR proved that there are a multitude of potential benefits which may result from partnering with countries that have, or are currently facing, similar conditions of peace, security, or development (Cartagenaddr.org, 2009).

In 2009, with the support from the Presidential Agency for International Cooperation (APC-Colombia), the ACR began to further its efforts to exchange peacebuilding experiences with other countries through the fostering of South-South Cooperation Strategies (SSTCS). One of the many outcomes of SSTCS includes the creation of six technical missions undertaken by the ACR to the countries of The Democratic Republic of Congo, Haiti, The Philippines, South Korea, Indonesia, and East Timor to facilitate South-South technical cooperation aimed at promoting the exchange of effective practices, lessons learned, and mechanisms to overcome challenges faced during the processes of DDR, peace building, and reconciliation.

The CIDDR and the missions carried out through SSTCS provided a space for global leaders to exchange knowledge and experiences regarding peacebuilding, DDR processes, and post-conflict. Each DDR program may react differently depending on context-specific elements of every country or community. These contextual features are key to understanding regional dynamics of whether the country is

successful in fostering peacebuilding practices and transitioning out of conflict (United Nations, 2006).

To learn more about such dynamics and characteristics of DDR processes, the ACR decided to host the first Global Summit on Disarmament, Demobilization, and Reintegration (GDDRS), which included invitations to national and international DDR program directors as part of the strategy to foster South-South Cooperation. Additionally, both the International Organization for Migration (IOM), the U.S. Agency for International Development (USAID), and the Colombian Ministry of Foreign Affairs collaborated with the ACR for the event in order to expand reintegration initiatives in Colombia and cultivate international collaboration.

Thus, the Global DDR Summit (GDDRS) was held during the first week of December 2013, at the “Quinta de San Pedro Alejandrino” in Santa Marta, Colombia, a historical landmark where Colombia’s “liberator” Simon Bolívar spent his final days. This setting is a powerful symbol and reminder of the Latin American struggle for justice, citizenship, strong governance, and peace, which Colombia had sustained to achieve independence as a nation. Key national representatives from Colombia, including several state Governors, as well as international peace and security leaders were all invited to the table.

The Summit emerged from a desire to create a space to exchange knowledge and facilitate technical cooperation among those leading DDR programs in their own countries and representatives of international organizations currently involved in peacekeeping or post-conflict

processes willing to engage in this conversation. Additionally, the Summit was designed to give a platform to regional authorities to facilitate learning from one another’s experiences during the DDR process, as well as gain a stronger understanding of the different dynamics which affect communities, and therefore implement such practices in regions where they may be effectively applied.

Increasingly, international trends call for creating and sharing knowledge across borders and beyond local historical conditions (Munive & Jakobsen, 2012). For this reason, the ACR deemed it time to create an environment in which leaders in peacebuilding could properly address questions not yet asked. For example, how can various regions, municipalities, or provinces, be most effectively engaged in DDR processes? How can the international community deepen technical cooperation in DDR and/or post-conflict scenarios? Among others, these questions were addressed during 16 hours of collaborative discussion and reflection. The content of the discourse which took place is summarized and explained thoroughly in this document. The overarching purposes of this document are to suggest policy recommendations for those who may be inclined to examine the experiences of others, and to establish positive agendas for continued South-South cooperation.

**Alejandro Eder**  
General Director  
Colombian Agency for Reintegration (ACR)

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## Chapter 1: Content & Methodology



## Chapter 1. Content & Methodology

The overall objectives of the GDDRS in Santa Marta were twofold: first, promote a space of international exchange and development of technical cooperation. Second, promote knowledge sharing among national authorities on DDR and peacebuilding processes from a variety of countries. Exploratory technical missions by the ACR in the Philippines, South Korea, the Democratic Republic of Congo, Indonesia, Timor-Leste, and Haiti, revealed an urgent need for increased South-South technical and methodological collaboration. Contributors to the GDDRS included executive directors, ministers, secretaries affiliated with governments, and multilateral organizations. It was the first international event of its kind, comprising of a four-day, high-level, multi-lateral meeting. The Colombian Agency for Reintegration (ACR) intended to draw from debates and dialogue on the most effective international practices and strategies for the future path of the reintegration process currently underway in Colombia.

Specifically, the Agency built technical cooperation opportunities in order to form and strengthen relationships, identify new potentially fruitful partnerships, and exchange lessons learned from projects between international experts dedicated to issues of DDR and peacebuilding. The Agency also developed representative visual media with the intention of broadcasting and sharing globally the Colombian DDR experience and its relation to peacebuilding.

As an outcome of the agreed upon importance of technical cooperation, a Knowledge Management System will be developed by the ACR and the IOM to be accessed by stakeholders in the DDR, and peacebuilding processes. The Knowledge

Management System comprises a collection of archived information with regards to DDR and peace processes that have taken place worldwide since 1989. The implementation of the Knowledge Management System aims to increase technical cooperation sharing and efficacious peacebuilding practices.

To address the objectives mentioned above and find suitable outcomes, the GDDRS convened high-level global leaders who have specific and complementary expertise on a wide range of topics related to DDR processes over the course of four days. The aim of convening DDR experts and national-level program directors was to co-create a more informed path for reintegration and peacebuilding both within and beyond the borders of Colombia. During the Summit, each guest introduced themselves and their programs in a 15-minute presentation in which they expressed their suggestions, appreciations, and doubts about the opportunities and challenges within DDR processes around the world, as well as identified opportunities for effective partnerships. After these introductions, extended dialogue regarding shared challenges in the DDR process followed, in particular, strategies involving rural and territorial reintegration, as well as opportunities for technical cooperation moving forward.

Due to an agreed upon importance of information and methodology sharing, contributors concluded that the Summit could not simply end without further continuation of South-South technical cooperation. Therefore, a general consensus was reached that a second Summit in Africa will be held with technical assistance from the ACR and commitment of the IOM to facilitate Summit development and coordination.

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**Organization**

The agenda for the Summit was as follows:

**GENERAL AGENDA**

**DAY 1  
SUNDAY, DECEMBER 1ST**

PART	ACTIVITY	TIME	LOCATION	DETAILS
PART 1	Welcome Cocktail and Dinner	19:00 - 20:00	Zuana Hotel	Hosted by William Swing

**DAY 2  
MONDAY, DECEMBER 2ND**

PART	ACTIVITY	TIME	LOCATION	DETAILS
PART 2	Inaugural Ceremonies and Opening Remarks: William Swing <b>General Director IOM</b> Alejandro Eder <b>General Director ACR</b>	19:00 - 20:00	Quinta de San Pedro Alejandrino, Santa Marta	Symphonic Army Band Performance
	Presentation by Summit's Participants on two specific issues: 1. Rural and territorial reintegration 2. Technical cooperation	10:00 - 12:00		Chairman: Alejandro Eder
	Lunch/ Dialogue	12:00 - 14:00	Quinta de San Pedro Alejandrino, Santa Marta.	
PART 3	Second Part of the Presentation by Summit's guests on the same topics: 1. Rural and territorial reintegration 2. Technical cooperation	14:00 - 17:30	Quinta de San Pedro Alejandrino, Santa Marta.	Chairman: Alejandro Eder
Transfer to the Hotel AFTERWARDS Transfer to Restaurant				
PART 4	Dinner/ Dialogue	20:00 - 21:00	"Burukuka" Restaurant, Santa Marta.	

**DAY 3  
TUESDAY, DECEMBER 3RD**

PART	ACTIVITY	TIME	LOCATION	DETAILS
PART 5	Recap & Feedback on the first two days.	09:00 - 12:00	Quinta de San Pedro Alejandrino, Santa Marta.	Chairman: Alejandro Eder
PART 6	Panel Discussion with Governors and participants.	14:00 - 15:30	Quinta de San Pedro Alejandrino, Santa Marta.	Chairman: Alejandro Eder
	Closing Plenary	15:30 - 16:00		
	Closing Ceremony for participants in the Process of Reintegration	16:00 - 16:30		Hosted by Alejandro Eder
Transfer to the Hotel				
PART 7	Dinner and Cultural Event	19:00 - 20:00	Club Santa Marta, Santa Marta	Artistic Performance by "Pies Descalzos Foundation"

**DAY 4  
WEDNESDAY, DECEMBER 4TH**

PART	ACTIVITY	TIME	LOCATION	DETAILS
PART 8	Visit to Colombian Agency for Reintegration Service Center (SC) of Magdalena	08:00 - 12:00	Santa Marta	Coordinated by Head of SC in Santa Marta
	LUNCH	12:00 - 14:00	Zuana Hotel	
	Field Trip: Visit to a Community Intervention. <b>General Director IOM</b> <b>General Director ACR</b>	14:00 - 15:00	Ciénaga (Magdalena)	Coordinated by Head of SC in Santa Marta
AFTERWARDS Transfer to Restaurant				



# Attendees & Participating Institutions CO-ORGANIZERS



**Summit Attendees and Participants.** Siddig Mohamed Ali Elzain (Sudan); Hans Thorgen (Folke Bernadotte Academy); Jan Stefan Astrom (Folke Bernadotte Academy); Kathleen Keer (IOM); Bengt Verner Ljunggren (Folke Bernadotte Academy); Genoveva Garoupa (Mozambique); Darío Villamizar (IOM); Peter Onega (Uganda); Simon Yazgi (DPKO); Thomas Kontogeorgos (Minustah); Jean Sayingoza (Rwanda); Seung-Hun Jung (Republic of Korea); Marcelo Pisani (IOM); Abderahim Fraji (World Bank); Gustavo Porras (Guatemala); Esneyder Cortes (ACR); Aissa Aiuba (Mozambique); Roger Musombo (Democratic Republic of Congo); Jeroboam Nzikobanyanka (Burundi); William Swing (IOM); Alejandro Eder (ACR); Zarita Abello de Bonilla (Quinta de San Pedro Alejandrino); Juan David Angel (Fenalco); Santiago Londoño Uribe (Chief of Staff to the Governor of Antioquia); Sonia Eljach -Representative of the Foreign Affairs Colombian Ministry. **Source: ACR**

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## Attendees & Participating<sup>2</sup> Institutions CO-ORGANIZERS

**ALEJANDRO EDER**  
General Director - Colombian Agency for  
Reintegration (ACR)<sup>3</sup>

Mr. Alejandro Eder is the General Director of the Colombian Agency for Reintegration (ACR). Mr. Eder has ample experience in the private & public sector: he worked on the financial team of the Deutsche Bank in New York City, U.S.A., and in the Group of New Businesses for Manuelita Investments S.A. of Colombia. Additionally, Mr. Eder has developed Corporate Social Responsibility projects; he was a member of the Corona Foundation's Board of Directors and has collaborated with distinct foundations including the AlvarAlice Foundation and the Peace and Good Foundation both located in Cali, Colombia. Additionally, Mr. Eder was part of a team which accomplished the Havana General Agreement for the Termination of the Conflict and the Construction of a Stable and Lasting Peace of 2012 that allowed for the installation of the table of dialogues with the guerrilla group the Revolutionary Armed Forces of Colombia (FARC), and actually participated as an alternate negotiator in the peace dialogues being carried out in Havana, Cuba, between the Government of Colombian and the mentioned guerrilla.

<sup>2</sup>The attendees & participating Institutions are included in the following order: First, co-organizers; Second, alphabetic order of Countries Representatives; International Institutions; Colombian Government institutions; and Provincial Governments.

<sup>3</sup>Esneyder Cortes - Programmatic Reintegration Director ACR. Mr. Cortes has a degree in engineering and has been working with ACR since 2007. Sergio Triana - International Affairs and Cooperation Advisor. Manager of the Global DDR Summit South-South Cooperation.

**WILLIAM SWING**  
General Director - International Organization for  
Migrations (IOM)<sup>4</sup>

Dr. William Lacy Swing (Ph.D.) is the General Director of International Organization for Migration (IOM). He has been a special representative of the General Secretary of the United Nations. He has also served as an ambassador of the United States in the Democratic Republic of Congo, Liberia, South Africa, Nigeria, and Haiti. During his time in the Democratic Republic of Congo (2003-2008), he led one of the largest missions of the United Nations.

<sup>4</sup> Other members of the IOM mission were:

Marcelo Pisani - Chief of Mission for Colombia - Mr. Pisani holds a Bachelor's degree in architecture from the Catholic University of Chile and a master's degree in project management. He has been a part of the IOM since 1999 and is currently the chief of mission for Colombia.

Kathleen Keer - Program Director for Colombia - Ms. Kerr is an economist and lawyer, with a focus in international public and private law and transitional justice. Currently, Ms. Kerr is the IOM program director for Colombia, where she manages all programs related to reintegration assistance for victims, emergency response, migration and rural affairs, as well as income generation and social responsibility.

Camilo Potes - Community Reintegration Coordinator - Mr. Potes holds a Bachelor's degree in social communication and journalism from the University of Sabana. He is currently the community reintegration coordinator of the DDR program at IOM.

Ana Duran and Daniel Hernández

Santa Marta, Colombia. December 1-4th 2013

## PARTICIPANTS



**ABDERAHIM FRAJI** – Director of Transitional Demobilization and Reintegration Program (TDRP) – World Bank. Mr. Fraji is currently the director of the TDRP program, a program sponsored by the World Bank. He has published more than five articles on the official website of the World Bank, where he analyzes and presents the progress of the implementation of the TDRP projects in the African countries of Somalia, Sudan, Central African Republic, and mainly Uganda.

**ABUL HALIM AL- RUHAIMI** – Office of the Prime Minister on Reconciliation - REPUBLIC OF IRAQ. Dr. Abul Halim Al-Ruhaimi is advisor & administrator of the Reconciliation Commission Office of the Prime Minister in Iraq.

**DARIO VILLAMIZAR** – Advisor – United Nations Development Programme (UNDP).

**GENOVEVA TALITA GAROUPA** - Ministry of Combatants – MOZAMBIQUE. Ms. Garoupa has a degree in public administration from the Higher Institute of Public Administration in Mozambique. She has worked at the Ministry of Combatants since 2002 and is currently the National Director for social reintegration.<sup>5</sup>

**GERMAN SAAVEDRA** – Humanitarian Attention to the Demobilized Group Coordinator – COLOMBIA. General of the Colombian Army, Ministry of Defense.

**GUSTAVO ADOLFO PORRAS** - Economic and Social Council of Guatemala – GUATEMALA.

<sup>5</sup>Another member of the mission was Aissa Aiuba - Ministry of Combatants. Ms. Aiuba has served as the head of the Department of Planning and Cooperation for the Ministry of Combatants since 2009.

Mr. Adolfo is a sociologist and analyst, with a master's degree from the school of Higher Studies in Social Sciences of the University of Paris, France. Currently, he is the president of the Economic and Social Council of Guatemala.

**HANS THORGREN** - Training and Project Director for Disarmament, Demobilization and Reintegration (DDR) – Folke Bernadotte Academy (FBA). Mr. Thorgren is currently the training and project director for Disarmament, Demobilization and Reintegration (DDR) at the Folke Bernadotte Academy based in Sweden. He has contributed to various international DDR initiatives, like the Stockholm Initiative on DDR (SIDDR) for the Swedish Ministry for Foreign Affairs, the Integrated DDR Standards (IDDRS) for the United Nations, and the establishment of the Integrated DDR Training Group (IDDRTG).<sup>6</sup>

**JAGATH WIJETILLEKE** - Bureau of Commissioner General of Rehabilitation - SRI LANKA. Major General Jagath Wijetilleke is an army deputy. He led and commanded the final phase of resettlement and reintegration of IDPs in the most affect area during the war. He planned and executed the demining and rebuilding process of the area. Currently he is the General Commissioner of Rehabilitation in Sri Lanka.

**JEAN SAYINGOZA** - Demobilization and Reintegration Commission of Rwanda – RWANDA. Mr. Sayinzoga has been chairman of Rwanda's Demobilization and Reintegration Commission (RDRC) for the past three years.

<sup>6</sup>Other members of the mission included Bengt Verner Ljunggren; and Jan Stefan Astrom. Mr. Astrom holds a Bachelor of Science in political science and a master's degree in international humanitarian law. Mr. Astrom currently works as the training and project officer for the Folke Bernadotte Academy's DDR program.

**JEROBOAM NZIKOBANYANKA** - National Commission for Disarmament, Demobilization and Reintegration (CNDDR) – BURUNDI. Mr. Nzikobanyanka has a master's degree in management. His resume includes work as the coordinator of the Demobilization and Reintegration of Former Combatants Transient Project (PDRT). Currently serves as the director of the National Commission for Disarmament, Demobilization and Reintegration (NCDRR) in Burundi.

**JERVIS WITHERSPOON** - Office of the Presidency of Liberia – LIBERIA. Mr. Witherspoon holds bachelor degrees in both economics and biblical studies. Currently, he works as advisor of religious affairs to the President of Liberia.

**PETER KERMIT KERONEGA ONEGA** - Amnesty Commission – UGANDA. Mr. Keronega Onega has a law degree from Makerere University in Kampala, and is a diplomat in legal practice. Currently he is the chairman and head of the Amnesty Commission in Uganda. He is a member of Peace Associates Network (PAN-Africa), International Association of Refugee Law Judges, and the Stockholm Initiative on Disarmament Demobilization Reintegration (SIDDR).

**ROGER MUSOMBO**- Disarmament and Demobilization Program – DEMOCRATIC REPUBLIC OF CONGO. Mr. Musombo is currently an Officer of the DDR program in the DRC.

**SEUNG-HUN JUNG** - Ministry of Unification - REPUBLIC OF KOREA. Mr. Jung is in charge of the education-planning program at the Resettlement Support Center for North Korean Refugees.

**SIDDIG MOHAMED ALI ELZAIN** - DDR Commission of Sudan – SUDAN. Mr. Elzain is the director of planning for the department of DDR Commissions in Sudan.

**SIMON YAZGI** – DDR Planning Officer - Department of Peacekeeping Operations (DPKO) - United Nations. Mr. Yazgi has been working as the DDR Planning Officer at DPKO since 2006, when he was transferred from the Office of Operations/ Africa Division.

**SONIA ELJACH** -Representative of the Foreign Affairs Ministry –COLOMBIA. She currently works at the Foreign Affairs Ministry, in charge of the Revision process of the drugs policy.

**THOMAS KONTOGEORGOS** – Community Violence Reduction (CVR) Section in Minustah (Haiti) – United Nations. Mr. Kontogeorgos is currently the chief of the CVR Section of MINUSTAH CUT: a Section that aims to create economic opportunities in neighborhoods prone to armed violence.



## PARTICIPATING INTERNATIONAL INSTITUTIONS



### DEPARTMENT OF PEACEKEEPING OPERATIONS (DPKO) UNITED NATIONS

The Department of Peacekeeping Operations (DPKO) was formally created in 1992 and provides political and executive direction to UN Peacekeeping operations around the world. The Department works to integrate the efforts of UN and governmental and non-governmental entities in the context of peacekeeping operations. DPKO also provides guidance and support on military, police, mine action, and other relevant issues to other UN political and peacebuilding missions.

### FOLKE BERNADOTTE ACADEMY (FBA)

The FBA is a Swedish government agency dedicated to enhancing the quality and effectiveness of international conflict and crisis management, with a particular focus on peace operations. The overall objective is to contribute to lasting peace and development. FBA functions as a platform for cooperation between Swedish agencies and organizations and their international partners. Its main areas of responsibility are the contribution to international peace operations, education and training exercises; National and International cooperation and Coordination.

### INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

The IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, be they refugees, displaced persons or other uprooted people.

### TRANSITIONAL DEMOBILIZATION & REINTEGRATION PROGRAM (TDRP)

The TDRP is a multi-donor trust fund managed by the World Bank and which covers grants to national programs, sub-projects, regional activities and the management of the TDRP. The overall goal is to contribute to peace and security in Africa by supporting demobilization and reintegration activities of ex-combatants. Specifically, TDRP aims to provide financial and technical support, expand D&R coverage, and facilitate dialogue, information exchange and learning.

### UNITED NATIONS (UN)

The United Nations works in special DDR missions in the Democratic Republic of the Congo through the UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), Côte d'Ivoire through the UN Operation in Côte d'Ivoire (UNOCI), and in Haiti through the UN Stabilization Mission in Haiti (MINUSTAH). The UN is also in the planning stages for both Darfur and Sudan through the African Union-UN Hybrid Operation in Darfur (UNAMID) as well as Somalia through the UN Political Office for Somalia (UNPOS). Additionally, the UN provides operational advice and support to Burundi through the UN Integrated Peace-Building Office in Burundi (BINUB), Central African Republic through the United Nations Integrated Peace-building Office in the Central African Republic (BINUCA) and Guinea-Bissau through the UN Integrated Peace-building Office in Guinea-Bissau (UNIOGBIS).

### UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

UNDP provides technical assistance to DDR initiatives in 20 countries. They operate in peacekeeping missions, special political missions or non-peacekeeping/non-political mission contexts, in collaboration with different partners. The UNDP aims to take a holistic approach to DDR which goes beyond ex-combatants, focusing on the wider community with programs on armed violence reduction and weapons management. In support of national authorities, UNDP plays a coordinating role, strengthens national capacities and provides financial and technical assistance to DDR programs.

### UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

USAID supports peacebuilding through "people-to-people" reconciliation programs and activities which bring together individuals of different ethnic, religious or political backgrounds from areas of civil conflict and war. These programs aim to provide opportunities for adversaries to address issues, reconcile differences, and promote greater understanding and mutual trust and work on common goals with regard to potential, ongoing, or recent conflict. USAID trains development professionals in the skills necessary to integrate a peacebuilding approach into conflict-affected environments. Due to the unique nature of every conflict, reconciliation programs must be contextually designed based on the country's circumstances. Additionally, USAID aims to mainstream conflict sensitive programming into their development assistance portfolio across sectors, including economic growth, democracy and governance, education, and health.





## COLOMBIAN GOVERNMENT INSTITUTIONS<sup>7</sup>



### MINISTRY OF FOREIGN AFFAIRS

The Ministry of Foreign Affairs of Colombia, also known as the Chancellery, is responsible for the foreign relations of Colombia and carried out through diplomatic missions abroad. The Ministry's mission is to promote the national interest by strengthening and diversifying geographical and thematic coverage of foreign policy, and to foster links with Colombian citizens abroad.

### MINISTRY OF INTERIOR

The Ministry of Interior of Colombia is responsible for a series of tasks including the formulation, coordination and execution of public policy, plans, programs and projects regarding human rights and humanitarian international rights; work in the integration of the National and territorial entities, in matters pertaining to security and citizen coexistence, and regarding the needs of ethnic or vulnerable populations and LGBTI community; coordinate the relations between the Executive and the Legislative Branch for the development of the National Government's Legislative Agenda; and carry out activities to strengthen democracy.

### PRESIDENTIAL AGENCY OF INTERNATIONAL COOPERATION (APC-COLOMBIA)

The APC-Colombia is the government agency in charge of technically managing, guiding and coordinating all public, private, technical and non-refundable financial International Cooperation received and granted by Colombia; as well as to executing, managing and supporting the administration and implementation of

international cooperation resources, programs and projects, in accordance with foreign policy objectives and the National Development Plan.

### PROVINCIAL REPRESENTATIVES

**ANDRES FELIPE ARBELAEZ VARGAS** – Government of Caqueta. He is a lawyer of the Externado University with a graduate degree in Tax Management. He is the representative of the Governor of Caqueta.

**RICHARD AGUILAR AVILA** - Government of Santander. Mr. Aguilar is a lawyer, and holds a master degree in Legal International Affairs of Georgetown University. He is the current Governor of Santander since 2012.

**SANTIAGO LONDOÑO URIBE** –Government of Antioquia. Mr. Londoño is the current Chief of Staff to the Governor of Antioquia. Mr. Londoño has a law degree of the University of Andes and has been in his charge since 2012.

**SERGIO ANDRES ESPINOSA FLOREZ** – Government of Vichada. He is the Governor of Vichada since 2012.

**UBEIMAR DELGADO BLANDON:** Government of Valle del Cauca. Mr. Delgado is the current Governor of Valle del Cauca and has been in the political life for over 40 years now, for the Conservative Party.

<sup>7</sup> These descriptions are taken from the English version of the official website of each institution.



## From Cartagena to Santa Marta: Building on Lessons from the Past

In June 2009, Cartagena hosted the first International Disarmament, Demobilization and Reintegration Congress (CIDDR). Its purpose was to provide a forum to exchange knowledge among global leaders and practitioners in DDR, continue discussions related to the implementation of community reintegration programs, consolidate knowledge in the Cartagena Contribution to DDR (CCDDR), create a virtual platform that serves as a reference tool, and to promote South-South technical cooperation (Cartagenaddr.org, 2009).

The CCDDR did much to frame contemporary understandings of complex DDR experiences worldwide. For example, the CCDDR thoroughly captured the theoretical and geographical scope of global DDR processes in five categories of contextual factors which influence DDR design and implementation: (I) the nature of the conflict and peace, (II) political will and social characteristics of relevant stakeholders; (III) institutional capacity and quality of governance; (IV) economic conditions; and (V) cultural contexts. These contextual factors as well as the critical issues (e.g., local ownership, measurement, justice and reparations for victims, and capacity) and persistent challenges (e.g., community involvement, dynamic contexts, and governance) were all articulated among participating leaders in the GDDRS. Advances were made to understand how these particular contextual considerations play out in specific instances, allowing for a more nuanced understanding of what may or may not be attributed to a particular context and how those attributions might translate into trans-contextual effective practices (Cartagenaddr.org, 2009).

For example, the CCDDR astutely noted, “in addition [to the five contextual factors discussed above], DDR programs must be conceived and implemented with regional and geopolitical interests and pressures in mind” (2009, 21). The GDDRS took up this call and dedicated a significant portion of time during the Summit discussion to address these very concerns. What emerged from this conversation was the chapter included in this report on Rural and Territorial Reintegration (Chapter III), which comprises segments identifying core challenges and approaches to questions of regional, territorial, and rural reintegration (e.g., macro factors, micro factors, and issues of scaling up and down to maintain program alignment in all areas).

The CCDDR thoroughly catalogs the broad range of DDR processes adopted in different national and international contexts, including the way in which DDR is embedded within a larger peacebuilding and security agenda. It addresses the timing, sequence, and composition of transitions as well as the significant risks for destabilization attached to failure. Additionally, the CCDDR looks at the Congress’ participants’ lessons learned and outstanding challenges, to paint a top-down picture of rebuilding after conflict. This includes, but is not limited to the following objectives: rebuilding trust in the state, reconstructing social fabric, balancing tensions among security, justice and peace agendas, providing psychosocial support to all affected stakeholders, and providing services and support which meet the needs of those most vulnerable individuals and groups (e.g., women, children, indigenous persons, and physically disabled persons). The CCDDR pays a significant attention to the sustainable economic reintegration of ex-

combatants – a touchstone of successful DDR programs (Cartagenaddr.org, 2009).

To build on the work of the CCDDR, the GDDRS identified current challenges and solutions for economic reintegration as well as for the challenges of political and social reintegration. Therefore, the Global DDR Summit (GDDRS) in Santa Marta, Colombia extended and build upon the work completed in Cartagena over four years ago. In particular, so as not to repeat what has already been learned in the past, GDDRS participants were asked to focus on specific challenges and solutions that they had developed in their program along all three axes of reintegration efforts. What emerged was evidence of coordination, collaboration, and alignment among programs best able to marshal and deploy resources in DDR efforts, especially those focused on reintegration. In response to the call for longer-term perspectives on peacebuilding, more generally, a significant proportion of the dialogue and debate was spent on the issue of sustainability. Other key themes developed further in this report include shared responsibility, memory and history projects, and more direct evidence from community-based reintegration programs.

This report of the GDDRS is intended to complement and expand on the aspects of the CCDDR discussed above. Much like the CCDDR, this work comprises the content of contemporary dialogue, debate, and ideas from leaders of national and international DDR and other post-conflict transition programs at the Global Disarmament, Demobilization, and Reintegration Summit (GDDRS) in Santa Marta, Colombia. It also includes background information from both research studies on the topics included here as well as the CCDDR itself. This report contains content from academics, practitioners, policy designers, pedagogical institutions, demobilized persons, non-governmental organizations (NGOs), and government officials who participated in first GDDRS in Santa Marta.●

## Chapter 2: Global DDR Challenges and Techniques



## Chapter 2: Global DDR Challenges and Techniques

The following chapter, and subsequent Chapters 3 and 4, present general conclusions reached by Summit contributors during discussions and conversations which took place in Santa Marta regarding DDR and peacebuilding processes.

As agreed upon by Summit Contributors, current global DDR challenges and techniques tend to fall within two broad categories of consideration: (I) collaboration, coordination, alignment of programming, and support for programming both domestically and internationally; and (II) addressing persistent challenges of political, economic, and social reintegration with a particular eye for conditions that engender sustainable enterprises. One necessary condition, first raised in the CCDDR and carried over in the debates and discussions of the GDDRS, underlies all of these themes: political will (Cartagenaddr.org, 2009). There was widespread consensus during the Summit that success will not be possible without significant and shared political will on behalf of the government, which requires sizeable human and financial resources for DDR efforts. Other non-governmental institutions, community members, and the broader society also need to mirror political will in order to support a sustainable transition out of conflict (United Nations, 2006).

## I. Collaboration, Coordination, and Alignment

Peace processes comprise a multitude of components, which require differential foci and resource allocation, depending on the conditions in that particular historical moment (Shaw, 2010). Participants largely agreed that efforts at reintegrating demobilized persons, community rebuilding, disbursement of reparations, land restitution, and truth and memory projects, among other things, are more productive in the post-conflict transition to the extent that each operates in conjunction with the others. Additionally, explicit focus on collaboration, coordination, and alignment activities increases the likelihood of success when a number of service providers, political interests, and populations' urgent needs are at stake.

### I.I. Collaboration.

DDR program development, implementation, and monitoring consumes a vast quantity of resources, often well beyond those available within the state. Summit contributors concluded that forming intra-state, inter-state, regional, and international collaborative partnerships is one way to productively address a dearth of available experience, infrastructure, and/or resources. Additionally, such collaborations can also reduce inefficiencies in global learning and deployment of DDR programming, since new participants in these processes will be better positioned to access the knowledge and experiences of those who have worked through many of the common challenges presented in post-conflict settings. However, contributors

concluded that regionally speaking, there may be no need to develop from scratch a state-specific DDR program or policy if many of the contextual factors that influence program design are shared. Even more than simply leveraging existing expertise to address peacebuilding efforts, cross-border collaborations can, when managed productively and transparently, lead to more effective management of issues, which tend to manifest at national borders (e.g., arms and drug trafficking or other contraband issues).

One philosophical caveat to this however, is that developing national DDR capacity arguably assumes that the need for such a capacity is an ongoing concern. While some components of the DDR process may be more protracted than others (e.g., reintegration vs. disarmament), the assumption of future war and DDR activities is a potentially disconcerting underpinning of independently developed capacities within each state. Thus, relying on both regional experiences and capabilities may be more prudent, as well as a more cautiously optimistic option instead of creating an independent program within a given state. However, for conflicts which have occurred in relative geographic isolation, the absence of neighboring partners in transition may still render internal DDR policies as a more appropriate approach.

Depending on the organization of the government, the central body(ies) responsible for DDR activities may choose to allocate different components of programming to their respective ministries responsible for various facets of local social life (e.g., education for basic learning needs, labor for vocational training and job placement, social affairs for

issues such as gender-specific needs). Summit contributors found that universities and private technical institutions may also be a source of collaborative support for promoting education among the ex-combatant population. That said, even when partnerships alleviate the need for executing certain day-to-day program elements, the state may still maintain responsibility for leading the collaboration with agency partners who are tasked with meeting the needs of various stakeholders in the process. The state may also be responsible for monitoring program execution over time.

### I.II. Coordination.

With any collaborative partnership, Summit contributors found a clear tradeoff of considerations in the design of the DDR program with regards to deciding which programming aspects will be in-house, to a particular context, and what will be outsourced to external implementation partners. Part of this tradeoff involves first clearly defining what is "in house" versus "outsourced" (e.g., nationally vs. internationally, within a dedicated agency vs. domestic partners external to that agency). Tradeoffs may be considered along the lines of coordination costs: which resources and expenditures are required for monitoring and seeing through to the benefits of collaboration – either with domestic partners or across national lines - versus the cost of designing and implementing the program within a single agency? Which capabilities can the existing government lend to DDR efforts, and what expertise might others hold that could efficiently contribute to the process? DDR programs do not occur in a vacuum; any decision-making

will need to factor in forces and tensions extending from other distinct, but related processes (e.g., simultaneous peace processes, government rebuilding, and associated market activity). While decisions along these lines may be highly variable depending on the context, it is incumbent upon the state to ensure that, whatever the balance between in-house and outsourced activities may be, there exists optimal allocation of available resources and the assumption of non-interference by potential "spoilers". These spoilers may take the form of local individuals or groups who have personal interests in destabilizing reintegration efforts, or by competing organizations - even those with good intentions – which may dilute scarce resources and detract from core DDR objectives (Eder, 2013).

Summit contributors agreed that it is likely that the more diverse the contributors are to the DDR process, the more the state will need to invest into managing the coordination of these stakeholders. Additionally, without strong oversight, it is possible for unmanaged spaces to emerge in the process (i.e., cracks in the system), which can become hotbeds for future subversive activities that may undermine the success of the transition. In the same vein, once a collaborative relationship has been forged with international organizations, the national government becomes additionally accountable to those shared interests in order to maintain the resources required for implementation over time.

### I.III. Alignment.

Arguably the most complex component of the three themes here, agreed upon during

the Summit, is ensuring alignment of various program initiatives with a critical eye for the following: (1) efficient resource allocation, (2) synergistic design of smaller components of DDR embedded in the larger national program of transition, and (3) local context and stakeholder demands. To the first point, large-scale resource allocation over time may be necessary in order to effectively implement DDR programs. Part of ensuring efficient resource allocation is aligning international financial and human capital resources with specific DDR needs. While it can be tempting to procure international sponsors for transitional justice programs, should the funding exceed the implementation capacity of the national government, Summit participants agree, there is a potential for ineffective distribution of resources and international scrutiny. These considerations should be regarded over the long term: disruptions to the size of governing and enforcement bodies during program implementation for political, financial, or other reasons can have significant destabilizing effects (e.g., power vacuum in which illegal armed groups can flourish, or an increase in itinerant individuals).

To the second point, each element of a DDR program should be considered as it is embedded within larger national strategies for transition. In the initial design phase, the extent to which the “D,” the “D,” and the “R” elements are joined or separated in program planning and execution may be up to program leaders. It is possible to separate the disarmament and demobilization from the reintegration piece, as the “R” is among the more difficult, expensive, and important parts of the process (Humphreys & Weinstein, 2007). However, Summit contributors agreed

that without adequate planning for the reintegration component first, the disarmament and demobilization processes will likely not end successfully. If different branches of the government or other organizations are handling different components of the process, it is important to still ensure that collaboration and communication ameliorate any potential process losses from the compartmentalization of these DDR components. Summit contributors found that part of what might inform the nature of communications is whether or not the transition was forced through military or other state victory, or negotiated through dialogue; the latter of which requires far more in the way of concessions and compromises. Clear strategies need to be articulated regarding how the reintegration of ex-combatants will be part of the government’s broader economic plan with the purpose of fostering resilience to conflict, the way in which DDR processes should be integrated into the overall security strategy especially at the regional level, and how DDR is executed within a wider program of stabilization and recovery. Participants widely agreed that none of these elements are mutually exclusive; to the contrary, they are all inextricably linked and misalignments among some of these elements may have destabilizing effects in other areas of policy implementation.

Continuing with this theme of situating DDR processes within broader state objectives, Summit contributors found that it is also necessary to develop and integrate an explicit understanding of the current status of the conflict within a country. Success may be greatly shaped by that status and how it changes over time. Ongoing conflict, transitional conditions, and

peace can occur simultaneously (Prieto, 2012). In some cases, peacebuilding processes have begun during the conflict and in others, after the conflict has ended; still others may see a mix of the two. Any arrangement in this regard may present its own set of distinct challenges to DDR efforts and in particular, raise important questions of security and state presence vacuums.

In particular, Summit contributors concluded that sometimes it may be difficult to attempt simultaneous state rebuilding projects and DDR efforts. If the territory or community is still experiencing conflict in a way that prohibits peacebuilding exercises, it is possible to begin community-based programs from a position other than DDR proper. Public health initiatives, for example, can address the broader well-being of a society without directly naming conflict resolution as their primary goal. Leaders from the Folke Bernadotte Academy have observed programs in which individuals and organizations “go into communities when the fighting is still going on...with [a] subject that is broad enough to address the well-being of a society. For example, if you use public health as a starting point into a society, you don’t have to engage with security, you can build capacity and start with that and turn it into something in the future.” Such efforts have the potential to build valuable capacity for when the time comes to directly face post-conflict issues. Summit participants agree that it serves no one to implement a program ahead of the need or capability to execute; however, given the long-term nature of both the ramp-up and follow-through of reintegration efforts, it can be helpful to begin laying the foundations early on - even in the face of current threats against security - in order to develop transitional

capacity, as long as the initiative meets the needs of the local context and works within the larger security, economic, and political objectives.

The third component of alignment critical in DDR program development, as identified by Summit contributors, is between the national priorities as well as local, contextual and stakeholder demands. Contributors agreed that conflict can affect all corners of society in myriad ways - as does its resolution and restitution. Distinct stakeholder groups may be designated by gender, physical and/or mental capabilities, including trauma to the body or psyche, women, children, and families of ex-combatants among others; individuals will occupy multiple stakeholder groups and should be recognized in such a light. Previous occupations and locations of individuals should influence reintegration planning; consider those who have never been in a city reintegrated into a nation’s capital with millions of inhabitants, for example, or a previously urban existence juxtaposed with the conditions and rhythms of rural life. What is their level of education? Overall health condition? Basic work skill repertoire? Do they have basic government documents, such as identification cards? Part of meeting these stakeholders where they are includes regular in-person visits to accurately assess their dynamic needs as well as follow-up on services and transition status. The frequency of these visits may of course be dependent on the context, although infrastructure in very rural regions of the country may complicate these efforts (Colletta, Kostner, & Wiederhofer, 1996).

Children create distinct considerations for alignment (Centro Nacional de Memoria Histórica, 2013): In some settings, the large



death toll from a conflict may result in potential generational gaps. Additionally, depending on the duration of the conflict, one outcome may be that many children have not had the opportunity to go to school and gain the social skills necessary to lead productive lives. Thus, addressing the capacities and livelihoods of children and young men and women will be an important consideration, as determined by Summit contributors, from a program design standpoint as these are critical factors for successful repatriation, reintegration, social justice, and/or economic growth.

Throughout all of this, Summit contributors found that managing expectations of involved stakeholders is crucial. Not everyone coming through the process may be able to secure a job, for example, and as with any sort of social programming, there may be those who slip through the cracks. Therefore, contributors found it necessary to manage the expectations of those individuals who are coming into the program. Policy makers also need to also maintain a realistic expectation of what can truly be accomplished through the work of reintegration. The time commitment of individuals enrolled in reintegration programming should also be clearly communicated. Some programs require significant time commitments from ex-combatants; this and other obligations for participation should be communicated from the start.

It is likely that the state will not have the capacity to simultaneously manage all of the demands of the post-conflict transition (Munive & Jakobsen, 2012). Under conditions of scarce resources, some have found it useful to focus efforts on the most fragile areas of peacebuilding in a given

context, until those are strengthened, moving on to successively stronger areas of contention as capacity allows. Also, expectations are not unidirectional; external funding agencies – international organizations, NGOs, etc. – may all have certain requirements attached to their support for post-conflict transitions and community-building activities. Summit participants agreed that clarity and agreement on core expectations of these relationships will help avoid future discord and damaging misunderstandings.

In addition to managing the expectations of the ex-combatants and the broader society, Summit participants found that internal state capacities should also be an object of assessment. It can derail peace processes if there is a capacity gap at some critical juncture down the road, therefore strong DDR design factors in expected capacity in all areas of program design and implementation are needed overtime (United Nations, 2006). Part of this includes a clear understanding of the state's jurisdiction and authority in daily life (both formally and informally). A disjuncture grounded in problems with authority between what the allocated duties are for various operations and what is actually taking place on the ground can undermine success. If established bodies do not have a clear legal mandate for the work that they are doing within the communities, there may be problems with execution. Summit participants identified many levels at which this can manifest, with contestations occurring on the ground among local authorities as well as at the highest levels of government (e.g., between supreme courts and previous administrations' decisions). All of this may distract from core objectives as well as undermine likely fragile trust between the ex-combatants and the state.

In conclusion, Summit contributors identified intra- and inter-agency collaboration as a powerful approach for increasing efficiency and overall capabilities. However, such collaborations may assume cooperation costs and attention to the ever-precarious alignment among all of the moving parts in post-conflict transitions. It was agreed upon that one way to increase the likelihood of success is to develop a strong metrics agenda in order to measure effectiveness along the way. The appropriate measurements for the effectiveness of a given program (e.g., rates of return to criminal activity) will depend on the particular approach of that program. However, regardless of the underpinning philosophies, a relevant and flexible set of metrics does need to be in place, as well as regular monitoring, following up, and revision as circumstances change (Humphreys & Weinstein, 2007).

Approaching metrics from various vertices in the relational network of DDR program development and implementation will provide a better-rounded view of program capabilities. Consider, for example, the fact that often an individual may be "reintegrated" according to passage through a certain series of steps, but that s/he may still not feel as if s/he is reintegrated. Summit participants commented that experiences of social isolation and marginalization have been found to precede return to rebellion and criminal activity. Reintegration, as defined by the ACR, can be said to have occurred when an individual feels that s/he enjoys the same and equal rights of all other members of the receiving community - that s/he is generally accepted as a citizen. There is broad agreement among Summit participants that a one-size-fits-all policy is not sufficient for reintegration programs and that

what works well under one set of conditions may not be relevant in other moments. Vigilance and awareness of changing conditions are required. Trial and error will be part of the process; specific mechanisms intended to facilitate learning and adaptability of program initiatives over time can reduce the potential damage of missteps. Additionally, Summit contributors noted that ex-combatants themselves are also changing over this protracted transition and their need for support will change along with individual development over time.

## II. Social, Economic, and Political Reintegration

Much was done to develop the social, economic, and political reintegration challenges conceptually in the CCDDR (cartagenaddr.org, 2009). As such, rather than repeating the theoretical development of these constructs, the focus here is on the long-term challenges remaining in these respective areas. For example, what happens when the individuals reintegrating become deeply dependent on their monthly stipends or other forms of periodic disbursements and benefits? How might program design account for a general phasing out of economic support and easing into self-sustainability over the longer term once an ex-combatant leaves the purview of the agency?

Political reintegration will be highly contingent on the extent to which ex-combatants and their groups have emerged or will emerge as politically relevant actors in the post-conflict transition (Humphreys & Weinstein, 2007). Tension may exist between future political involvement of ex-combatants and the need for them to concede



that once they lay down their arms they will be expected to recognize any laws or norms of dissent within the bounds of the existing political processes. Scholarship in this field confirms Summit participants' assertions that reintegration program design and ex-combatant demographics have significant effects on their future relationship with politics (Söderström, 2011).

The risk of excessive exclusion from the political realm includes their rearmament; at the same time, it is unrealistic to expect that all of their desires will be met, and they need to be willing to accept a range of divergent outcomes. This concern is not limited to political reintegration; excessive marginalization in social or economic spaces also increases the risk of rearmament, although the risks may be higher for certain groups of actors than others (e.g., ex-leadership vs. ex-foot soldier, ideologically- vs. economically-driven) in any given set of circumstances (Holberton, 2001). If there is a victory that marked the end of the conflict, then there will be both winners and losers and the attendant risk of poor participation on either side. Some places have been criticized for being a victor's DDR process (cf., Peskin's analysis of the International Criminal Tribunals for the Former Yugoslavia and Rwanda, 2005) – certainly the American Civil War and its wildly uneven reintegration of soldiers on both sides is a strong example of the long term social and economic damages an uneven DDR experience can render (Holberton, 2001). At the very least, uneven reintegration can lead to uneven development patterns over the longer term and eventual threats to stability (Holberton, 2001). One related source of insecurity falls within the juridical realm (for a review of context-specific

tensions in this realm, see Laplante & Theidon, 2006). Summit contributors have found that part of this arises from severely damaged trust between ex-combatants, other civilians, and the state, which signals a need to rebuild this relationship over the long term. Judicial backlog can result in a painfully slow processing rate for criminal cases against ex-combatants, both leaving them in temporary incarceration for extended periods of time and exacerbating victims' experiences of injustice at the hands of this group of individuals.

The use of institutional frameworks for achieving justice after conflict is generally regarded to be complex and slow-moving, even when sufficient resources and more flexible processes are dedicated to the effort (Cohen, 2007). Extrajudicial mechanisms, as noted by Summit participants, when appropriate, can advance the dual agendas of justice and reconciliation, and can be useful as a complement or large-scale substitution for penal approaches to transitions. Some examples of this include truth and reconciliation commissions and/or large-scale memory projects intended, among other things, to bring to light the multitude of dimensions and experiences within the conflict and over its duration. Importantly, Summit contributors identified the need for a balance of financial, social, and historical attention to the variety of groups of individuals involved in the conflict including ex-combatants, victims, displaced persons, and others.

Furthermore, participants posited legal frameworks as useful for identifying and prosecuting some pre-determined number or proportion of those leading the illegal armed

groups in the past, leaving the remainder to pass through alternative mechanisms. Leaders of DDR programs can adopt an approach of distinguishing between those who need to be investigated and prosecuted and those who need to be reintegrated. Along with this would be a development of the legal framework used to accommodate decision-making and enforcement in this area. Clarity around criteria for passing through legal processes as well as clear communications of legal statuses may be important for reducing potential ex-combatant insecurity. Throughout all of this, good governance and oversight of the agreed upon programs and processes are essential.

Summit contributors also noted that the current breadth and depth of reintegration programs in particular, can create challenges germane to more protracted and expansive processes. Such expansiveness may be literal, for example, shaped by the geography of the region. If that is the case, leaders should factor in the extent to which there is a concentration of various challenges and needs throughout the country and balance disbursements of financial and human capital support according to local and regional needs, rather than uniformly.

Another instantiation of the reach of reintegration, highlighted by Summit participants, is illustrated through the extent to which there is a sense of "co-responsibility" fostered among government organizations, NGOs, companies in the private sector, and the broader society. Everyone in the society served is an actor in the implementation of transitional practices; as such, they should all be involved (through representation) as agential participants. It can then be argued, that

reintegration programs need to have societal ownership.

In order to develop relevant, sustainable processes, representatives from all affected stakeholder groups need to be involved in the process. In the hands of the national government alone, post-conflict and peacebuilding practices may falter (cf., Alusala's analysis of stakeholder involvement in the Great Lakes region of Africa, 2011). For example, Summit contributors have found that relationships with private financial institutions can support ex-combatants who are in the process of reintegrating while simultaneously keeping the institutions well informed of the economic climate of its constituent communities. In the absence of sufficient internal employment opportunities, it is also possible to look outside of national borders for employment and other partnerships. This sort of undertaking would be very complex, and would require consideration of the collaboration and coordination factors discussed in the section above.

Furthermore, Summit contributors noted that the breadth of the program requirements may also take a more social than geographical form. For example, what is the degree of fragmentation of the society and the extent to which that fragmentation impacts the (re)integration of various groups of individuals? Highly fractured societies may experience greater challenges with regards to building social integration, the exchange of ideas, productive discussions, and other activities that may lead to effective compromises and conflict resolution. Sociality can include media strategies; sensitization and inclusion campaigns which can be executed at low



cost through social media outlets, such as email, Twitter, and Facebook. Depending on the context, many participants in reintegration programs may be connected to these outlets, as are broader populations. Other contexts or populations might not support technologically mediated campaigns; knowledge of the core demographic and their access and literacy levels should be the core driver for targeted campaign design.

Traditional and new media outlets may also be used to recruit for participation in DDR processes, and can complement social media campaigns that sensitize the broader public about what is taking place in their society (Lamb, 2013). The relationship with the media should be collaborative and mutually supportive and provide persons in the reintegration process with the appropriate tools that they would need to be more effective in their work in addition to covering what the government and local leaders are doing to advance peace.

Summit contributors also noted that part of this collaborative relationship with the media should target reductions in stigmatization against ex-combatants in their daily lives as citizens of the state. Social exclusion should be addressed directly, with the understanding that stigmatization can occur along economic lines as well. Forgiveness and a reduction in fear, discrimination, threats, and uncertainty were all critical goals for Summit contributors. However, each of these can be a deeply subjective, individualized experience; thus the state may be best suited to encourage these sorts of interpersonal moments of reconciliation and contribution to overall citizen security through policies and practices that support peaceful and respectful coexistence among the different actors.

### II.I. Sustainability.

Summit contributors also noted that planning and executing long-term reintegration programming requires explicit attention to sustainability in the design phase. For individual ex-combatants and their family members, this in part comprises some level of psychosocial attention and medical care. As well, messaging should address individuals in society more generally; communities may carry perceptions and/or misconceptions that could drive behavior undermining reintegration efforts, or they themselves could be traumatized. In some instances, the challenge is to reintegrate traumatized individuals into equally traumatized communities who have seen significant carnage and experienced significant loss in a litany of ways, or who may have even been somehow complicit in conflict dynamics in some way (cf., Gobodo-Madikizela's analysis of narratives and traumatic memory of White South Africans with regards to Apartheid, 2012). These conditions require significant psychosocial counseling and guidance in order to tip the scales in favor of successful outcomes.

Additionally, Summit participants recommended psychosocial support include a family component, which is often neglected. One metric that may be used to consider the reach of provisions of psychosocial support is the ratio of psychologists and/or social workers to participants in the DDR programs; monitoring the effects of variations in this ratio can be helpful to determining what the appropriate balance is in a given setting (for more in-depth investigations into the particular psychosocial needs of former child soldiers, see Betancourt et al., 2010; Wessells, 2004). Generally, direct

human contact with the ex-combatants has been demonstrated to improve the likelihood of successful reintegration through counseling and mentoring. This practical lesson is aligned with a rich history of scholarship developing out of Allport's (1954) contact hypothesis, which posits that, under the appropriate conditions, interpersonal contact is one of the most effective ways to reduce tensions and prejudice between minority and majority group members.

Along with the psychological scars left by the conflict, many persons may carry physical ones as well and it will be necessary to address the needs of the physically disabled just as much as the psychological ones. Care should be taken not to exclude those who were disabled in the conflict through absent or merely cursory support services. Not only is there potentially an obligation of the state to care for these individuals (in the case of regular armed forces) but also their exclusion from the community proper can result in future security issues and tensions (for work on the effects of selective inclusion for disabled ex-combatants in Namibia, see McMullin, 2013).

Regarding particular services, Summit contributors agreed, it can be useful to consider program initiatives that will engender a sense of hope and belonging among those returning to their communities. This programming need not be limited to ex-combatants, but can and should include the broader community as well. Aspects of care afforded to those (re-)entering a certain context may include psychiatric testing, counseling, treatment, and other forms of social support. One of the challenges to provision of care is the gendered experience of illness and

trauma; experiences of violations to physical and psychological well-being will be gendered and, as such, programming intended to address these issues will benefit from accommodations for these gendered experiences of harm (Centro Nacional de Memoria Histórica, 2013; Dietrich Ortega, 2010).

Also, in some contexts, as noted by Summit contributors, many of the individuals who participated in the groups did not directly enlist in the group, but rather were somehow coerced or tricked into joining, or just simply captured. This, along with the gendered suffering (of women and men), certainly complicates the psychosocial support process. Some DDR tactics have leveraged, in particular, the role of women and their social roles within a group to encourage demobilization of other combatants and, in some instances, entire families.

Constructing the national history and memory of conflict is an explicit undertaking (Shaw, 2007; Wertsch & O'Connor, 2002). This is a long-term, complex, and dynamic process; because of the impossibility of recording and preserving every instance of experience with the conflict, in every "memory" or "truth" produced about the conflict, there may be certain voices that will be absent from the discourse. In most post-conflict situations, there may be the risk of bad losers and bad winners. As such, it will be important to include all related parties in the production of histories, narratives, and memories so that there is sufficient inclusion of a variety of perspectives. Given the demonstrated power of narratives to shape history and memory (Anderson, 1983), consider how composing new narratives fosters unity and frames certain





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categories of individuals related to the conflict.

What is included in official history and memory, then, is fully constructed, and should be accorded sufficient consideration in this regard. For example, it may be prudent to create some form of truth and reconciliation process, commission, or entity to facilitate reconciliation activities and support sustainable peace. In these moments, there is always a risk of false testimonies. Also, localities may almost assuredly engage in distinct, competing, or complementary historical activities, creating their own brand of peace, memory, and history alongside those constructed at the national level. Memorialization for its part is a longer-term consideration; how and through which mechanisms will those who were affected by the conflict be remembered? Summit participants recommend considering the way in which certain labels and categories of individuals related to the conflict may have become politicized and, in particular, the way changes to this politicization over time can result in variable challenges and opportunities.

Furthermore, Summit contributor's general consensus was that sustainability is arguably most directly impacted by the extent to which long-term objectives are financed throughout the DDR process. Summit contributors agreed that involving other branches and ministries can be a strategy for culling financial and human capital resources from across various institutions rather than depending on the financing of only one. It is important to welcome, when relevant, participation and involvement of the international community. This may come in the form of financial or technical support; these both offer knowledge and resources and give

legitimacy to the process (Munive & Jakobsen, 2012). In general, however, Summit contributors have found that international resources are dwindling for programs solely targeting the ex-combatants. The argumentation behind this is that, in a given context, there are many stakeholders with a great deal of needs, and this particular category of person (ex-combatant) is among the least attractive in the field.

Part of the way in which this might be addressed is through community-based reintegration programs which include the development of an entire community including ex-combatants, rather than supporting the ex-combatants exclusively. For example, funding can be distributed in a way which privileges community associations that explicitly include both the demobilized and local community members and which promote peaceful cohabitation (Betancourt et al., 2010). This is the direction in which many of the international organizations are moving and is discussed in greater detail in the next chapter. Regardless, financial support from all sources requires transparency in handling; tidiness and meticulousness is very important when it comes to handling public funds.

Citizen security also remains an ongoing concern in programs addressing the transition from conflict to peace (Comisión Interamericana de Derechos Humanos, 2009). At the regional level, other local concerns can confound domestic efforts at establishing security within the domestic sphere (e.g., arms smuggling, narcotrafficking, money laundering, trafficking other illicit contraband, ethnic violence, further militias or self-defense groups, radicalization) (Alusala, 2011; Colletta et al., 1996). Nationally,

there may exist residual threats to civilian populations, such as antipersonnel mines and severe economic instability, including rapidly devaluing currency (Bartu & Wilford, 2009; Haider, 2009). Locally, crime rates (both related to the demobilized population and to society at large), marginalized populations, gangs, displaced persons, and efforts at re-recruitment to illicit armed activity can all undermine security-building efforts. To ensure sustainability of DDR processes, Summit contributors believe that these context-specific challenges should be evaluated and addressed, and will likely require working in concert with other government objectives and agencies.

Furthermore, Summit participants find that from day one of the disarmament, human rights concerns should occupy a leading role in discussions of program requirements and objectives. This may require additional training of armed and other official personnel working on various campaigns within the effort. Human rights of the demobilized, the victims, the receiving communities, and all citizens and non-citizens of the state are currently a priority for policy leaders both in the short-term and when planning for sustainability.●



## Chapter 3: Rural and Territorial Reintegration



### Chapter 3: Rural and Territorial Reintegration

It is widely acknowledged that DDR processes' ex-combatant and displaced persons' returns to their "homes" are contingent on the historical and contemporary circumstances of a given context (Black & Gent, 2006). As such, Summit participants find that a natural extension of global and national standards, practices, policies, and experiences reaches down to the local level. There may be differential variation among DDR contexts; however there may also be clearly discrete sets of needs among rural and urban inhabitants as well as among different regions of the country as well shaped by geography, history, security concerns, economy, and other aspects of social and political life. As in all aspects of the DDR process, it is critical to maintain a sense of flexibility with regards to the staging of different government programs and resource allocations.

As mentioned above, across a range of international settings, funders of these transitional processes are pulling back from funding single groups of individuals exclusively and in particular ex-combatants. This forces a mandate for community programs, for both rural and other populations, to be inclusive of multiple stakeholders and yet still address the specific needs of the ex-combatants in their neighborhoods. Regardless of funding streams, Summit participants have found that everyday realities of reintegration can be very different from the understanding of the processes at the policy setting level, therefore it will be important to find mechanisms by which those forming and revising DDR policies are informed of the realities of integration on a day-to-day basis by those working directly with implementation in the community.

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Working with communities, however, was likened to opening Russian matryoshka dolls: with every layer that is uncovered and better understood, another more embedded and localized consideration presents itself. That is to say, the Summit participants found the community itself as not one single interest group but rather a host to a variety of concurrent and divergent ideals and objectives. Even defining the community can be exceedingly problematic, and such localized approaches should not be taken on cursorily.

Traditionally, urban reintegration dominates international dialogs on reintegration; this analysis extends previous work into the realm of rural reintegration concerns (Alusala, 2011). The provision of services in clear and concrete ways can drive the behavior and migration patterns of ex-combatants. Thus, important design considerations are at stake if the state wants to promote some form of rural (vs. urban) reintegration model. While it can be tempting to match the ex-combatants with supply-side drivers (e.g., availability of certain types of education), it remains important to determine the real needs of these individuals and allow for at least some dialogue between the supply and demand sides of all forms of services.

None of the above mentioned factors are intended to exclude state- and regional-level concerns. While a solely top-down approach will likely meet with failure as nationally-sourced policies encounter local implementation obstacles, so too will myopic regulations flounder if they consistently elide broader national and even regional trends with regards to the transition.

### III.I. Macro factors

Furthermore, Summit participants highlighted the fact that although rural and territorial reintegration occurs at a more localized than nationalized programming level, it is nonetheless influenced by macro-level conditions both within the national borders and internationally. Included here are among the more salient of these discussed in the Summit: development and poverty, institutions and the state, land issues, and education and vocational training.

First, Summit participants noted that development in transitioning contexts can be a double-edged sword. For example, while development may lead to the transport and provision of significant and much needed resources, not the least of which is job creation, it can also be a source of long-term challenges when not appropriately managed or controlled. Rural development can lead to job creation in the private sector, which in turn can be leveraged to include ex-combatants in the process. Coordinated governmental efforts, which includes building roads, schools, clinics, and creating jobs (including access to small loans), improve both employment opportunities for ex-combatants and the standard of living for their receiving communities and surrounding areas. All of this may occur through a central agency that allocates resources across the country – ideally in a transparent and visible manner – by balancing crops and livestock according to regional geographies and supporting social and physical infrastructures and capabilities.

Some potential pitfalls identified in the Summit include complex government contracting systems, especially those which favor large-scale

projects over smaller community-driven ones. These unbalanced bureaucratic processes can be an impediment to much-needed development in some areas of the reintegration geography. Additionally, processes such as illegal mining or the exploitation of natural resources can dampen the potential for long-term benefits or eschew them entirely, in the case of illegal or highly exploitative practices (cf., Maconachie and Binn's study of diamond mining and rural development in post-conflict Sierra Leone, 2007).

Furthermore, Summit contributors find that poverty challenges reintegration and long-term stability in general. Rural areas tend to be host to individuals who exist under the highest levels of poverty in the country and also are likely to have higher levels of literacy challenges (e.g., Zhang, 2006). It is a nearly universal condition that poverty will confound any efforts at rebuilding the social fabric of a community (Bigombe, Collier, & Sembanis, 2000). Thus, large-scale planning and development projects – “thinking big” – can be a way to serve multiple, but deeply interdependent objectives of peace and reconciliation.

Both patterns of development and poverty will shape the migration patterns of ex-combatants (Metsola, 2006). In general, the demobilized will migrate to areas in which there are job opportunities, which can be difficult for agencies intending to track the progression of the individual's journey over time (United Nations, 2006). It is incumbent on national leaders of the program to develop a holistic plan for the balance of rural and urban reintegration efforts and to critically examine some of the assumptions underpinning major decisions in this area.

Considering the significant investments required for reintegration programs, the relative cost of reintegration in urban versus rural areas also has very real long-term cost implications. However, tradeoffs in each scenario must be weighed carefully in order to ensure that savings in one area does not translate to a failure to gain traction in other important areas.

Furthermore, it was agreed upon by Summit participants that relationships between individuals and local institutions, and institutions and the national level can also have a direct impact on the extent to which rural and territorial reintegration can be implemented. Generally, institutions in rural areas tend to be weaker, as does capacity for implementing transition and post-conflict efforts (Ferd, Hilhorst, & Mashanda, 2014). It is possible that a weaker state presence has also played a part in an erosion of trust on the part of the people towards the government; scholarship in this area suggests that this institutional mistrust can continue well into the post-conflict period and is indeed very challenging to overcome (Roberts, 2008). When many of these ex-combatants enter a rural setting, it may be to places in which institutions are weak or not even present. As such, it becomes critical to cultivate a third-party presence within existing legal frameworks that is respected and accorded sufficient authority so that day-to-day conflicts are resolved peacefully or systematically, rather than escalating into violence.

When there is trust in the process on the part of the community, people are confident that they will not be harmed or targeted in the conflict resolution process (World Bank, 2010). They



may then realize the benefits of international technical and financial assistance, receive what was promised from the government agencies, feel safe to start a new life, and experience respect for their cultural identities. Once inter-institutional alliances extend beyond the boundaries of the community, plans for execution should be agile and clearly articulated.

Part of restoring trust in state institutions will come from the return of land to those who have been displaced through violence or other forms of conflict-related activities (Fitzpatrick & Fishman, 2014). Sometimes land reform may be directly linked to the causes of the conflict to begin with, and as such, it may be a priority on the agenda for DDR activities (e.g., Roldán, 2002), in particular, reintegration. Land titling and tenure can be a thorny issue, as victimizers and victims alike may be returning to lands that have been used or occupied by someone else, which may add to their status-based claims in the post-conflict transition. Crops, infrastructure, and other critical components of post-conflict life may have been destroyed in the conflict. As such, it may be necessary for a variety of institutions to support the rebuilding of peace and prosperity in a given locale.

However, blanket allocation of land to those demobilized without regard to vocation or capabilities (again, here we consider the dissonance between previously urban experiences and those in the countryside) can result in an inefficient use of scarce resources (Fitzpatrick & Fishman, 2014). Also, such programs require rigorous monitoring in order to ensure that these scarce resources are not used to ends other than those to for which they

are intended. Nonetheless, farming may also be prevalent as a means of livelihood in rural areas. As such, facilitating not just production but also market transactions may also fall within the purview of land reform efforts – including supporting physical market places and access to information about market pricing. Part of the justification for concerted effort in this area is that the agricultural sector, in some instances, has proven to be more resilient to economic fluctuations and best suited to absorbing demobilized combatants (Annor-Frempong & Olang'o Ojijo, 2012).

Beyond development projects, poverty alleviation, institution building, land reallocation, national plans for implementing educational and vocational training programs in a variety of local settings, including rural areas, were also identified by Summit contributors as a priority. Education becomes increasingly salient when one considers the fact that many of the demobilized hold the greatest amount of training and education in the use of arms and engagement in subversive tactics (McMullin, 2013). Destabilizing this hegemonic experience through the introduction of new avenues for exploration and development may be critical to create a rupture from past criminal activities. In addition, Summit contributors identified that some the individuals may be demobilizing from groups with very strong ideological bases and training that will likely work directly against the state. Therefore suggested education components included things such as local history, culture, and law, along with national themes as a complement to more vocationally-centric skills training.

Furthermore, Summit participants found that partnerships with local private and public universities and other educational institutions can support the educational component of reintegrating. However, economic opportunities in the rural sectors and territories are more likely to be mixed, depending on the context. Much in the way that arbitrarily assigning land to ex-combatants fails to account for vocational drive and capabilities, supply-driven education and training limit the effectiveness of training programs for participants if local job opportunities or personal capabilities are not aligned with the content of these programs. It can be deeply challenging to tailor the provision of vocational training and tools to the needs of all participants in the reintegration process. Not only are such individualized provisions costly, there is a risk that distributed resources will be misused or in some way inappropriately allocated (Hazen, 2014).

### III.II. Micro factors

At the micro level of the particular community or municipality, among the most important drivers of reintegration planning, as identified by Summit contributors, includes the relationship between the demobilized combatants and the communities charged with receiving them. Are they returning to their home communities? Are these individuals whom these groups or ex-combatants have victimized directly? What other migration patterns are occurring simultaneously? There may be variability in the tone of the reception of ex-combatants at the community level; individuals can have diverse levels of willingness to receive these persons.

Some ex-combatants may return heralded as heroes and enjoy respect and status (which can be its own potential source of problems). Others may be stigmatized against and excluded from critical social and economic activities in their own community. Additionally, while it is easy to focus on placing the ex-combatant into the community and attempting to create a fit from their perspective, it is also important to keep in mind that the community needs to also accept this person as such, which poses certain problems in contexts in which conflict is ongoing or ex-combatants have committed direct violations against the communities to which they return (McFee, In Press; Nussio, 2012; Prieto, 2012).

It is fairly common that communities will be receiving ex-combatants who committed crimes against them, or with whom they have direct social ties (Haider, 2009). Although these individuals may have been forcibly recruited at the origin of their involvement with the illegal armed groups, they have often been kept for some time in those groups and, as a result of this and other factors, they may have ended up committing atrocities against the individuals with whom they now intend on sharing communal space. The community itself may be partially or wholly destroyed by the conflict, or disordered in other ways (e.g., hosting IDP camps) and thus strained or altered in its ability to receive ex-combatants from a resource-based standpoint. Strong feelings of betrayal of the community members towards the ex-combatants may exist and these should be addressed in a systematic way, balancing both objectives of justice and of reconciliation, and moving forward out of the period of conflict.

When these sorts of conciliatory relationships are not possible, often for reasons of security, another option may be to have the ex-combatants first transition into regional areas that are more secure for them. For example, ex-combatants may go through the transition process in urban areas, where they can maintain some anonymity as they gain skills and trust in their new societies. Once they feel more secure or when conditions have changed, they can then return to their town of origin if desired. Summit participants have found that forms of required social service are one way to ease the transition of ex-combatants back into civilian populations. However, this may create visibility challenges when ex-combatants may prefer to work outside of their community or remain anonymous regarding their status as participants in a reintegration program for reasons of security or personal preference. A perceived need for hiding past affiliations with illegal armed groups may dampen the efficacy of shared restorative efforts between ex-combatants and community members as a mechanism for reconciliation (McFee, In Press). Nonetheless, time and perseverance with these efforts will demonstrate gains in public sensitization to the presence and role of ex-combatants in their society and hopefully create the conditions for reconciliation and durable peace.

Additionally, the ex-combatants will most likely not be the only segment of the population engaging in migration during times of transition out of conflict. There may also be individuals returning from internally displaced person (IDP) camps, or those who have simply been displaced from their land and did not pass through such camps that will be (re)entering communities at the same

time therefore, their presence and needs should be factored into reintegration efforts (United Nations, 2006). Additionally, families may have been separated and displaced in various sites both within and without national boundaries. As these sorts of migration patterns will in turn affect reintegration processes, it can be helpful to get a handle on the potential consequences and magnitude of these separations early on.

Summit contributors agreed that all of these micro factors, along with others, are best addressed through collaborative relationships between local and national leaders. It can be useful to sit down early on in the process with local and provincial authorities in whatever form they take and to create some form of a task team charged with developing and implementing policies that respond to the local or regional needs of those authorities. In doing so, the team can develop micro-level goals which facilitate sustainability and ownership of the program over time. Once relationships are formed in this regard, Summit facilitators concluded that it is incumbent upon the regional or national leaders to maintain contact over time in order to remain apprised of the dynamic situation on the ground.

Identifying local authority, however, is not always a straightforward undertaking; often those who speak the loudest are not necessarily those who command the most local respect or persuasive force. As such, identifying the wrong “local leader” with whom to work with may result in an inability to generate action due to a persistent lack of access to the real levers of power in the community (Edwards, Jumper-Thurman, Plested, Oetting, & Swanson, 2000). Depending on the position of the individual within the community,

an ill-chosen local partnership could actually further alienate external agents from core power holders thus, stymying transitional policy implementation (Parker & Alcaraz, 2011). Therefore, Summit participants find that it becomes critical to develop a capability for distinguishing between elected, selected, and self-appointed leaders who might be useful for developing an effective collaborative strategy on the ground. These three categories may not hold in all contexts, but certainly there are different kinds of leaders in any given setting, and knowledge of the various strengths and accesses of these different kinds should be integrated into the planning process. Part of developing this capability can include developing a reasonably comprehensive picture of the political landscape including all involved stakeholders early on in the process.

One aspect of some post-conflict scenarios that may complicate local authority strategies is if former combatants were themselves previously the local authority – if they had acted as judges, or as monitors or enforcers of codes, and if they are received in the same light when they return (Nussio, 2012). In these instances, special care should be taken with regards to developing a local strategy, within the realm of any existing peace agreement or legality which respects the presence of state-based authority, along with community leaders and ex-combatants in a climate of peaceful coexistence.

### III.III. From Regional and National to Local Reintegration

What is “community” in a given context? There are local factors which may shape how

communities are conceptualized, and therefore design choices in this regard. Community can be defined by geography or by interests (Anderson, 1983). It can be easier to work with interest-based communities because there is a common base to start from. However, Summit contributors have found that most of the time, that is not a straightforward possibility. Regardless, community reintegration efforts should be designed to engender a sense of solidarity among members; one that can emerge and develop organically over time and that has room for different groups and viewpoints. Once a selected group of former combatants is going to be reintegrated into a particular community, it can be helpful to select local leaders within the community, among others, and convene all parties in order to design and implement appropriate reintegration programs. It has been demonstrated to increase harmony in some contexts, although is difficult to execute at scale when a great number of individuals are involved. In one instance, ex-combatants and other community members were brought together in a government-funded farming project to form new sustainable ties grounded in production, rather than in conflict.

Additionally, Summit contributors identified as critical links between the ex-combatants and the community on the ground. However, applying national directives at the local level is much more than just a question of scale. Quite a bit of work needs to be done to both adapt national priorities in local contexts and ensure that distinct projects across territories and regions aggregate to meet a coherent set of program needs at a national level. Additional groundwork may include sensitizing the host communities



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to engender a more welcoming atmosphere. Scaling is also not merely a unidirectional factor; reasonable expectations for scaling up the reintegration program should be included in the design phase, communicated clearly, and revised as new information becomes available over the early life of the program.

The minimum criteria for coexistence should be explicitly communicated among all parties, and planning should include what is required to ensure a certain level of peaceful coexistence. Summit contributors agreed that within the given community, there needs to be social stability. Without social stability, there is no economic stability and this greatly complicates reintegration efforts, due to the likely corresponding lack of infrastructure, basic amenities, and other day-to-day necessities (United Nations, 2006). Once the ex-combatants are in place, the local authorities can then support the monitoring of operations, proper use of any stipends, any assessment of emergent or ongoing sources of vulnerability, and other difficulties with reintegration. Supports for vulnerable populations also need not be directed exclusively at ex-combatants, and can include the broader community base as well.

Furthermore, Summit contributors find that it is likely that any community-based reintegration program will be just a single component in a suite of other reintegration processes. For example, an individual reintegration trajectory may be complemented by a community effort which combines representatives from a variety of stakeholders – women, youth, nomads, the private sector, churches, etc. – in order to identify and implement a project for the whole

community. Generally, programs should target the rebuilding of the social fabric of the community overall. However, it is important to still consider the possibility of tiered programming in which individual, collective, and community issues are all explicitly addressed even if it is within a framework of broader community development.

In part to ensure smoother reintegration and increase the likelihood of success, and in part to address the shift in funding patterns away from pure reintegration programs, more attention is beginning to be paid to the way in which reintegration programs can more fully and authentically meet the needs of the receiving communities (Betancourt et al., 2010). The community approach has been demonstrated in some contexts to reduce the stigma against the demobilized combatants, and may be seen through in several ways, some of which include the following: integrating with existing community development activities, undertaking new stabilization processes, reforming local justice and security practices, and building infrastructure. Rebuilding and strengthening intergroup relations should be a specific objective of transitions, as should the dismantling of polarizing organizations and creation of more inclusive ones. Community involvement may also require reaching out to the diaspora and including them, if displacement from conflict has sent them beyond the nation's borders.

It is also imperative to reach a shared understanding of “ownership” (communal, local, national) in order to effectively design and procure strategy, financing, and operational levers which engender ownership. Summit contributors agreed that factors such as stability

and sustainability will likely shape who or which groups are actually leading the reintegration efforts on a day-to-day basis. In a sustainable community-based integration program, the community leaders should probably be the leaders of action, but this may shift the power base away from the authorities. Tensions such as these need to be addressed and resolved directly.●

## Chapter 4: Technical Cooperation



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### Chapter 4: Technical Cooperation

In order to promote cooperation and support for the policy of reintegration and reconciliation in Colombia, the ACR has carried out several actions to foster and disseminate the co-responsibility regarding the Colombian DDR program at the national level. Likewise, it has also developed an international strategy aimed at the recognition, validation, and strengthening of the process by governments, agencies, and the private sector.

Cooperation, an essential component of the ACR international strategy, is divided into two main axes. On one hand, there exists Traditional Cooperation, addressing governments and international agencies which may share their experiences and resources to the implementation of policies of reintegration. On the other hand, South-South and Technical Cooperation focuses on developing countries, those who are facing violent internal conflict or are in post-conflict situations<sup>8</sup> and key stakeholder (think tanks, foundations, academy, civil society and private sector). The purpose of this strategy is to provide and receive technical assistance on DDR initiatives, as well as strengthen and consolidate peacebuilding initiatives through governments, agencies, and the international private sector.

Colombia, a country with a sustainable and successful reintegration process, has led cooperation initiatives in multiple countries with similar levels of development or violence, in partnership with ACR, APC and the Ministry of Foreign Affairs. In the Philippines, in 2009, during a mission of the ACR, with the support of the Office of the Presidential Adviser for

<sup>8</sup> For more information on South-South Cooperation initiatives worldwide, see: <http://ssc.undp.org/content/ssc.html>

the Philippine Peace Process (OPAPP), ACR reviewed the Philippine efforts on peace and reintegration in the cities of Manila, Bohol and Davao. In Haiti, in 2009, in partnership with the Department of Peace-Keeping Operations (DPKO) of the United Nations Stabilization Mission, an ACR Commission visited the field in order to learn about the Community Violence Reduction Project (CVR). In Brazil, in 2009, a group of ACR technicians met with members of different government institutions to discuss matters relating to security, disarmament, and the prevention of forced recruitment. In the Democratic Republic of Congo, in 2013 and 2014, two missions of the ACR met in the provinces of Kinshasa and Bas Congo with the purpose of exploring initiatives on community reintegration, rural reintegration, development, and productive associations as a mechanism for reconciliation. In 2014, a group of ACR experts visited South Korea, Indonesia and East Timor in order to explore experiences and lessons learned related to rehabilitation (South Korea), reconstruction, political reintegration, community empowerment and peace negotiation.

Knowledge is another component of the strategy of the positioning and recognition of the ACR. The Agency's objectives are to disseminate the experiences of DDR and obtain technical support for the processes of formulating, design, implementing, and evaluating DDR policy at the national level by building alliances with universities and think tanks; and additionally, to encourage the ACR's work on the international stage through meetings, workshops and forums such as the Transitional Justice Forum held from the 16th to the 17th of September in 2013, in cooperation with El Nopal Foundation, The

International Organization for Migration (IOM), and The International Center for Transitional Justice (ICTJ).

Additionally, the ACR has created a Knowledge Management System to generate a space of integration and exchange of information for stakeholders, academics, and professionals, among other actors interested in themes of Disarmament, Demobilization and Reintegration (DDR), post-conflict, and peacebuilding. The ACR, IOM, and USAID have identified Colombia as an exemplary practitioner of knowledge in peacebuilding, thus prioritizing public knowledge-sharing in addition to analyzing and systematizing knowledge of other countries and institutions who benefit from the formulation and implementation of public policies in materials presented. An inexistence of channels which allow for an exchange of communication beyond institutional levels, restricts comprehensive study of processes and methods of peacebuilding which have taken place in different parts of the world in the last decades.

Due to a lack of global information alignment, the ACR believes in the importance of having a space which facilitates a connecting and sharing of practices at an academic and governmental level to strengthen alliances and create new channels which permit for a flow of information pertinent to themes of peacebuilding at a global level. Thus, this Knowledge Management System comprises a database of research studies, journal articles, country facts, and best practices in reference to peacebuilding and DDR that have previously been implemented and that are currently practiced throughout the world. The Knowledge Management System will

become available to practitioners, policy makers, high-level stakeholders, and participants in peacebuilding and DDR processes at a global level to increase technical alignment and cooperation.

This tool will function as a thematic navigator with graphic and interactive characteristics that allow thematic searches for existing documentation for a given theme, rapidly filtering areas of selected interest, matching areas of relationships between themes, and finding similarities between different experiences which were previously not linked. For more information on the Knowledge Management System, please refer to **Appendix A**.

Furthermore, in 2013, the ACR led different events, which were held with the assistance of experts in post conflict and peacebuilding, national and international organizations, and delegates from various countries. In December

2013, with the support of the International Organization for Migration (IOM) and The United States Agency for international Development (USAID), Santa Marta, Colombia successfully held **The First Global Disarmament, Demobilization and Reintegration Summit**, which brought together experts and international directors, with whom Colombia continues to discuss peacemaking skills with local and international actors (cartagenaddr.org, 2009). ACR's South-South Cooperation strategy seeks to promote the exchange of best practices, lessons learned, and challenges for those working on DDR issues.

In conclusion, a general consensus was reached that a second Summit in Africa will be held with technical assistance from the ACR and commitment of the IOM to facilitate Summit development and coordination. The key objective is to keep promoting South – South and technical cooperation using different strategies mentioned in this chapter.

#### ACR AND INTERNATIONAL PARTNERS



Source: ACR.

Santa Marta, Colombia. December 1-4th 2013





# Conclusions



First Global DDR Summit South-South Cooperation  
 Santa Marta, Colombia. December 1-4th 2013

## Conclusions

The discussions of key global leaders in peacebuilding at the Global DDR Summit in Santa Marta revealed four key points for future policy makers and peace-builders to consider moving forward. First, the Summit calls for an increase in international technical cooperation. Prior successes in the global arena offer efficient starting points for emerging transitional programs, and international actors can contribute valuable expertise to their peers in other post-conflict settings. Second, leaders are responsible for promoting local, state, national, and international alignment among program planning, implementation, and monitoring operations. Third, the Knowledge Management System currently under construction directly responds to the call for increased technical cooperation. This system will become available online to relevant stakeholders in the DDR and peacebuilding arena and is intended to promote information-sharing across a variety of contexts. The ACR spearheaded the design and creation of the Knowledge Management System in order to further implement existing DDR practices that have succeeded. Finally, given that this event was only the second of its kind, Summit participants called for more opportunities such as this, to collaborate among global DDR practitioners and stakeholders. A continuation of events similar to the Summit is a pragmatic and invaluable contribution to citizens affected by and involved in the development of DDR programs around the world.

Connecting and learning from global DDR, conflict, and post-conflict experiences through the invaluable contribution of international

Santa Marta, Colombia. December 1-4th 2013



# DDR

organizations, state governments, local stakeholders, and peacebuilding professionals, has allowed global peacemakers to benefit from each other's experiences on effective community-based reintegration practices (cartagenaddr.org, 2009). The GDDR Summit successfully reached its intended goal of creating a safe space for exchanging information, methodology, and lessons learned as well as increasing global technical cooperation and information sharing. A number of new international technical cooperation partnerships have emerged as a result.

Conclusions reached during the Summit's discussions revealed that most global DDR challenges fall into two broad categories: a strong need for programmatic collaboration and coordination, as well as an urgent need for increased program alignment. A number of policy and programmatic recommendations follow. First, the task of collaboration may include communication and development between inter- and intra-state bodies, as well as regional, state, and international agencies; all of whom may provide increased solutions to an existing lack of understanding, infrastructure, or resources. Additionally, the task of coordination involves the state ensuring that there is a proper balance between in-house and outsourced activities. It is also critical that there are proper and just allocations of resources. Relevant and adaptable metrics at the national level are vital, as are regular evaluative practices. These steps are key to ensuring that ex-combatants successfully demobilize as each individual community may have different needs that often change or develop over time.

The second major challenge identified includes

the alignment of interests and operations between local, state, national, regional, and international stakeholders. Channels of feedback which allow for beneficiary participation and include regular monitoring and evaluation may help to ensure that local as well as state needs are aligned. Furthermore, a more holistic set of programming initiatives, which include members of the community who are not involved in the DDR process, may allow for increased funding opportunities from multi-lateral donors. Funding aside, many community-based approaches have also been found to be in better alignment with state and international interests, in that they address the needs of the community as a whole and not simply the individuals in the reintegration process.

Looking forward, the benefits of technical cooperation, especially through the South-South nations, cannot be ignored when thinking of the design of future DDR programs. Creating a space for sharing information, ideals, successes, and failures, allows policy makers to make more informed and efficient decisions. The GDDR Summit, as well as the Cartagena Contribution to DDR, are two examples of spaces that facilitated increased programmatic efficacy as well as increased knowledge of successful peace-building practices. With over 25 years of global DDR program implementation in over 25 countries, there already exists a profound bank of knowledge and experiences regarding DDR. The Global DDR Summit was a productive beginning to creating spaces in which leaders may learn from each other for future peacemaking initiatives.

Additionally, as stressed in almost every story

and experience presented at the Summit, involvement of the communities of participants are critical in the success of a former combatant's reintegration into peaceful, civilian livelihoods. As stressed by the experiences presented, each community, whether defined geographically or culturally, is heterogeneous, and therefore may present its own set of challenges when it comes to program design and implementation. Similar to Russian matryoshka dolls, each community may contain layers of history, stakeholders, disbursement of resources, or involvement in that region's conflict; all such variables must be taken into account when assessing how persons in the reintegration process will continue lives as civilians in their given communities.

Future policy designers should not ignore the circumstances surrounding developing beneficiaries' future civilian livelihoods, as they will become the social fabric upon which that beneficiary grows as a peaceful, contributing member to their (new) society.

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## Appendix A: Knowledge Management System

### I. Knowledge Management System Overview

Components	Specific Objectives	Results
I. International network of peacebuilding and DDR professionals	<b>Create strategic alliances at the international level between experts, academics, organizations, and governments</b> dedicated to peacebuilding and DDR themes.	Agreements and collaborations among international organizations, governmental organizations, and non-governmental organizations, as well as universities and think tanks.
II. Audiovisual material of DDR and peacebuilding efforts and lessons learned from the South-South Cooperation	Disseminate, share, and promote the Colombian experience with DDR and peacebuilding.	Collection of audiovisual materials about the South-South initiatives in development and lessons learned from the leaders of the ACR since 2009.
III. Virtual platform for policy dialogue	<b>Share experiences, lessons learned, and existing challenges in DDR and peacebuilding</b>	<b>Global Summit of DDR and/or peacebuilding program leaders.</b> A community of practice around DDR and peacebuilding. Research on peacebuilding processes. Virtual platform. 4th Tour Technical Cooperation South-South. Transitional Justice Forum.

### II. Appendix Steps to Use Knowledge Management System

1. Welcome page that explains the nature of the project and the tool's function.



2. News section on applicable themes.



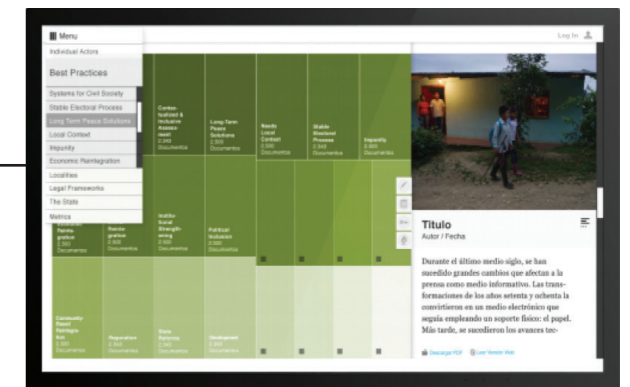
3. Tutorial on the use of the tool.

4. Access and visualization of all types of documentation for reading, or downloaded from the tool including:

- PDF
- Word Document
- Excel Tables
- PowerPoint Presentations
- Video (YouTube Links, Vimeo, etc.)
- Hyperlinks to web content

5. Search engine filtered by:

- Author
- Date
- Country
- Key Words



6. Registration and visualization of the most recent documents that have been uploaded to the platform.

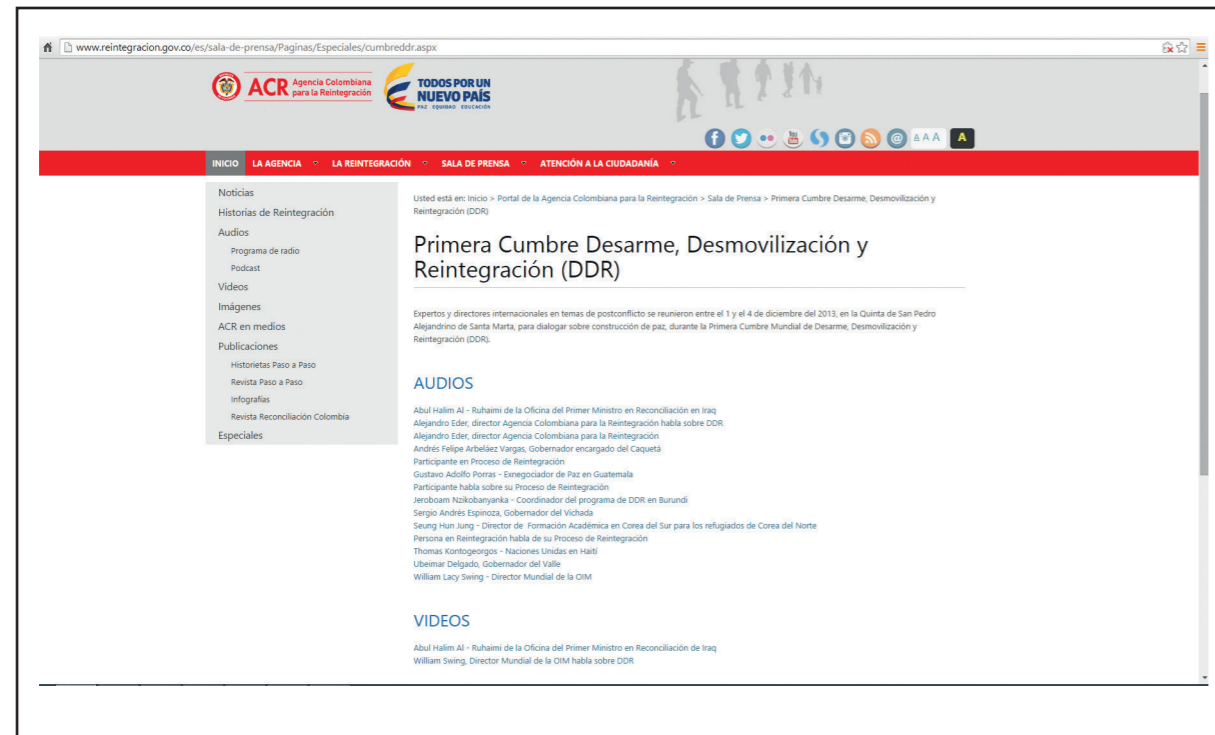
7. Connection to Google Analytics.

8. Administrative forum of content which allows the users to communicate with other users.

9. Instructions on how to use the tool for administrators.

## Appendix B: Interviews, audios and videos

<http://www.reintegracion.gov.co/es/sala-de-prensa/Paginas/Especiales/cumbreddr.aspx>



### Audios:

- Abul Halim Al – Ruhaimi. Office of the Prime Minister on Reconciliation. Republic of Iraq
- Alejandro Eder. General Director of the Colombian Agency for Reintegration, talks about DDR process.
- Alejandro Eder. General Director of the Colombian Agency for Reintegration.
- Andrés Felipe Arbelaez Vargas. Representative of the Governor of Caqueta.
- Participant in the Reintegration Process.
- Gustavo Adolfo Porras. President of the Economic and Social Council of Guatemala and former peace mediator in Guatemala.
- Participant talks about his Reintegration Process.
- Jeroboam Nzikobanyanka. Director of the National Commission for Disarmament, Demobilization and Reintegration (NCDRR) in Burundi.
- Sergio Andrés Espinoza. Governor of Vichada.
- Seung Hun Jung. Ministry of Unification in Republic of Korea.
- Participant of the Reintegration Route.
- Thomas Kontogeorgos. United Nations in Haiti.
- Ubeimar Delgado. Governor of Valle del Cauca.
- William Lacy Swing. Executive Director of IOM.

### Videos:

- Abul Halim Al – Ruhaimi. Office of the Prime Minister on Reconciliation. Republic of Iraq
- William Swing. Executive Director of IOM

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# Global DDR Summit

Santa Marta, Colombia  
December 1-4th, 2013

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