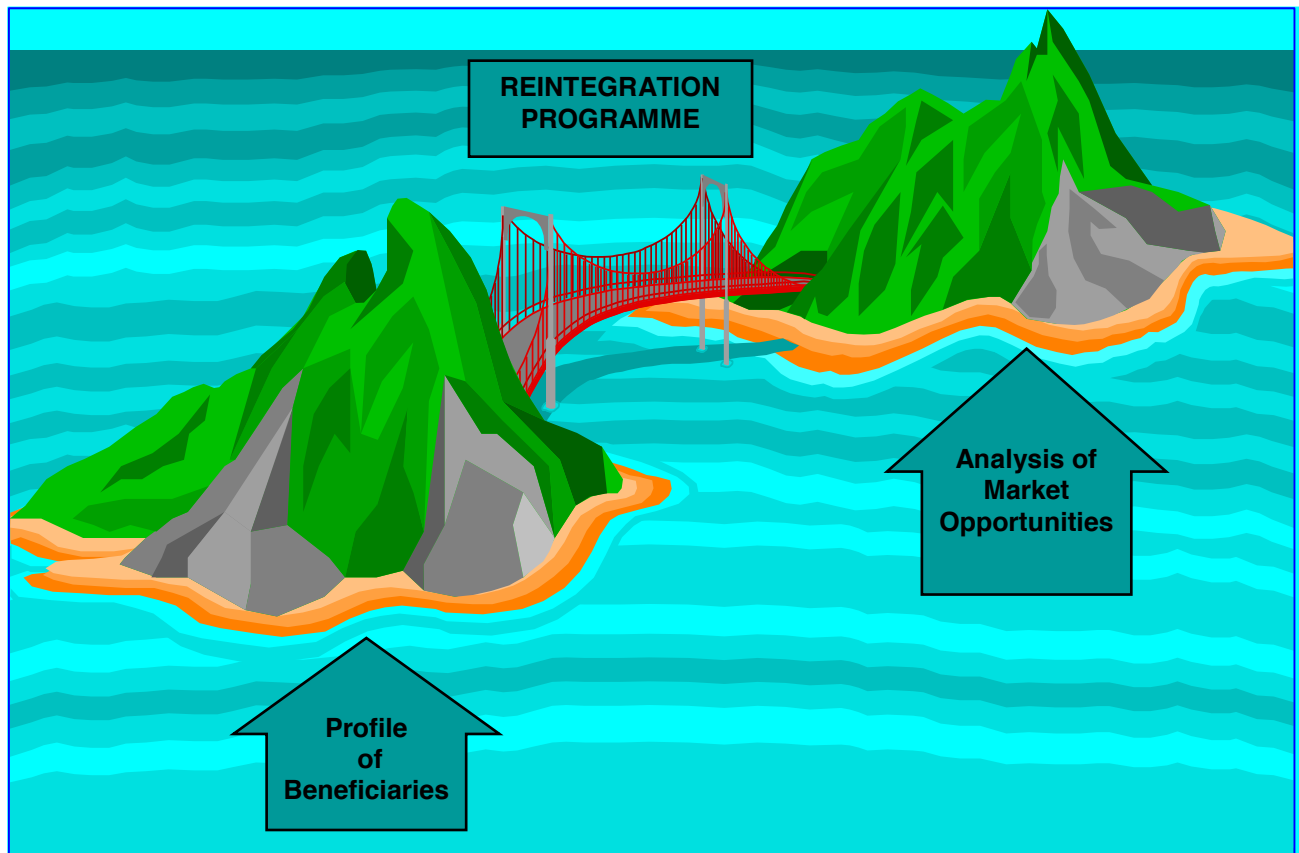# SOCIO-ECONOMIC PROFILING
AND
OPPORTUNITY MAPPING MANUAL

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Barcia ILO 1997

NODEFIC

Transition International

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Abbreviations

AIDS	Acquired Immune Deficiency Syndrome caused by the Human Immunodeficiency Virus
CAAFG	Children Associated with Armed Forces and Groups
CDD	Community Driven Development
DDR	Disarmament, Demobilisation and Reintegration
DDRR	Disarmament, Demobilisation, Rehabilitation and Reintegration
GAFF	Girls Associated with Fighting Forces
HIV	Human Immunodeficiency Virus, the virus that causes AIDS
IAWGDDR	Inter-Agency Working Group on Disarmament, Demobilisation and Reintegration
ICC	Interim Care Centre
ICC	International Criminal Court
IDDRS	Integrated Disarmament, Demobilisation and Reintegration Standards
IDP	Internally Displaced Person
ILO	International Labour Organisation
LED	Local Economic Development
LER	Local Economic Recovery
LMI	Labour Market Information
MSME	Micro, Small and Medium-sized Enterprises
NODEFIC	Norwegian Defence International Centre
NCDDR	National Committee/Commission for Disarmament, Demobilisation and Reintegration
NGO	Non-Governmental Organisation
PPP	Public Private Partnership
SME	Small and Medium-sized Enterprises
SPLA	Sudan People's Liberation Army
SRSG	(UN) Special Representative of the Secretary General
SSR	Security Sector Reform
TI	Transition International
TRC	Truth and Reconciliation Commission
VET	Vocational Education and Training
WAAFG	Women Associated with Armed Forces and Groups
WAFF	Women Associated with Fighting Forces

Definitions

Arms control	The imposition of restrictions on the production, exchange and spread of weapons by an authority vested with legitimate powers to enforce such restrictions.
Armed group	A group that has the potential to employ arms in the use of force to achieve political, ideological or economic objectives; is not within the formal military structures of a State, State-alliance or intergovernmental organisation; and is not under the control of the State(s) in which it operates.
Capacity	The strength and ability, which could include knowledge, skill, personnel and resources, to achieve desired objectives.
Children Associated with Armed Forces and Groups (CAAFG)	The definition commonly applied to children associated with armed forces and groups derives from the Cape Town Principles and Best Practices (1997), in which the term 'child soldier' refers to: "Any person under 18 years of age who is part of any kind of regular or irregular armed force or armed group in any capacity, including, but not limited to: cooks, porters, messengers and anyone accompanying such groups, other than family members. The definition includes girls recruited for sexual purposes and for forced marriage. It does not, therefore, only refer to a child who is carrying or has carried arms."
	In his February 2000 report to the UN Security Council, the Secretary-General defined a child soldier "as any person under the age 18 years of age who forms part of an armed force in any capacity and those accompanying such groups, other than purely as family members, as well as girls recruited for sexual purposes and forced marriage". The CRC specifies that a child is every human below the age of 18.
	The term 'children associated with armed forces and groups', although more cumbersome, is now used to avoid the perception that the only children of concern are combatant boys. It points out that children eligible for release and reintegration programmes are both those associated with armed forces and groups and those who fled armed forces and groups (often considered as deserters and therefore requiring support and protection), children who were abducted, those forcibly married and those in detention.
Child reintegration	According to article 39 of the Convention on the Rights of the Child, "States Parties shall take all appropriate measures to promote … social reintegration of a child victim of … armed conflicts".
	Reintegration includes family reunification, mobilising and enabling the child's existing care system, medical screening and health care, schooling and/or vocational training, psychosocial support, and social and community-based reintegration. Reintegration programmes need to be sustainable and to take into account children's aspirations.
Civil society	The three-sector model, which looks at the State as consisting of the government, the market and the citizenry, is a useful starting point to define civil society. In this perspective, civil society constitutes the third sector, existing alongside and interacting with the State and profit-seeking firms. Civil society emerges as a voluntary sector made up of freely and formally associating individuals pursuing non-profit purposes in social movements, religious bodies, women and youth groups, indigenous peoples' organisations, professional associations, unions, etc.
Conflict Transformation	Conflict Transformation is to envision and respond to the ebb and flow of social conflict as life-giving opportunities for creating constructive change processes that reduce violence, increase justice in direct interaction and social structures, and respond to real-life problems in human relationships.
Decent Work	Productive work in which rights are protected, which generates an adequate income, with adequate social protection. It also means sufficient work, in the sense that all should have full access to income-earning opportunities. It marks the high road to economic and social development, a road in which employment, income and social protection can be achieved without compromising workers' rights and social standards. Tri-partism and social dialogue are both objectives in their own right, guaranteeing participation and democratic process, and a means of achieving all the other strategic objectives of the ILO. The evolving global economy

	offers opportunities from which all can gain, but these have to be grounded in participatory social institutions if they are to confer legitimacy and sustainability on economic and social policies.
Demobilisation	Demobilisation is the formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilisation may extend from the processing of individual combatants in temporary centres to the massing of troops in camps designated for this purpose (cantonment sites, encampments, assembly areas or barracks). The second stage of demobilisation encompasses the support package provided to the demobilised, which is called reinsertion.
Disarmament	Disarmament is 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 programmes.
Gender	The social attributes and opportunities associated with being male and female and the relationships between women, men, girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context/time-specific and changeable. Gender is part of the broader socio-cultural context. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity). It is not biologically predetermined, nor is it fixed forever. As with any group, interactions among armed forces and groups, members' roles and responsibilities within the group, and interactions between members of armed forces/groups and policy and decision makers are all heavily influenced by prevailing gender roles and gender relations in society. In fact, gender roles significantly affect the behaviour of individuals even when they are in a sex-segregated environment, such as an all-male cadre.
Recruitment	Includes compulsory, forced and voluntary recruitment into any kind of regular or irregular armed force or armed group
Reinsertion	Reinsertion is the assistance offered to ex-combatants during demobilisation 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. While reintegration is a long-term, continuous social and economic process of development, reinsertion is short-term material and/or financial assistance to meet immediate needs, and can last up to one year.
Reintegration	Reintegration is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.
Youth	Within the UN system, young people are identified as those between 15 and 24 years of age. However, this can vary considerably between one context and another. Social, economic and cultural systems define the age limits for the specific roles and responsibilities of children, youth and adults. Conflicts and violence often force youth to assume adult roles such as being parents, breadwinners, caregivers or fighters.

Foreword

The challenges posed to DDR programmes are complex, particularly because each DDR programme is implemented in a different context, and requires responses that are sometimes so different from context to context as to have little in common with previous programmes. Recognising this stresses the need to invest more time, energy and resources in assessments conducted, as outlined in this document. The Integrated DDR standards (IDDRS) advise to undertake 4 core assessments before designing a reintegration programme, namely:
- Conflict and security analysis
- Pre-registration beneficiary survey
- Identification and assessment of areas of return or resettlement
- Reintegration opportunities and services mapping

This manual is designed to guide the reintegration opportunities and services mapping and also provides, to a limited extent, some guidance on profiling of the combatants, which is part of the pre-registration beneficiary survey. In order to acquire the solid knowledge base needed to design an effective reintegration programme, all 4 assessments should be completed, and complemented with other specific assessments such as a solid gender analysis and more specialised studies on needs of special groups such as children and people with disabilities. While this manual is designed to guide reintegration processes of adult and child combatants, the data collected is also of great importance to organisations mandated to reintegrate refugees, returnees, internally displaced persons (IDPs), youth, etc. Therefore, joint assessments with partners that require the same information are very much encouraged.

The data collected from opportunities on the ground are not politically sensitive and, therefore, can and should become part of the public information of the country. The government, private sector and civil society of the country where DDR will be taking place, will need to own and have full access to the information, which might be different for the database on the profiles of the combatants.

The preparation of this manual responds to the pressing need in the field for a tool which can guide those conducting socio-economic assessments in preparation for DDR. A widely acknowledged weakness of past and current reintegration programmes is that the vocational training provided to demobilised combatants is not leading to sustainable employment. The options offered to ex-combatants are generally not formulated on the basis of the real opportunities on the ground but tend to be cut and pasted from former DDR programmes. Another issue is the enormous difference between possible opportunities which vary from one province or district to another, within the same country. Finally, every DDR programme faces the challenges of having to implement the programme in a very short timeframe, with a serious lack of service providers on the ground that are capable to deliver high quality and quantity services. In every DDR setting, an assessment is required to map the real opportunities and challenges for reintegration at the local levels.

Based upon the knowledge of the real opportunities on the ground, the programming and implementation of the reintegration assistance will be more clear, effective, efficient and sustainable. However, in most DDR settings the insecure environment prior to DDR does not

allow for a solid labour market analysis, and neither is time available for this analysis to be conducted. This tool has been developed to rapidly asses the demand and supply of labour, the opportunities for small business and the capacity of the service providers. The information gathered through this tool must be stored in a database, preferably at the ownership of the relevant government structure responsible for data-collection on the labour market (e.g., the Ministry of Labour, Ministry of Commerce, Bureau of Statistics, etc.). In this manner, the information gathered will also contribute to the pressing need for governments in post-conflict settings to update and manage their Labour Market Information (LMI). At a later stage, this information will be helpful for the more solid labour market analysis that normally takes place two or three years after DDR. The tool prescribes that existing, pre-conflict labour market information should initially be studied and then complemented with the primary data collected using the tools in **Annex A** of this document.

This manual has been prepared upon the initial request of UNICEF Liberia, UNDP HAITI, UNDDR Sudan and the United Nations Department of Peace-Keeping Operations (DPKO) in New York. The Norwegian Defence International Centre (NODEFIC) in Oslo provided additional funding to Transition International to finalise and publish this manual. The tool was tested in Liberia, Haiti and Sudan and has been adapted based upon these experiences. The tool is also used in the NODEFIC DDR planning course.

This generic manual needs to be adapted to the specific context of the country facing DDR. **Annex A** of this manual contains the generic tools which need adaptation to reflect local realities, language and sensitivities.

My gratitude goes to Larry Attree and Harold Monger of Transition International for their valuable input, testing and editing.

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1.   The importance of socio-economic profiling and opportunity mapping

Socio-economic reintegration[1]

Reintegration is the process in which ex-combatants (and their dependents) enter into civilian life and (re)join their (old or new) communities. Successful reintegration programmes therefore have to focus attention on both the ex-combatants and the communities who receive them. Creating employment opportunities is a key element of successful reintegration, although a challenging one, since the absorption capacity of war-torn economies is extremely limited. It goes hand in hand with efforts to increase the employability of ex-combatants, so that they can benefit from the jobs that are created.

It is also important that all ex-combatants have the opportunity to develop a new sense of identity, which is not linked to the war. A positive civilian identity can be encouraged through vocational training and the opportunity to work towards a career, and these can make an important contribution to individual and community well-being. Training and work activities can also contribute to the re-establishment of values, behaviour and norms that regulate and give meaning to family and community life. While comprehensive psycho-social rehabilitation is by no means simple, a well-planned and funded socio-economic reintegration process can enable ex-combatants to enter a more peaceful and contented phase of their lives. "Receiving communities" also need to benefit from economic reintegration programmes, because the programmes cannot succeed for the individual ex-combatants unless the effort is made to stimulate economic recovery, job creation and development in society more broadly.

Furthermore, reintegration programmes constitute an opportunity to encourage the establishment of more just and equitable societies that do not exclude any ethnic, gender, health or age group. Necessity can drive people to innovative coping strategies. For example, women can develop entrepreneurial skills or enter jobs that were traditionally assigned to men; and refugees can return to their home country with new skills, professional experience and networks gained in their host country. Post-conflict investments can enable "jumps" in the technological innovation path; that is, after a period of non-investment, entrepreneurs can skip certain intermediary technologies and acquire the newest and most appropriate technology right away. This is also true for major private and public investments.

The end of a conflict is also a fertile opportunity to effect more radical economic and social reforms that address some of the root causes of the conflict, like poverty, inequality or unemployment. A high proportion of the population is likely to support such strong interventions if they are carried out in a transparent and accountable way. Policies to (re)build labour market governance can, for instance, play a socially healing role by including sound labour legislation that provides for the equitable treatment of workers.[2] Such worthy opportunities to build a more stable, peaceful and just society are rare, and thus donors, DDR planners and implementers must take pains to identify and capitalize on them.

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[1] Based upon: International Labour Organisation (ILO). 2005: *Disarmament, Demobilisation and Reintegration in Aceh - The Case for Sustainable Economic Reintegration*. ILO, Jakarta.
[2] Date-Bah, Eugenia. 2001: *Crises and Decent Work – A Collection of Essays*. International Labour Organisation (ILO), Geneva.

If they succeed in doing these things, DDR programmes have the potential to make a major contribution to macro-stability, economic prosperity and human security in the societies they target.

The importance of basing reintegration programmes upon serious socio-economic profiling and opportunity mapping cannot be underestimated. Reintegration programmes that are not structured to correspond to the dynamics of the local labour market and economy are prone to failure in the long, if not the immediate, term. It is critically important that those who plan reintegration programmes are committed to mapping the needs and ambitions of ex-combatants, the needs and expectations of receiving communities, and, most importantly, the potential and limitations of local war-torn economies. This commitment must also be complemented with sufficient resources made available at the appropriate time for the information to be gathered, analysed and put to effective use.

What kind of DDR do we need?

The term DDR is used to describe a process that actually differs greatly from country to country. In some contexts DDR is mainly a violence reduction programme (as in Haiti), while in others the focus is on fulfilling a political obligation (as in Aceh), or on development and peace building (as in Liberia). Also, DDR is implemented in economies that are disturbed to a greater or lesser extent: in some contexts the whole economy has changed from production to a war-economy, while in other DDR settings the economy largely remained intact. In many settings some provinces are functioning as peaceful economies while certain regions are completely war-torn. From where do the combatants come and what are the realities on the ground in that local environment?

The process of conducting thorough socio-economic profiling is important in designing a DDR programme that responds appropriately to the needs of a particular country, at a given point in time. It clarifies the potential and the limitations of the economy and social fabric for sustaining a DDR process, and, if done properly, allows planners to decide whether to adopt a more centralized or community-based approach, a security or developmental focus, and so on. It should also: highlight the needs of special groups in society, for whom targeted assistance might be necessary; explain why (usually young) people became associated with fighting forces; and thus guide the planning of a programme that addresses some of these root causes. In addition, the assessment will highlight the overall socio-economic needs of the immediate post-conflict country and will be the first start to identify the needs for other programmes to which DDR should ideally link. Finally, the assessment will identify which services are needed and will identify the gabs in the quantity and quality of both private and public services. By examining these issues from the outset, socio-economic profiling can significantly increase the chances of a DDR programme to make a more sustainable contribution to peace and development in a given society.

Timing of assessments

It has been the tendency for DDR programmes to be prepared in a rushed, uncoordinated manner. The Integrated DDR Standards (IDDRS) have recently been completed which will guide DDR processes, and the Inter-agency Working Group on DDR (IAWGDDR) continues its efforts to improve the coordination of DDR at the UN level. Also, in those countries where there is an integrated mission, DDR now tends to be planned more comprehensively. How

these positive developments will improve the lives of ex-combatants and civilian boys, girls, men and women, remains to be seen. What remains is the timing, sequencing and duration of DDR programmes.

The preparation for the huge challenge of implementing a successful reintegration phase frequently *only* begins when the disarmament and demobilisation processes are started. This is a serious oversight - especially since much can be done to assist governments, institutions and the private sector on the ground to prepare for the tasks ahead. The situation has even became more challenging since, in the recent DDR programmes, demobilisation only took a few days. This leaves no time for any preparation for reintegration at the community level, and neither for strengthening the necessary capacities for the delivery of reintegration assistance. In many DDR efforts, disarmament and demobilisation are completed before any real reintegration assistance is available to former combatants, which is partly covered by a 6-10 month reinsertion period largely driven by cash payments that create enormous challenges and tensions[3].

The development of ex-combatants' employability and the creation of jobs cannot be accomplished overnight. Re-developing vocational training centres, which includes the overhauling of premises, revising curricula, retraining trainers, etc., takes at least six to eight months, and can only start after serious socio-economic profiling and opportunity mapping has been completed, which likewise takes 3-6 months. Boosting the private sector, increasing the economic absorption capacities of communities and a number of other interventions related to job creation also take time. Much of this work can and should start very early in the process (and therefore resources are also needed early on to start this phase of work).

Thus, not only the planning but also the practical preparation for reintegration should start as early as possible. Delays in reintegration can destroy ex-combatants' trust in the peace/DDR process, expose them to dangerous situations, such as homelessness, destitution, prostitution and re-recruitment, and also make them a danger to the rest of society, if they become resigned to drug addiction, criminality or violence. In turn they risk being rejected by communities for their behaviour, or just because they are viewed as competitors for already scarce jobs, resources, land, services, etc. A waiting period for reintegration should thus be avoided at all costs to reduce these risks.

The first step towards reintegration is to initiate socio-economic profiling and opportunity mapping, part of which can be done before the conflict/armed violence has ended. A desk review of existing literature and statistics and assessments in safe areas of the country should begin before the signing of the peace agreement. NGOs engaged in relief operations often have access to, and information about, "no-go" areas. Therefore, this assessment is normally done in two or three phases, each culminating in a report on the geographical areas covered. To cover the information-gathering and analytical tasks required under these guidelines, planners should expect to spend from three to six months on the assessment process.

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[3] Cash payments have the disadvantage to create serious resentment of the community members that have suffered from the atrocities committed by the combatants and who now see them coming home with cash payments, while they themselves often have no means of survival. It gives the wrong impression that fighting pays, while if reintegration programmes would be better planned, the combatants could start to work for their money and show the community that they are no longer destroying but reconstructing the country.

Therefore ideally, this assessment starts long before the disarmament process[4]. While hard to plan, the timeframe below gives some indication:

Assessment	Preparation for Reintegration (Capacity building of service providers)	DDR
3-6 months	6-12 months	3 years

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[4] Ideally, the assessment should take place 12 months before the DD process would start. However, it is never clear when exactly the peace negotiation will be completed successfully, but DD must start very soon after that. The point is to start these assessments as soon as possible and that there is no reason to wait for the conflict to end to make a serious start. We have more time than we think, as we can see, for example, in DRC, Uganda, the Balkans, Sudan, Sri Lanka, Afghanistan and Colombia. The assessment is a continuous process and needs to be updated regularly.

2.   What is socio-economic profiling and opportunity mapping?

The goals of socio-economic profiling and opportunity mapping are:

> *To gather the information which will determine how reintegration assistance will meet the needs and ambitions of ex-combatants, and the needs and expectations of receiving communities while taking full account of the potential and limitations of local war-torn economies.*

> *To enable reintegration assistance to correspond to the dynamics of the local labour market and economy to maximise the chance of success in the immediate and long term.*

If done comprehensively, socio-economic profiling and opportunity mapping will provide answers to the following ten questions:

   I.   What is the geographic/demographic map of the community/department?

  II.   What are the people doing already?

 III.   What are the opportunities for employment?

  IV.   What are the demands for goods and services?

   V.   What are the real opportunities (imbalances between demand and supply)?

  VI.   Which skills are in-demand in relation to these opportunities?

 VII.   What should training courses offer, on the basis of the demand for skills identified?

VIII.   Which accompanying measures are needed to boost the opportunities identified?

  IX.   What mechanisms of socio-economic exclusion can be observed?

   X.   What are the personal profiles of the individuals targeted for reintegration assistance?

3. The context and challenges

Socio-economic relations in and between communities

Economic relations in and between communities and local economies are complex and change significantly during armed conflict. The division of labour often shifts as people change their livelihoods and constantly adapt to the rapidly changing situation. In order to plan reintegration effectively, it is essential to understand pre- and post-conflict relations and modes of production. It is crucial to know the socio-economic profiles and coping mechanisms of the communities affected by violence, and to identify interventions which have the potential to boost local economies and improve social cohesion in the areas where ex-combatants will settle.

Many of the communities affected by violence are marginalised and economically isolated, and people from these areas often lack the necessary connections to access economic opportunities. One of the objectives of mapping existing opportunities in the wider economy is therefore to also identify areas in which a form of positive discrimination can be created to increase access to economic opportunities for vulnerable groups, communities and neglected regions.

It has further proven crucial to assess the tensions which exist within communities and how willing communities are to take back the demobilised combatants. Only by understanding what the dynamics of social exclusion are in the "receiving communities" can the appropriate measures be developed to promote reconciliation between ex-combatants and communities.

War-torn economies

Armed conflict tends to erode the productive capacity of both rural and urban operators in the formal and informal economies. It destroys workplaces, weakens labour markets, training and other labour-related institutions. It destroys crops and reduces the availability of productive land due to anti-personnel landmines and unexploded ordnance. Systems of land ownership become destabilised, and productive assets are stolen or destroyed (equipment, cattle, raw materials, destroyed workshops, etc.). Conflict also causes considerable damage to physical, social and economic infrastructure (marketplaces, warehouses, water, communication and energy facilities), hampering productive employment and income-generating activities. Trading networks, vital for marketing goods and supplying businesses, are disrupted, and public and private sector investment declines. Lack of investment during a conflict also results in machinery and equipment growing increasingly outdated. While employment opportunities become scarcer, working conditions tend to deteriorate, and it becomes easier to exploit workers and violate their rights. The macroeconomic instability that characterizes conflict and post-conflict contexts further limits the opportunities for decent work. In some countries these effects are compounded by natural disasters.

Also common to almost any conflict/post-conflict situation is the lack of social cohesion in communities. In peaceful circumstances, social cohesion drives economies. Trust, inclusion, exchange, cooperation and coordination are favourable to economic activity, stimulating entrepreneurship and attracting investors. In the aftermath of conflict, social cohesion is usually close to non-existent. Newcomers (refugees, IDPs, combatants), returnees (including

ex-combatants) and victims of sexual violence and other war crimes have difficulty (re)establishing their place in society. Also, communities can be affected by outflows of young people who have joined armed groups. With all of the economic disruption brought by the conflict, people lose their faith in future prosperity, and tend to not exceed the level of survival activities. Entrepreneurs require access to capital, new technologies and skilled labour, and need to adopt new production methods to regain competitiveness - provided, of course, that their chosen sector of activity is, in fact, a viable option.

In addition, in many DDR contexts the war-economy is extremely productive and one of the main challenges is transforming the war-economy back into a productive economy. The combatants are often serious stakeholders in the highly profitable war-related businesses and making these businesses illegal, or transforming them into ethical appropriate ventures has proven far from easy.

Confronted by all of these problems, the challenge DDR planners face is that of designing effective reintegration programmes for the large numbers of ex-combatants who have considerable potential, but also suffer high economic and social vulnerability. DDR programmes are often the first programmes implemented in such contexts in the effort to create the level of security and stability needed for recovery and development processes to take hold. Among the main challenges are: finding and creating jobs for ex-combatants in economies that have been seriously affected by conflict; catering for this target group while balancing its needs with assistance to other war-affected groups; and implementing such programmes in societies with high social tensions and traumatized populations, in which hatred or distrust of combatants is often widespread. Further challenges to reintegration programmes include the low labour absorption capacity of post-conflict economies and the limited opportunities available to ex-combatants compared to other job-seekers, whether due to stigmatisation or to lack of skills and experience.

What is needed is a coherent and timely approach, with a set of policies and measures that will put the economy and society as a whole on the path of growth, development and peace. More emphasis is needed on maximising labour absorption at the local level and enhancing people's employability. In particular, ex-combatants should be equipped to become part of the reconstruction and peace-building process. Although the process of reconstruction and recovery requires large numbers of skilled persons, there are few easy solutions, and no one major sector can possibly absorb all ex-combatant job seekers. While demobilised combatants need immediate alternative income, the sustainable socio-economic reintegration of ex-combatants is a long-term process, and considerable time and resources have to be invested in it. Also, in order to tackle the issues of transforming the war-economy, the link between DDR and Security System Reform (SSR) must be strong. Without enforcement measures in place, it is highly unlikely that DDR can be successful.

The planning, design and delivery of reintegration assistance that responds to the profiles of the ex-combatants and the demands of the labour market has proven complex. The volatile environment, lack of comprehensive and reliable labour market information and the weak capacity of training providers and other labour market institutions provide further challenges to the successful design and implementation of the socio-economic (re)integration programme. In this context, profiling the economy and mapping opportunities for growth and job creation can initially appear to be a hopeless endeavour. Yet, it is at this point that the information and analysis produced by the socio-economic profiling and opportunity mapping

process becomes vitally important as a means of envisaging a complex and multifaceted strategy to overcome these challenges.

Profiling combatants

In order to match opportunities with the profiles of the individuals, detailed knowledge needs to be gathered on who the combatants are, what their education and work history is, what their ambitions are, where they want to live, etc. **Annex C** provides a questionnaire that can be used to collect the profiles of the combatants. Profiling is often done at 3 points in time during a DDR process:

1) Prior to the peace agreement, or at least prior to disarmament, in order to get some impression on who the future target group will be and what types of assistance they might require. These assessments are qualitative and often access to the combatants in negotiated through army structures and war-lords, rebel leaders, NGOs, and humanitarian organisations working in the field. This first step of profiling is of crucial importance to inform what the broad reintegration strategy needs to contain.

2) During demobilisation is the time that the solid profiling of each combatant is taken, often at the demobilisation site. This information is highly sensitive and must be stored in a protected data-base. Because demobilisation processes are often short and rather hectic, the profiling exercise done her provides some basis but is still not solid enough for decent programming.

3) Therefore, at the time of reintegration, the implementing partners need to re-profile the combatants, based upon the earlier information provided which is stored in the data-base. This is the point in time that a former combatant lives in a community and starts to have a bit more realistic idea on what he or she wants to do with their lives. This final part of profiling should be combined with vocational counselling and career guidance in order to assist the ex-combatants to make realistic choices and to manage expectations.

One issue of profiling is to establish the age of the target group. On a more generic note, we can observe that the large majority in most DDR contexts is below 25, which should inform DDR planners to make DDR programmes more youth oriented.

According to the recent study of UNOWA[5] which analyzes youth unemployment in West Africa and its links to conflicts in the region, the lack of appealing opportunities for youth is a strong contributing factor to the escalation of armed conflict and violence. According to Ambassador Ahmedou Ould Abdallah, UN Special Representative of the Secretary General (SRSG) for West Africa:

> *There are 3 major challenges to peace and security in the West Africa region today. The first is the increasing consolidation of an arc of instability, comprising large zones of lawlessness in the region. The second is the ever-growing criminalization of armed conflict, in which conflict has now become a business-oriented venture, whether the profit be for diamonds, timber or the trafficking of arms. The third is increasing youth unemployment across the region which represents a great threat to peace and security. Today, 43.5% of the population in West Africa is under-15 years*

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[5] UNOWA. 2005: *Youth Unemployment and Regional Insecurity in West Africa*. UNOWA, Dakar.

of age. This group numbers in the millions and faces acute unemployment. One could conclude that armed conflict may be the biggest employer of young people in the region.

Following the SRSG's statement, two major challenges are highlighted: the need for SSR and youth employment. One of the realities of the contemporary DDR programmes is that the majority of the combatants fall into the category of youth (15-24 years old). A number of important issues are uncovered when one inquires into the experiences of young people associated with fighting forces, one of the most fundamental of which is the voluntary nature of the decision to join up.

> *There are certain things that impinge more directly on them than on adults, such as education or the lack of it. There are other things to which this age group is more prone than are younger children, such as the forced sexual experiences of adolescent girls. Adolescence is a time of vulnerability with the uncertainties and turbulence of physical, mental and emotional development. It is also a time of opportunities with greater freedom, developing understanding of one's own identity and place in the community and society, and a new capacity to make choices and to take on responsibilities. The stage of puberty, during which many of these young people joined, is characterized by feelings of opposition and resistance to authority and power structures, in the family, at school and at State level. In addition, it is a time when injustice and its unacceptability are strongly felt. The reasons why young people join armed forces and armed groups reflect all these aspects of their specific stage of life.[6]*

Youth are the majority of fighters in most of today's armed conflicts. International attention has been given predominantly to those who have been abducted or physically forced to join, particularly those of lower age. This is not the whole story. Thousands more join armed forces or armed groups apparently through choice. A recent study by the International Labour Organisation (ILO) found that "volunteers" accounted for two-thirds of child soldiers interviewed in four Central African countries. Under-18's are routinely recruited into national armies and armed groups in many countries in different regions. The recently published book, *Young Soldiers, Why They Choose to Fight*,[7] gives a thorough insight into the realities of these young "volunteers" in 10 DDR contexts.[8]

During the process of profiling and opportunity mapping, it is important that young people are given a chance to explain why they joined the armed groups and forces. This will take the understanding of the country-specific issues a step further offering greater insight into the difficulties in demobilising and reintegrating the combatants, and the particularities of girl and women soldiers in these contexts. Understanding what reasons people had to join will inform DDR planners on the core issues to address in the programmes, in order to ensure sustainability. If the situation has not changed, it is of no use to place a young person back

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[6] Specht, Irma/Brett Rachel. 2004: *Young Soldiers – Why they Choose to Fight*. Boulder, Colorado.
[7] Ibid.
[8] Afghanistan (refugees in the Islamic Republic of Iran), Colombia, the Republic of the Congo (also known as Congo-Brazzaville, and formerly known as Middle Congo), Democratic Republic of Congo (DRC, formerly known as Zaire), Pakistan, Sierra Leone, South Africa, Sri Lanka and two separate situations in the United Kingdom: young people associated with paramilitary groups in Northern Ireland and young members of the British armed forces.

into the situation he or she has run away from because he or she will rejoin when the next opportunity arises. Therefore, youth must be empowered by local, national, regional and international actors to become decent socio-economic actors rather than passive beneficiaries.

For those being demobilised and reintegrated while still young, it is wrong to assume that this necessarily takes place after the conflict has ended. In many situations the release of children happens amidst instability or ongoing hostilities. Armies do not normally demobilise their soldiers during the conflict; this is a feature peculiar to the issue of child soldiers, arising from local, national, regional and international pressure. When the young people were not abducted or physically forced to join in the first place, the demobilisation and reintegration are unlikely to be successful or sustainable unless the reasons why they became involved are addressed. Even if they temporarily return to civilian life, they are likely to be drawn back into the conflict.

It is essential, therefore, to invest time and resources anew in each context to understand the reasons why ex-combatants identify themselves as having become associated with fighting forces, whether through personal choice or as a result of other factors. This information will then clarify what needs to be done to prevent others from following in their footsteps.

Ex-combatants tend to be at a disadvantage in the hard competition for scarce jobs. The group largely consists of young men at the peak of their physical potential. Because of the time spent in armed forces, many of them have not acquired skills that are useful in civilian life and the world of work. On the other hand, they have proven to be very effective in the reconstruction of roads, bridges, hospitals and in jobs converting military premises for civilian use. They often display strong discipline, team spirit and a sense of loyalty, enabling them to complete difficult tasks as a group. When profiling ex-combatants, their prior lives in fighting forces should not be discounted. Any attempt to assist them in identifying training and employment opportunities requires an open-minded approach which takes into account their ambitions, frustrations and potential, and recognises the skills they may have acquired before and during their time as combatants.

Ambitions, frustrations and potential of ex-combatants

The education and skills profile of ex-combatants yields an incomplete picture of their identity, as it generally fails to account for their ambitions, frustrations and potential. It is important that ex-combatants find a post-conflict time-equivalent of the role they played during the conflict, because demobilisation does not only mean the loss of their job but also their social status. If they have a position that gives them a stake in the post-conflict social order, they will help to support this order instead of acting against it. Viewing the ex-combatant as an individual, with ambitions, fears and potential is a step towards reintegration assistance that makes it more likely that he/she will not "choose" to fight again. It is thus crucial to understand what ex-combatants strive to achieve in their lives beyond earning an immediate livelihood. Likewise, reintegration programmes should understand and recognise the type of situations that cause ex-combatants to become frustrated and eventually angry. Having been accustomed to expressing discontent by violent means, the level of frustration among ex-combatants can increase from long delays in reintegration assistance, for example, and can have very serious consequences. This should be avoided at all costs.

Furthermore, ex-combatants' negative and positive potential cannot be solely deduced from using standard indicators of education and skills. The ex-combatants might have gained

competencies in terms of leadership, management, driving, engineering, construction, logistics, human resources and risk management, which their record does not reflect. Conversely, they may also have considerable negative potential, like a vengeful mindset, addiction to drugs, or a lack of social skills, which would not normally be identifiable from an educational and skills profile. Reintegration programmes should recognise all these dimensions of the ex-combatants' personal profiles, and move beyond the more traditional skills profiling which highlight as many of their negative and positive attributes as is practically possible. All of these issues should be carefully assessed before programming can start.

Training for what?

Vocational training and retraining has often been used in DDR programmes as an occupational therapy, a means of "keeping them off the street", or as a reintegration goal in itself. None of these is an appropriate rationale for training. Vocational education and training (VET), based on labour market demand, is a tool to improve the employability of people; it increases their chances of accessing opportunities as they arise, playing a crucial role in the successful reintegration of ex-combatants. Vocational training activities need to be result-oriented. They should correspond to assessments of the local labour market, economic potential and business opportunities on the one hand, and of the capacity, potential and ambitions of ex-combatants on the other. A solid reintegration programme can simply not be designed or implemented, without such assessments.

Training can contribute to the deconstruction of military models and behaviour as well as to the development of values and norms based on peace and respect. The acquisition of a set of "employable skills" and the willingness to work are instrumental in building ex-combatants' self-esteem and confidence, and helping them to earn respect and appreciation within the community.

Experience in DDR programmes has demonstrated that skill development is especially important for young combatants. Often, children associated with armed forces and groups (CAAFG) and young ex-combatants have previously had no chance to acquire professional experience and the so-called "life skills" necessary for a successful return to civilian life. Ex-combatants with disabilities and other combatants often need to be retrained to learn new skills to adapt to the changed socio-economic context.

The training component of reintegration programmes are typically beset by a variety of challenges, such as: a lack of coordination capacity; a lack of official accreditation of the certificates/qualifications attained and quality control; a shortage of trainers, years of inactivity of training staff due to the conflict, and trainers who use rigid, supply-driven and instructor-oriented methodologies. Where these challenges are not addressed, training simply ends up as a quick-fix endeavour that either has little impact or is counterproductive.

Furthermore, DDR programmes phase serious problems in trying to provide enough places in training programmes for the sheer numbers of ex-combatants and others (such as displaced persons) who require them. It is also very difficult to provide training of sufficient quality in areas where the beneficiaries have the potential to find work. A real opportunity may involve using the traditional but informal system of training through apprenticeship.

Socio-economic profiling and opportunity mapping provides the opportunity to ensure that the types of courses provided respond to the local market and take into account the specific features of the local context in terms of availability of raw materials, access to markets, purchasing capacity of communities and appropriate technology. Overall, educational and skill profiling should be based on the individual's specific situation and context. Training providers have to be creative in offering new skills that are not yet on the market, as competition will be extremely tough for these young and inexperienced job seekers.

Sustainability

DDR programmes should be sustainable at several levels:

- Contributing to lasting security as part of the peace process;
- Encouraging the long-term commitment of ex-combatants to productive lives and social cooperation;
- Assisting the population to move towards recovery and development;
- Working to ensure that local capacities can maintain progress after international intervention is phased out.

A major challenge for DDR programmes is to immediately provide reintegration assistance to ex-combatants, while ensuring that they have a positive impact on the society in the longer term. As DDR starts in an emergency setting, it tends to be difficult to keep long-term development and peace-building goals in mind. Therefore, serious efforts are required to ensure that long-term development objectives are reflected in the short-term emergency and "transitional reintegration" approach.

From the very start of the planning process, analysis needs to be made of how resources can be invested to develop capacities and essential services for ex-combatants *in such a way as to be of use to other groups in society in the future*.

For example, if the ministries responsible for employment and youth are appropriately strengthened under the DDR programme, they will be able to provide services to any young job-seeker in the future. It should be remembered that financial resources are not available indefinitely and should thus be invested prudently. Regardless of the approach chosen, DDR funds should be used so that they contribute to lasting peace, economic recovery and sustainable development. The reintegration programme also has to move beyond just "putting ex-combatants back where they came from" as this could render them easy prey to re-recruitment, or reinforce ethnic or gender-related inequality.

Therefore, at the stage of socio-economic profiling and opportunity mapping, it is important to assess how to:

- Use an area-based approach. An integrated and comprehensive reintegration approach can improve local security, create job opportunities, develop local facilities and reduce poverty in the areas where ex-combatants will take up their civilian life (receiving areas). An area-based approach, with particular attention to the group of ex-combatants, is in line with the concern for sustainability;
- Link DDR to Security Sector Reform (SSR);
- Address the structural reasons for widespread association with armed groups;

- Improve the relations between ethnic, cultural, religious or social groups and men and women;
- Use DDR to build national capacity to provide services to its people, beyond the group of ex-combatants. For example, strengthen the ministries responsible for employment and youth in particular so that they will be able to provide services to any young job-seeker in the future;
- Endow people with a sense of ownership for the reintegration process. Encourage active participation and reinforce capacities of people and communities so that they themselves become development agents who are responsible for the development of their living and working environment. Voice and representation of all groups must be encouraged;
- Promote social dialogue among governments, the security sector, civil society, the private sector and international humanitarian and development actors to sensitise them about their role and responsibilities for the reintegration process and its long-term sustainability;
- Actively involve the private sector in the implementation of DDR programmes.

'Do no harm'

The socio-economic profiling and opportunity mapping process must take particular care to identify areas where the reintegration strategy could damage the long-term sustainability and viability of the local economy, and suggest ways to avoid doing so. Examples of areas where reintegration assistance can 'do harm' to the community/country in question would be:

- Creating artificially high wages in one sector and thus drawing skilled labourers away from important sectors (e.g., doctors stop practising medicine because wages are higher in construction work);
- Setting remuneration on subsidised employment schemes too high for the local ministry of labour to sustain the budget when international assistance is phased out;
- Creating excessive resentment towards targeted beneficiaries which makes it even more difficult for them to integrate into the community;
- Reversing the progress made towards gender equality by female ex-combatants by assisting them to find only low-skilled and low-status jobs.

Similarly, awareness programmes for disarmament and demobilisation should not create expectations impossible to be fulfilled. Some programmes have been so obsessed with collecting weapons that they have promised ex-combatants immediate access to vocational training, without being able to provide these opportunities. When training places turn out to be extremely limited, the risk of ex-combatants expressing their frustration in extreme anti-social behaviours is very high. Thus, while the social reintegration process may involve teaching ex-combatants how to manage frustrations and conflict constructively, potential triggers of frustration should be avoided.

The assessment should therefore consider how the reintegration strategy has the potential to do harm in each of the following areas:

- Peace-building
- Security
- Economic development

- Gender-equality
- Social inclusion
- Reconciliation
- Long-term development
- Career prospects of ex-combatants
- Justice
- Human rights

Counteracting discrimination and exclusion

As touched upon above, to implement DDR in a way that makes a sustainable contribution to peace, social cohesion and equality it is important to recognise that the marginalization of certain areas or social groups can be one of the root causes of armed conflict. Political leaders or warlords can exploit existing feelings of injustice for their mobilisation efforts. DDR programmes should understand and be sensitive to these exclusion mechanisms. This is especially important as post-conflict situations, where goods, jobs and services are scarce, are often characterised by the exclusion of certain groups.

Therefore, it is important to identify pre-conflict mechanisms of social exclusion that create or strengthen discrimination against religious, ethnic, age and other groups such as women or those living in rural areas, that could hinder ex-combatants' socio-economic reintegration. In Sri Lanka, for example, large-scale unemployment and underemployment in the 1980s and 1990s among the youth prevented them from becoming full members of their societies. Many of them felt that only by joining the army and the armed groups could they achieve better education and employment opportunities. Another example of such exclusion is where communities may reject women ex-combatants because their role as fighters conflicts with the communities' traditional notions of femininity.

Establishing timeframes

It is crucial to understand that the large majority of ex-combatants will end up as entrepreneurs. Therefore, the availability of good quality services to assist those starting businesses is one of the most crucial areas to assess. These services include skills-training, business training, business support services, micro-finance, business mentoring, etc. If such services are not available in sufficient quantities, generous funding is required to (re)establish them before the start of the DDR programme. This might include: rebuilding premises, adapting courses, (re)training trainers, establishing private public partnerships, etc. All of this takes more time than is typically recognised. Effective planning includes establishing realistic timeframes which can ensure that the necessary services are in place at the point when they are most needed. Lobbying for delays in disarmament and demobilisation and lobbying with donors to ensure that essential services are in place before starting the reintegration programme are part and parcel of reintegration planning.

4.   Economic aspects [9]

Employment creation, the central means of facilitating the socio-economic reintegration of ex-combatants, is largely achieved in practice through labour-intensive public works projects, skills-training and small enterprise development. Besides providing income, meaningful employment is, to an important extent, a guarantor of social development, post-conflict rehabilitation, healthy community life, political stability and national security. If employment opportunities are not created, the DDR programmes will fail. In order to be effective in employment creation and simultaneously in increasing the employability of the ex-combatants, baseline information on the demand and supply of labour is essential.

Employability of combatants

In an already tight labour market, ex-combatants are normally in a disadvantaged position to compete for the few remaining job opportunities. In addition to their lack of education and relevant vocational and work skills, many have yet to become accustomed to their new civilian lifestyle. Having become used to quick and easy access to cash, food and other goods, fighting, a high status as warriors and possibly drug addiction, they may be tempted to return to their old routine.

Many communities also refuse to accept ex-combatants because they associate them with the violence and brutality perpetrated during a conflict. Depending on local pre-war customs and traditions, and perhaps because of war-time experiences (taxing, looting, rape, kidnapping, torture, etc.), ex-combatants are sometimes rejected by the civilian population. Similarly, employers may be reluctant to hire ex-combatants, fearing that they will be difficult to manage, disrupt fellow workers, or create bad publicity for their businesses. At times, former combatants who have become permanently disabled in combat are also discriminated against or abandoned by their families because they are regarded as a burden on communities that are often already poor.

Reintegration programmes also need to assess if employers and society as a whole underestimate ex-combatants' potential and the positive role.

The assessment needs to identify all of the potential problems ex-combatants will have in finding jobs due to their background, experiences and social status, for example the way the ex-combatants will be received by employers and within communities, and ways in which their likely patterns of behaviour will create reluctance to employ them or provide them with economic opportunities (micro-finance, etc). In addition, there will be opportunities to boost the potential and positive roles of ex-combatants in terms of economic development and reconstruction which the assessment can identify and clarify.

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[9] Although the issues covered by socio-economic profiling and opportunity mapping are divided into chapters here, for the sake of clarity, discussing economic and social aspects in isolation, the artificial division between these two belies the extent to which economic and social issues are closely interlinked and inseparable aspects of reintegration processes.

Jobs in the formal and informal economy

A common feature of post-conflict economies is that formal employment opportunities are extremely limited. However, with the gradual transition from war to peace, more jobs will become available, such as in the civil administration, as soon as government structures start to function again. In addition, when the security situation improves, the private sector normally restarts/increases its activities and thereby creates jobs. However, the loss of jobs created by the war-economy, such as the trade in drugs, arms, conflict diamonds or timber, should not be underestimated.

The core element of the opportunity mapping is the identification of sectors in the economy that are promising in terms of job creation. The assessments should mainly be done at the provincial level, as national data on this is not very helpful for planning reintegration assistance. **Annex 3** provides examples of tables to produce in terms of potential sectors, listing the related jobs and skills, and the appropriateness of these jobs for those under 18. As explained in more detail in **Chapter 7**, a careful examination in terms of demand and supply of labour is needed as, for example, electricians might be in demand when construction starts, but are there not enough jobless and experienced electricians on the labour market already looking for jobs?

In identifying potential sectors for job creation, it is crucial to consult pre-conflict statistics to understand what the traditionally the main economic activities were. It will also be useful to identify the division of labour among sexes and age groups. **Annex 7** provides examples of sources of relevant statistics to consult.

An important issue in mapping the sectors that have, or will have significant potential to create jobs, is to assess the appropriateness of these jobs for ex-combatants. For example, jobs in government or civil service institutions normally require secondary level education or higher. If the ex-combatant population is largely illiterate, these jobs will not be available to them. Nor are they typically successful in finding employment with donor organisations. All international organisations need, for example, drivers, but all are reluctant to hire an ex-combatant who just got his driving license. A further example is that of jobs in security sector institutions: entering the police is often problematic due to educational entry requirements which habitually preclude all but a few ex-combatants from being employed by the (new/reformed) police force; any allocation of jobs in the army to ex-combatants has complex political implications and needs to be undertaken with due care. In some DDR contexts, the peace agreement specifies that a certain number or proportion of the ex-combatants will be absorbed into new/restructured armed forces, while in others the choice has been made to exclude them from the security forces for reasons of neutrality, human rights abuses, etc.

It is also crucial in these assessments to cover both the informal as well as the formal economy. In some parts of the world the informal economy accounts for 80% of the total jobs available. It is important to realize when talking about potential sectors that the very large majority of demobilised ex-combatants will start small businesses, or be hired by them. Therefore, mapping demand for goods and services that such businesses could provide is vital to the assessment.

Demand for good and services

The gradual rebirth of economic and social activity after conflict creates enormous possibilities:

- In the transport sector for goods and services;
- In the construction sector;
- In rural non-farming activities;
- In maintenance and support services;
- In new services that are currently unavailable on the market, etc.

The demand for goods and services determines the business areas that might be viable in that specific local setting. It is important to analyse this demand in communities to envisage ways in which businesses can profit from local economic activity. Local people should participate in this process. **Chapter 10**, especially the section on territorial diagnoses, explains in detail the kinds of information to gather.

It is crucial to talk to producers, consumers, and traders in the areas being profiled. One important dimension is to assess what people eat and do, and analyse the price (or exchange value in non-cash economies) of any goods and services which are paid for (or exchanged). For instance, because particular products are sometimes brought in from a distance to be sold and traded could indicate the need for the products to instead be locally produced, enabling the products to then be offered at lower prices. A thorough inventory of locally available raw materials is also important. **Annex 2** provides some examples of questionnaires which could be used in the data-collection process. Finally, it has proven important to assist people who are moving into new spheres of activity; food processing is one such area. However, this demands introduction of appropriate technology and efficient training.

Training capacity and needs assessment

Reintegration programs require a training system that offers services to a large number of people, including ex-combatants, in a short period of time. Given that conflicts have a devastating impact on training systems, the demand for training created by the DDR programme typically exceeds the supply of quality training. Thus, before devising training plans, the capacity and needs of existing training providers should be assessed, to identify gaps that need to be addressed.

A clear indication of the number of people that can realistically be trained in the first year after demobilisation should be the basis of any sensitisation campaign, informing combatants about the assistance they will receive. Time lags between demobilisation and reintegration have often led to frustration and the recurrence of violence, largely due to by promises made to combatants, while training providers did not yet have the capacity to deliver.

It is important to analyse those training institutions that are potentially cable of delivering training for ex-combatants and affected civilians, such as vocational and business training institutes, focusing on:

- The relevance of training curricula to the demands of the market;
- Entry requirements, such as educational qualifications/literacy;

- The fees typically charged;
- The number of training places available;
- The quality of training and trainers available;
- Quality control mechanisms, and the formal accreditation of qualifications/certificates;
- Communication and coordination mechanisms within the training system;
- Communication and coordination with other labour market actors; and
- The capacity to expand to cover new areas and technologies.

The results of this analysis should be ready before the training component of a reintegration programme is designed. Among other things, early assessments allow for the establishment of appropriate measures to strengthen the capacity of training providers and of the training system.

Availability of apprenticeship places

While reintegration programmes sometimes offer young people apprenticeships after they complete their vocational training, an apprenticeship also constitutes a form of vocational training that can compensate for the lack of formal training places available. In many conflict-affected countries, traditional apprenticeship is the largest provider of skills for the—mostly informal—labour market, far surpassing the number of places in formal training institutions. Therefore, it is important to analyse:

- Traditional practices and regulations governing apprenticeships;
- The quality/results of apprenticeships in the past;
- The number of places available;
- The willingness of employers to accept ex-combatants as apprentices;
- Adjustments needed to fit ex-combatants' profiles/needs;
- The teaching methods;
- The competence of Masters;
- Protective measures needed to avoid abuse/exploitation of apprentices by Masters.

Communities' current absorption capacity

Assessing the current economic absorption capacity of communities is important in order to identify the potential and limitations of the communities for reintegrating the returning combatants effectively. The assessment of current economic integration opportunities informs the (re)integration programme on the measures to take to boost local economic recovery and to identify opportunities to create the maximum number of livelihoods. The identified opportunities can be temporary but would optimally be sustainable in the long-term given the further development of the local economy. The assessment of the community's absorption capacity will thus need to focus closely on immediate needs for goods and services and on ways to enhance local economic activity. This is a quick and mainly qualitative assessment, complementing the more analytical data collection carried out through the territorial diagnosis and institution mapping. It involves:

- Conducting informal discussions, interviews, focus group discussions and community mapping;
- Finding out:

- o What goods and services do individuals need?
- o What goods and services do institutions (schools/health centres) or businesses need?
- o Where do people buy or exchange?
- o What is the price or exchange value of goods?
- o Are people satisfied with the quality of what is available?
- o Is there a lack of a particular product or service?
- o What would be needed to improve the provision of that product or service?
- o Is there growth potential for existing businesses or can start-ups be envisaged?
- o What assistance would start-up or growing businesses require (skills, input supplies, working capital, productive investments, infrastructure, poor access roads to markets)?
- o What potential problems (insecurity, social problems, power cuts,) could obstruct the community's economic absorption capacity?

Capacity of labour market actors

Labour market actors include employment services and agencies, training institutions, statistical institutions, the Ministry of Labour, workers' and employers' organisations, credit institutions, and other actors affecting the labour market. Typically, DDR programmes put unrealistic expectations on existing labour market actors to cope with the thousands of low-skilled ex-combatants who swell the ranks of job-seekers after conflict.

Both public and private labour market actors usually suffer considerably as a result of the conflict. The government institutions that remain are rarely able to provide comprehensive support to their public and private business communities. In most cases, Ministries of Labour, Finance, Industry, Trade, Communication, Transportation, etc., must be rebuilt and staffed with new and more experienced personnel. Under-funding of government services, especially in education, is a major stumbling block for DDR and post-conflict reconstruction.

Entrepreneurs struggle with political uncertainty and the resultant high risk of operating in post-conflict environments. Private sector development is thus undermined by disruptions in production and trading systems, insecurity (looting, highway robbery/roadblocks, racketeering) and the displacement of populations. Thus, in areas of intense fighting, most pre-conflict, small and micro-enterprises are non-operational.

Training providers are likely to present a number of key weaknesses, and their capacity development requirements should be the focus of a comprehensive needs assessment following the guidance offered in the section 'Training capacity and needs assessment' above.

Beyond the initial difficulty of collecting relevant information on the labour market and the individuals about to re-enter it, the task of referring ex-combatants and affected civilians to the jobs available has proven complex. Ex-combatants have often been out of society for many years and have difficulties finding their way in the labyrinth of civilian services and organisations. Therefore, building the capacity to share information has high priority in reintegration programmes. Employment service providers, if any existed in the pre-conflict society, are mostly non-operational in the aftermath of conflict. Therefore, DDR programmes should invest in (re)starting this capacity which can build essential bridges between job seekers and employment opportunities. New services or approaches may have to be established where no previous services existed or where present services are inappropriate.

Recognizing that employment services are an essential element of a growing economy, the challenge for DDR programmes is to rebuild these services in a sustainable manner, making them available to ex-combatants, but also to other job seekers. These services, public and private, are essential to ensure information flow and can become the entry point for ex-combatants to get information not only on job opportunities, business opportunities but also on learning opportunities that will improve their employability.

The assessment of labour market institutions identifies their current capacity to meet the particular demands of the DDR programme, in terms of the quality and extent of services they can offer. This assessment should help identify what is needed to make the content of the services appropriate to the future demands of the DDR programme, including labour market demands.

The capacity assessment should cover:

- The extent and nature of existing labour market institutions and the range of their services;
- The amount and quality of pre-war services;
- The level of damage to premises/equipment;
- The decline in human resources;
- The appropriateness of existing services; and
- The level of information flow/co-ordination among labour market actors.

Annex 5 on establishing emergency employment services provides guidance on assessing existing employment services.

Analysis of the capacities of the potential service providers should be done as early as possible, because this assessment will determine what is needed - in terms of time and resources - to build sufficient capacities among service providers for reintegration to be successful. It is also important to complete this part of the assessment early because this capacity building can take months/years.

Opportunities for employment creation

Perhaps the biggest challenge for DDR programmes is to create more and better jobs which can meet the aspirations of ex-combatants in economies that have been seriously affected by conflict. Although, through the profiling and opportunity mapping some existing jobs can be identified, heavy emphasis must be placed on identifying potential for employment creation.

Due to fact that youth usually constitute a high proportion of the population in conflict-affected countries, *further* jobs are needed to accommodate the large number of new young entrants into the labour market in addition to the jobs required for those who are already unemployed and underemployed. While a large labour force may be an asset in economies where there is also large capital investment, this is not the case in most conflict-affected economies. In such economies, due to the scarcity of jobs in the formal economy, many people find work only in the informal sector and face less than ideal working conditions. Meanwhile, the informal economy's ability to absorb and provide employment for the ever-increasing number of job-seekers, especially youth, also declines steeply.

The result of this is not only a surplus of labour in relation to the number of jobs, but there is also a decline in the quality of jobs. The weakness of governance means that labour market

regulations stop functioning, creating potential for inequitable employment practices and working conditions worsen. In addition, the war-related enterprises are still functioning in the DDR period offering wages and benefits that the productive economy cannot compete with.

While it is unrealistic to expect a quick development of capital investments and new employment opportunities, a number of measures to promote employment can and must be taken as soon after the end of conflict as possible. These might include emergency employment schemes, labour based reconstruction, improving technology, farming assistance, local economic recovery, SME development, repair of access roads to markets, etc. The population must be helped to take up or create new income-earning activities and livelihoods, and the strategy for doing so must be identified during this assessment phase. **Chapter 10** further explains how to assess the different potential areas of job-creation.

5. Social aspects

Ex-combatants versus other war-affected groups[10]

Before singling out ex-combatants as beneficiaries, it is necessary to question whether doing so will promote their long-term reintegration and contribute to peace-building for each new programme. As funds are limited, there is a debate in every reintegration programme as to whether there should be programmes exclusively for ex-combatants at all, when there are other groups in society that may be equally, or even more, in need of assistance.

Ex-combatants can play a critical role, both positive and negative, in post-conflict peace-building. They get easily frustrated by delays in demobilisation benefits, or by lack of training and employment opportunities, especially in the fragile period immediately after the end of conflict, and can easily decide to take up their arms again. Therefore, many agree that ex-combatants should be targeted as a separate group, especially in post-conflict periods.

Yet, as has been the case in previous DDR programmes, too exclusive a focus on ex-combatants can cause frustration among other people who have been equally affected by the conflict. Public opinion often does not accept such absolute prioritisation of ex-combatants. It can also impact negatively on reintegration, as it does not help ex-combatants to shed their group identity precisely when they are being encouraged to merge into the civilian population. Reintegration strategies should carefully assess whether, taking these experiences into account, they should try to enlarge the scope of the programme by addressing the needs of ex-combatants together with those of the other conflict- and poverty-affected groups. Targeting ex-combatants and other war-affected populations simultaneously in one project/program has been found to lessen distrust and increase tolerance between the different conflict-affected groups, and thus to increase the success of reconciliation and reintegration processes.

The problem with this inclusive approach is that, with limited funds available, there is the risk that only a small proportion of ex-combatants will receive assistance, leaving large numbers attempting to cope unassisted with civilian life. Donors often have the preference for narrowly targeted programmes that are less expensive and complex, and produce results that can be measured much more easily.

Depending on the local context, a solution to this dilemma could be to devise targeted programmes that would ultimately benefit a larger target group. This can be achieved by focusing more on building lasting local capacity. Providing reintegration assistance to ex-combatants involves a range of local actors such as vocational training centres, employment offices, mental health service providers, credit institutions, the key ministries such as the ministries responsible for labour and youth, as well as other major national players. DDR programmes should strengthen these local actors' capacities to adapt to the post-conflict challenges. If assistance for ex-combatants under a targeted programme is used to develop national reintegration capacity, service providers will gain the capability to deliver this

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[10] Specht, Irma. 'Jobs for Rebels and Soldiers' in: *Jobs after war. A Critical Challenge in the Peace and Reconstruction Puzzle*. Ed.: Eugenia Date-Bah. International Labour Organisation (ILO), Geneva, pp. 95-97; Specht, Irma/Empel, Carlien van. 1998: *Enlargement: a challenge for social and economic reintegration: Targeting ex-combatants or all war-affected people? The Liberian experience*. International Labour Organisation (ILO), 1998.

assistance to other war-affected groups and ultimately to job seekers in general. Under this approach, although ex-combatants receive services first, the rest of society also derives its share of the benefits.

The assessment should aim to provide the basis for making a judgement on this issue in the specific context being analysed.

Voice and representation

The perceived lack of voice and representation is one of the factors that have, in the past, caused many ex-combatants to return to violence. Particularly younger ex-combatants often feel excluded from decision-making processes that directly concern them, such as education, employment and social protection. Fighting in armed forces may have given them a sense of empowerment that contrasts starkly with their marginalised position when the conflict ends. For instance, some women ex-combatants who have earned the respect of their male comrades as fighters are usually faced with limited training and employment opportunities after conflict and a limited say in community and national decision-making. This can generate identity crises, frustration and even lead to renewed violence. Meaningful participation is thus essential to avoid a renewal of violence but also to endow ex-combatants with a sense of ownership in (re)building their societies.

Therefore, it is important to assess how to:

- Promote ex-combatants' direct and indirect representation and participation in the DDR process and in post-conflict societies;
- Encourage social dialogue that involves ex-combatants;
- Provide female ex-commanders with opportunities for management or other prominent positions in civilian professions; and,
- Promote social dialogue and include the reintegration of ex-combatants as an item for discussion.

Violence and insecurity

DDR programmes usually operate in an extremely tense security context, since the government's ability to rule and maintain order and stability is normally weak in conflict-affected countries. Therefore, DDR programmes generally lack enforcement measures because no local police forces are in place yet at the time of DDR. This, of course, has very serious consequences for reintegration assistance. One example is that small businesses are among the first targets of armed groups and gangs. Without some level of local security it makes little sense to help ex-combatants start their own businesses, but of course it is not possible to wait for security to improve through other actions before starting DDR.

Establishing a minimum level of rule of law and security is essential to revive local economies. Impunity perpetuates violence and theft and needs to be addressed by enforcement of the law. Workers need to go their work places without fearing for their lives, and work in safety. Farmers and the business community require safe and timely transport of goods, without improvised roadblocks and "taxes" imposed by armed groups. Respect for the law also contributes to building trust among local, national and international investors and businesses. Security, therefore, enhances trust in the present and the future and, subsequently, the willingness to invest locally.

In accordance, the assessment needs to analyse these and other ways in which security issues will affect economic development, job creation and other reintegration goals, and to identify accompanying measures that can be taken by communities, implementing partners and security sector institutions to ensure that security constraints to successful reintegration are eliminated as far as possible. Specifically, it is important to find out:

- What kinds of exchanges, production or activity used to take place which are now prevented or constrained by security problems?

- What specific improvements in security would encourage local exchange, production or related activities?

- The plans and sequencing in terms of SSR activities including

  - The possibilities of integrating former combatants into the rebuilding of security structures;

  - Influence of private security providers;

  - Availability and effectiveness of local police;

  - *Et cetera.*

Gender

In most instances, male and female ex-combatants have experienced war very differently, and this affects their societal roles and relationships after the war. By fighting in a war, men are reinforced in their roles as warriors or protectors of their societies. This can lead to an increase in domestic violence and crime when men return to civilian life. On the other hand, as women ex-combatants are at odds with most societies' notions of femininity, communities may well stigmatize women because they have served in armed forces, a role traditionally reserved for men.

Women are increasingly actively engaged in armed conflict, in 2005 constituting one-tenth to one-third of armies, guerrilla forces or armed liberation movements in 55 countries, including in Aceh. This includes a large number of women who have supporting roles (cooks, porters, messengers, etc.) or are dependents of combatants (wives, widows, daughters, etc.). When considering their disarmament, demobilisation and socio-economic reintegration, it is crucial to avoid restricting programs to those who can hand in weapons, and thus excluding those who have gone through the same kind of experiences in supporting roles, have self-demobilised, or were disarmed by their superiors. It should be recognised that in many contexts very few female combatants were mentioned on the commander's lists.

Female combatants often do not go to assembly sites and do not take advantage of demobilisation benefits. It is important to understand why women and girls are not exercising their right to demobilise and take the assistance associated with the process. Some female ex-combatants are reluctant to confront their past as combatants, or fear social exclusion as a result of their history as combatants, or are kept away by male soldiers and commanders.

Just like their male counterparts, Women Associated with Fighting Forces (WAFF) and female combatants do not constitute a homogeneous entity but can be divided into distinct sub-categories. Women can thus also be combatants with disabilities, sick and elderly, from minority groups, child soldiers, youth, educated/uneducated, skilled/unskilled, etc. Girl

combatants, for instance, are one of the most vulnerable groups in DDR processes but hardly figure as a target group in their own right. They generally have lower levels of education than their male counterparts. This puts them at a disadvantage in the struggle for the few training and employment possibilities that are available in the immediate post-conflict period. Young women also face even greater discrimination than adult women in the labour market, as it is believed that they will soon get married and leave their employment or become less productive.

In fact, DDR programmes that had explicit emphasis on gender sensitivity mainly did so by clustering women as a homogeneous vulnerable group in need of protection. The major differences among the roles women have played in the armed forces, as wives, sex-slaves, cooks or fighters or even female commanders, should be recognised. In general, it is critical to be sensitive to the changing gender notions and relations in post-conflict societies, and reflect them in DDR programs and policies. DDR programmes may also wish to mobilise and support women to become key actors in peace-building and economic recovery processes. Efforts should be geared to understanding, acknowledging, developing and building upon the potential of the different groups of WAFF. It should be stressed that women can be engines of socio-economic reconstruction when provided with the appropriate opportunities and support.

By neglecting gender concerns, ex-combatant reintegration programmes run the risk of reinforcing gender stereotypes and inequalities that generally disadvantage and marginalize women. For example, women ex-combatants often have the responsibility of running a household and taking care of children. Many struggle with severe physical and mental disorders resulting from sexual, physical and psychological abuse. These burdens may prevent them from participating in the reintegration programme.

On the other hand, a gender-sensitive approach can also seek to build on any positive changes to gender relations that have developed within armed forces. Having once redefined gender roles, women ex-combatants may find it easier to enter traditionally male-occupied professions, thus opening up increasingly more attractive employment opportunities.

Focusing on gender in your analysis is the first step towards enhancing gender equality through a socio-economic reintegration process which recognises men and women's distinct vulnerabilities and capacities.[11] Gender assessments will need to generate and analyse gender-disaggregated data to understand the situation of female ex-combatants compared to male ex-combatants. Complement this quantitative data with community-based qualitative research to learn about notions of femininity and masculinity. A woman's and a man's role is usually determined at the local level and within the community, so it will be important to find out at the community level answers to such questions as:

- Are women expected to do housework even if they are working outside the home?
- Is it acceptable for a woman to fight?
- What occupations are acceptable for women?
- What kind of education do women and men receive?

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[11] Resolution 1325 of the United Nations Security Council on Women and Peace and Security and UN Resolution 1366 on the Role of the Security Council in the Prevention of Armed Conflict call for gender mainstreaming in all UN conflict prevention and resolution, peace building, peacekeeping, rehabilitation and reconstruction efforts.

- Does the possession of guns offer males a sense of identity? What other symbols can substitute for it?

Assessments should therefore:

- Compare women's traditional role with their role as ex-combatants;
- Identify the impact of ex-combatants' participation in fighting on notions of femininity and masculinity and relations between men and women;
- Identify ways in which gender-related needs affect men and women's ability to reintegrate successfully (need for healthcare and counselling to address the effects of gender-based violence, need for childcare assistance to be able to receive education/training);
- Identify what gender-related exclusion mechanisms could lead individuals to become frustrated and fail to reintegrate.

Special groups

Ex-combatants are not a homogeneous group. A number of specific groups among ex-combatants are particularly at risk of socio-economic exclusion. Programmes should explicitly ensure that assistance packages reach these groups and that they cater for their specific needs. At the same time, however, caution should be exercised to avoid creating additional stigma for these groups by isolating them even further. Special attention to these groups should be mainstreamed into all programmes, to facilitate their integration as full members of society.

Groups with special needs differ considerably from one country to another and their specific risk of socio-economic exclusion should be assessed properly. They might include women combatants, elderly and sick combatants, combatants with disabilities, drug-dependent combatants, combatants from the "losers'" side, combatants from minority/indigenous groups, and children and youth, etc.

Children and their families

Children in war-torn countries suffer some of the most abhorrent effects of conflict. They are often deprived of schooling and normal childhood, given drugs and arms, used as pawns and sexual slaves, and exploited in many other ways. In some countries children have constituted as much as 40% of some factions' armies. Many others have grown up amid war and have no experience of peaceful surroundings. This generation of children has been infiltrated with hateful ideologies, lost the protection of their family or community, and often has little means to sustain itself.

Special efforts are required to ensure coverage of CAAFG. Demobilised or released children themselves can be divided into subgroups. The most vulnerable are often those facing difficulties in being accepted by their communities, and in re-adapting to village life and parental authority. This tension is aggravated if parents do not have enough income to support their returning children, for instance because they are already economically stretched caring for other children.

International law has considerably strengthened in recent years to prevent and stop the recruitment of children for use in armed conflicts. In particular, ILO Convention No. 182 and Recommendation No. 190 on the worst forms of child labour, adopted in 1999, oblige States

to prohibit and eliminate them, including the "forced or compulsory recruitment" of children under 18 in armed conflicts. The Convention calls for effective measures of enforcement, including penal or other sanctions; monitoring mechanisms; programmes of action; and measures to prevent children from engaging in the worst forms of child labour, to remove them from these situations and to offer appropriate rehabilitation and social reintegration. It also calls upon Member States to help one another in giving effect to its provisions through international cooperation or assistance.

For children and youth who have been demobilised, it is important to map out the reasons why they have entered armed forces. While some of them could have been physically forced to join armed forces (e.g., abduction), others might have joined for "voluntary" reasons. Collecting detailed information on their motives will help in the design of appropriate programmes to reintegrate child soldiers into their communities and prevent their return to armed combat. A recent study on young soldiers' perception of their own reasons for enlisting with armed groups reveals a number of key risk factors, which are especially strong when several of them combine.[12] A major conclusion is also that the motives of girls and boys for joining armed forces differ considerably, calling for a nuanced programming approach which can cater to the different needs of girl and boy ex-combatants.

Tackling the factors that push or pull children into armed forces represents a major contribution to the prevention of armed violence and these assessments could also be conducted in societies or regions where there is potential for outbreaks of armed violence. Therefore, it is important to inquire into the prevalence of factors which may lead to (re)recruitment in order for DDR programmes to address the environmental factors and reduce the chances of child re-recruitment and also child participation in armed conflict in the long term. Risk factors for recruitment identified in a variety of countries are summarised in the table included at **Annex 4**.

The discussion about exclusive targeting of former CAAFG is important. According to UNICEF and ILO, a non-targeted approach to these children is necessary, providing reintegration assistance to demobilised children, as much as possible, together with the other community children.

Combatants with disabilities

Most countries emerging from armed conflict have a higher than average percentage of disabled workers within the labour force, whether due to the war directly, or to inadequate access to medical care in the war period. These individuals, women and men, generally have difficulty in becoming economically self-reliant. This difficulty can be exacerbated if their homes, public buildings and prospective places of employment are not accessible to them. Nevertheless, productive and decent work is essential for the social and economic integration of individual women and men with disabilities.

The social and economic needs of former combatants with disabilities are not so different from those of able-bodied ex-combatants. Yet they are too often segregated. While many people with disabilities do need medical and psycho-social rehabilitation, they also want and need to benefit from reintegration programmes in the same manner as all their ex-combatant peers. In planning and operating rehabilitation and reintegration programmes for ex-

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[12] Specht, Irma/Brett Rachel, op. cit.

combatants with disabilities, the goals should be: an even-handed dissemination of information on the assistance, benefits and pension schemes that are made available by official and non-official agencies; ensuring them the same access to opportunities for education, vocational training, employment assistance and entrepreneurship support as able-bodied beneficiaries; and creating a fair share of decent job opportunities for them.

Workers with disabilities can be offered pro-active assistance to ensure that they can access vocational training centres, microfinance institutions and other services, and workplaces can be adapted (often with very minor changes) to allow them an equitable chance of accessing job opportunities. The ILO has developed a handbook on tools adaptation[13] for this purpose, and actively advocates hiring people with disabilities. Its approach promotes a full economic integration of ex-combatants and civilians with disabilities, and saving the existing limited special rehabilitation centres for those persons too severely disabled to join mainstream programmes.

To be able to take advantage of mainstream opportunities, ex-combatants with disabilities may require "technical aid and assisting devices" such as crutches, wheelchairs, glasses, white canes, hearing aids, as well as adapted equipment for communication, including Braille typewriters and sign-language interpretation. Some ex-combatants with disabilities will require long-term medical care and family support.

Recognising that disability is also the result of environmental barriers, communities can also play an important role in ensuring that ex-combatants with disabilities become active contributors to the community and society at large. They should adapt their structures and procedures to facilitate their inclusion, rather than expecting them to change to fit in with existing arrangements. For example, policies or laws may contain provisions that work to exclude people with disabilities. Likewise, prejudices may exist regarding their ability to work in certain professions. They should take responsibility for tackling barriers to the participation of girls, boys, women and men with disabilities in economic and social activities. When the community carries out changes to increase access for people with disabilities, it also makes life easier for everyone else in the community.[14]

The assessment should seek to inquire about the numbers of disabled ex-combatants require assistance, what their specific needs are in the areas identified above and what the resource requirements and challenges will be to ensure the reintegration strategy responds comprehensively to the vulnerabilities and potentials of those with disabilities.

Women associated with fighting forces
On the task of identifying the diverse special needs and potentials of women associated with fighting forces see the section on 'Gender' above.

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[13] Dilli, David. 1997: *Handbook: Accessibility and Tool Adaptations for Disabled Workers in Post-Conflict and Developing Countries*. International Labour Organisation (ILO), Geneva.
[14] International Labour Organisation (ILO), United Nations Educational, Scientific and Cultural Organisation (UNESCO), World Health Organisation (WHO). 2004: *CBR: A Strategy for Rehabilitation, Equalization of Opportunities, Poverty Reduction and Social Inclusion of People with Disabilities*, Joint Position Paper. WHO, Geneva.

Trauma and reconciliation

Ex-combatants often need assistance in changing their mindset when they re-enter civilian life. Some might even require professional psychological assistance. It has been proven that Western types of therapy are neither very effective nor appropriate. Local healers, churches, mosques, temples, or other existing services, should be used as much as possible. It is therefore important to map the potential institutions and persons that might be in a position to deliver these services

For most ex-combatants, reconciliation with their communities and sometimes families is a crucial element of reintegration. The socio-economic profiling exercise should therefore initiate (but not necessarily complete) the identification of activities that can be developed to stimulate reconciliation such as:

- Organising of rituals, social, cultural and sports activities;
- Persuading local authorities such as chiefs, religious leaders, etc., to advocate for reconciliation;
- Supporting the inclusion of women in receiving communities;
- Targeting both ex-combatants and other members of receiving communities with assistance and services simultaneously;
- Encouraging business people to interact across ethnic boundaries.

Drug Addiction

During their period in the armed forces, many young people have been offered or even forced to take drugs by commanders. Drug-taking may well have been a constant feature of the military lifestyle, and many ex-combatants have been on drugs for years. Addiction has the potential to increase their mental but also physical dependency on the fighting forces, thus preventing their successful reintegration into civilian life. Criminality, youth gangs, and drug trafficking all create an overall lack of security in most post-conflict societies, even after the completion of DDR programmes. Prospects for sustainable peace and development are therefore limited if large numbers of drug addicted and therefore unemployable youth are destabilising social and economic life.

So far, DDR programmes have not focused sufficiently on the detoxification, rehabilitation and reintegration of drug-dependent youth. Provisions on drug addiction are limited to demobilisation and mostly relate to health rather than the social aspects of addiction. DDR programmes which offered drug treatment, rehabilitation and reintegration to addicted young ex-combatants might be more effective in reducing the (re)recruitment or engagement in criminal and other harmful activities which drugs can cause. They could help: firstly, to break the dependence on commanders for drugs; and secondly, to turn ex-combatants into more productive employees/members of society and thus to offer them the income, meaningful activity and social acceptance which renders them less susceptible to recruitment. Although in the majority of cases, drugs are not a sufficient reason of themselves for (re)joining fighting forces, addiction reinforces existing vulnerabilities. Furthermore, the health problems caused by drugs make the issue of additional concern to DDR, and the injection of drugs can also aggravate the spread of HIV/AIDS.

Documenting drug issues, in terms of their magnitude, the problems they create, and ways to deliver relevant solutions as part of the reintegration strategy, is a first step that should be part of the assessment.

Legal framework[15]

Human rights and socio-economic international legal standards are a necessity, rather than a "luxury" or "a constraint". Fair processes and treatment are key to reducing tensions and stimulating socio-economic and political recovery. Particular efforts are needed in post-conflict contexts, where they tend to be overlooked in favour of other concerns and priorities. Among the key issues to assess are:

- Is amnesty provided to all combatants?
- Will there be any form of criminal court?
- Do the ex-combatants have legal access to land?
- Does this include female ex-combatants?

In addition, the assessment should identify which international standards should be promoted and how to do this from the early stages, when conflict settlements are being negotiated, before the implementation of DDR. Although many standards are relevant for rebuilding war-torn societies, socio-economic profiling for reintegration should especially assess the level of implementation of certain key instruments. The International Labour Standards and other legal instruments detailed below are particularly relevant.

The core definition of Decent Work is the ILO Declaration on Fundamental Principles and Rights at Work, adopted without opposition in 1998 by ILO member Governments, and employers' and workers' organisations. Its four areas and the ILO Conventions most closely linked to them are:

- Freedom of association and the effective recognition of the right to collective bargaining (C87 and C 98);
- Elimination of all forms of forced or compulsory labour (C29 and C105);
- Effective abolition of child labour (C138) and worst forms of child labour (C182) ;[16]
- Elimination of discrimination in respect of employment and occupation (C 100 and C111).[17]

All stakeholders in DDR processes should commit themselves to implementing and advocating these basic principles and rights in their individual activities and their organisations. Other relevant International Labour Standards for DDR include:

- C107 Indigenous and Tribal Populations Convention, 1957 and C169 Indigenous and Tribal Peoples Convention, 1989.

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[15] International Labour Organisation (ILO). 2005: op. cit.

[16] C182 makes exclusive reference to the prohibition of child participation in armed conflict.

[17] Applying C11 to DDR programs means avoiding "any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation" (Art. 1).

These Conventions are particularly relevant for ex-combatants from indigenous and tribal populations but also for indigenous and tribal communities who have been affected by the war through fighting and destruction in their areas.

- C117 Social Policy (Basic Aims and Standards) Convention, 1962.

This broad Convention can be applied to both ex-combatants and the receiving communities. It stipulates that "all possible steps should be taken by appropriate international, regional and national measures to promote improvement in such fields as public health, housing, nutrition, education, the welfare of children, the status of women, conditions of employment, the remuneration of wage earners and independent producers, the protection of migrant workers, social security, standards of public services and general production".

It has proven crucial to assess if the government has ratified the above conventions, whether they are being implemented and respected, and what needs to be done to further promote them. DDR, being one of the first programmes after conflict, should make a start on these issues, but cannot by itself achieve these broader objectives and goals.

6.   How to gather the information

In order to build a comprehensive strategy through which to implement a successful reintegration programme, all the issues raised in **Chapters 4 and 5**, covering the socio-economic attributes of the communities and the profiles of the individuals whom you are seeking to integrate, must be reflected in the information gathered. As stated above at various points, the information will be gathered using a combination of methods, including desk research, questionnaires, in-depth interviews with beneficiaries and key informants, focus group discussions with different interest groups and community mapping. **Annex A** provides a set of tools that can be used for this purpose.

Desk research

The first step of information gathering on the labour market will be to find the pre-conflict data available. For some countries, sophisticated and reliable data on the socio-economic situation before the outbreak of conflict is available. While in most countries, labour market analysis is not carried out while conflict is ongoing, in other countries (Sri Lanka) conflict is confined to particular areas to the extent that information gathering has been going on relatively unhindered or in limited scope elsewhere. The latest data collected will provide the entry point for the opportunity mapping. First of all, the latest data can be found at the national level: e.g. Ministries of Labour, Bureau of Statistics, etc. In addition, it is also possible that some specific information will be available, such as data on agricultural production with the Ministry of Agriculture or rapid assessment results at the Ministry of Education. The Chambers of Commerce and/or business associations might also have valuable information at hand. Ideally, this information has been collated and is accessible, however, in the majority of cases, the pieces of the puzzle are scattered haphazardly across the country among sources of varying reliability. In the worst case scenario, there will be instances where no data is available whether because it has been lost, destroyed, or was never gathered. Creativity and commitment is sometimes required to find individuals who may be able to supply lost or hard-to-obtain documents or files.

The next step is to consult documents, websites and information available from existing local or international organisations that are operational in the country. It is very important to find out who these are and to review existing literature before setting up primary research, which is both costly and time-consuming. Depending on what piece of information is required, possible sources include: the World Bank, the International Monetary Fund, the Ministries of Trade, Labour, Finance, Education, Social Security, academic institutions/universities, the UN country team, the Food and Agriculture Organisation of the United Nations, the United Nations Development Programme, the International Labour Office, the United Nations Children's Fund, the United Nations Women's Fund, the United Nations High Commissioner for Refugees, the International Organisation for Migration, the International Committee of the Red Cross, the Small Arms Survey, Saferworld, the Bonn International Centre for Conversion, International Alert, the United Nations Institute for Disarmament Research, the European Union's in-country delegation, individual countries' development agencies/embassies/defence attachés, medical/psychiatric research institutions/journals, the International Crisis Group, ReliefWeb, security/intelligence analysts (Jane's, Economist

Intelligence Unit, Lexis-Nexis), newspapers (Financial Times and local newspapers), armed forces/peacekeepers (NATO, UN, etc.), private security providers, etc.

Primary research

The next step is to organise the primary data-collection process. Conducting primary research is time-consuming, labour-intensive and complex. It is important to mobilise and utilise a network of partners who can assist in gathering the information you need after reviewing the available desk research. They could include:

- Government Institutions (e.g., MoL, MoC, MoP, National Institutes of Statistics, etc.);
- International organisations (ILO, World Bank, FAO, UNICEF, UNDP);
- NGOs (national and international);
- Private sector (chambers of commerce, business associations, consultancy firms).

The research team needs to have, if possible, a mixture of qualities, these typically include:

- Experience doing sociological/anthropological research in the society/locality in which you are researching;
- An understanding of labour market dynamics;
- A demonstrable commitment to the goals of the operation, and therefore the quality of the research;
- Access to a large number of volunteers;
- A track record in the subject matter of the research ;
- (At the stage of processing the information), experience in managing/analysing data using appropriate software.

You have a duty to send researchers into communities or areas only after taking due care over, and budgeting to ensure, their personal safety. Ideally, the national consultants on the research team will be seconded from government institutions, thereby ensuring that the skills they acquire in working on this assessment are retained within national institutions after the initial assessment is complete.

Quantitative information

Where an understanding of generalisable trends for large numbers of people is required, it is important to draw on statistical or **quantitative** information. If not available from pre-existing sources, it will be necessary to create some quantitative information by conducting questionnaires. Without trained researchers in environments where security is challenged, with distrustful populations or within cultures where it is difficult to obtain reliable responses to survey questions, the task of developing worthwhile, useable questionnaire findings can be difficult. It is therefore important to interpret findings with caution, to verify and clarify responses to questionnaires with information gathered by other methods.

When organising and compiling questionnaires, it is important to work back from the way you would like the information presented to you when the research is complete. You should think through from the beginning that you may wish to be able to find out at the end of the process

specific pieces of information which can only be derived from 'cross-tabulating' your findings. For example, you may wish to know how many female ex-combatants living in a certain area require assistance with childcare in order to enter training schemes. To find this out quickly, you need to be able to combine the responses to the following questions:

- Are you male or female?
- Where do you live?
- Do you wish to enter a vocational training programme?
- Would you require support in caring for children/dependents in order to attend a school or training programme?

To combine responses to questions in this way, the questionnaire findings need to be processed using software packages which can extract this information and present it in clear tables/charts. It is therefore advisable to have one person on the research team who is an expert in compiling surveys with a view to statistical analysis of the results, when you begin adapting questionnaires to the local context. In this way, you can ensure that the structure of question and answer options lends itself to easy cross-tabulation and presentation using available software and ways in which the sequence of questions can create bias in the answers generated.

Annex A provides some examples of questionnaires which have been used to undertake these assessments. These generic questionnaires need to be adapted to the local context, language, culture and sensitivities, and also to the specific needs of the DDR context. Your national experts will be able to point out questions which are inappropriate because they are ambiguous, or carry alienating connotations in the society where you are operating. When the questionnaire has been designed, it must be tested on a small sample of people so that questions which seem clear to you but which turn out to be confusing for respondents in the local context can be revised or eliminated.

Qualitative information

In addition to quantitative or statistical information, it is important to use a range of methods to go into further depth into certain areas, and this depth of understanding can be reached by using **qualitative** research methods to complement other forms of information gathering. For example, it may be necessary to pursue puzzling or unexpected findings from questionnaires by conducting interviews or focus group discussions. The ability to probe into unexpected areas using a series of questions which follow the lead of the responses received can unravel complicated phenomena which could not be anticipated or discovered by using a multiple-choice questionnaire (the answers to which have to be anticipated before the activity takes place). Although qualitative information enables a depth of understanding of complex phenomena, or insight into personal narratives and perspectives, it does not lend itself to generalisable conclusions because it derives from smaller numbers of informants. This is why it is important to use a combination of qualitative and quantitative information-gathering techniques in order to create an assessment which has analytical depth and broad application. Qualitative methods include in-depth interviews with beneficiaries and key informants, focus group discussions with different interest groups, and community mapping.

Some examples of qualitative information-gathering activities are provided below:

- Consultations with employers on their experience with apprenticeships and their willingness to take on ex-combatants as apprentices;
- Discussion groups with key actors such as the chamber of commerce, business associations, relevant ministries, etc;
- Consultations with workers' organisations to analyse working conditions;
- Focus group discussions with young female ex-combatants to identify their specific needs and aspirations;
- Group mapping of local economic activity with community members, drawing results onto geographic plans of the area.

As already noted, it is particularly useful in the context of interactive research activities if those conducting interviews and facilitating discussions are familiar with the local environment and able to establish trust with the interviewees or participants. For example, such people are better equipped to identify the nuances in the information they receive, such as idiomatic meanings, or instances where a superficial or disingenuous response is given. Alternatively, women in focus groups may respond more readily to a female researcher, etc.

7. Key information on opportunities that cannot be collected

A crucial fact is that due to their general disadvantage in accessing existing or new jobs, combatants simply do not survive the harsh competition in the war-affected labour markets. Therefore, it has proven crucial to lead ex-combatants into new areas such as producing goods that are not available or providing services that are non-existent. These areas are not revealed by surveys, might not be mentioned by key-informants and will not feature in statistics. It is necessary to identify them by creative and unconventional thinking.

When analysing the failure of past reintegration efforts we can learn what needs to be done better, and therefore what type of information we need to find. The example of Liberia highlights some kinds of information which are not automatically collected when using profiling and mapping methodology described thus far.

Case study: Liberia

There are several factors that can explain the failure of the Liberian reintegration programme of 10 years ago:

- Inability of the vocational training system to provide marketable skills;
- Poor quality of some training programs;
- Lack of follow-up assistance to the trainees;
- **Harsh competition in the labour market;**
- Poor economic opportunities in general; and,
- The failure to dismantle the war-lord system.

Specifically, the inability of the vocational training system to provide marketable skills has many causes:

- **Limited capacity to undertake local labour market analyses;**
- Inappropriate selection of training sectors/professions;
- **Non-diversification of skills;**
- Length of the training;
- Lack of qualified trainers;
- Lack of coordination, certification and quality control; and
- Inadequate teaching methods.

Ten years later a new DDR programme is being implemented. However, as a recent 'Labour market and training needs analysis for the reintegration of CAFF has pointed out,[18] the challenges are similar:

*No miracles can be expected from the current Liberian economy and labour market when trying to absorb 15,000 child and 35,000 adult ex-combatants, and a few hundred thousand returning refugees among others. It must be realistically recognised that the absorption capacity of the labour market is low and that demobilised children are in a disadvantaged position to compete for existing jobs or when new market opportunities come up. No major sectors have been identified as potentially creating sufficient appropriate jobs for 15-18 year-old children. Emphasis should therefore be on providing **better educational opportunities** in order for them to become competitive actors in the labour market while recognising that most former CAFF will need income for themselves and often also for family members.*

*The keyword should be **diversification of skills development**. Many sub-sectors show some potential for job creation, and training fewer students in many different skills areas will improve their chances of finding employment. In addition, more focus is needed on **post-training assistance** in terms of apprenticeships,*

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[18] Specht, Irma: 2005: *Labour Market and Skills Training Assessment: Mapping of Reintegration Opportunities for Children Associated with Fighting Forces*. A Report Covering Liberia. ILO, UNICEF, Geneva, 2005.

business start-up and job-placement.

In employment terms, the commercial sector has absorbed a large number of youth, who work as casual workers or in petty trading. The largest percentage of business owners expressed their willingness to give priority in employment opportunities to former youth combatants once they are trained and de-traumatized. Some, however, have had negative experiences of theft and social problems including lack of motivation and "work ethos" with combatants and therefore stressed the need to re-socialise them first.

*Better-paying jobs are found in the industrial and service sectors but the agriculture and construction industry, on the other hand, can provide more jobs for youth. The construction sector is probably one of the most promising but special arrangements needs to be made for them to **access these jobs.** What is lacking in this sector is the middle management. There is a pressing need for small contractors that can hire and train labourers such as ex-combatants.*

*When assessing the labour market for youth, **the income of parents** also has to be taken into consideration. Poverty is one of the reasons for children to join armed forces……parents should be given opportunities to increase their earnings so that they can better provide for their children who have been released from the armed forces and prevent the recruitment of their other children.*

*Due to its **diversity in terms of environment**, natural resources and tradition, it is highly artificial to speak about THE Liberian labour market. Additional, **there is a need to be creative in finding reintegration opportunities. Many opportunities have to be created from scratch and developed. The advantage of initiating new, non-existing services for CAAFG is extremely important, as this will overcome the harsh competition that these children normally face.**[...]*

Looking at the training's content, all providers in Liberia seem to offer the same types of courses with varying quality and duration. This has resulted in an oversupply of graduates in certain sectors of whom many are ill-prepared for entering the labour market. In order to determine promising training areas, all training providers need to assess the local labour market demand for various skills and revise and adapt their training curricula accordingly.

***New skills areas** should be introduced in order to improve the chances of the graduates to find jobs. Furthermore, existing training programs should be standardized. So far, little has been done in the field of **certification and quality control**. It is important to adopt a recognised standard in the national vocational training system. Otherwise, many CAFF will fail to receive the quality training they require and employers will not be able to recognise the certificates.*

8. How to translate information into programming

Reintegration actors should have a clear image of both current and future economic opportunities and challenges, and how these correspond to the profiles of the individuals targeted by the programme, before moving into the planning process. This analysis will also help them to justify the resources required.

At the end of the data-collection process you should be able to answer the key questions listed above in **Chapter 2** for each department, province or possibly even community. Questions I – IX are:

    I. **What is the geographic/demographic map of the community/department?**
   II. **What are the people doing already?**
  III. **What are the opportunities for employment?**
  IV. **What are the demands for goods and services?**
   V. **What are the real opportunities (imbalances between demand and supply)?**
  VI. **Which skills are in demand in relation to these opportunities?**
 VII. **What should training courses offer, on the basis of the demand for skills identified?**
VIII. **Which accompanying measures are needed to boost the opportunities identified?**
  IX. **What mechanisms of socio-economic exclusion can be observed?**

Finally, the answers to questions I - IX need to be matched to the data collected under the profiling exercise (which provides the answer to question X).

   X. **What are the personal profiles of the individuals targeted for reintegration assistance?**

As the graph on the front page illustrates, now that the opportunities per department or province are clear and the training and other capacity needs have been analysed, the next step is to identify how the ex-combatants, with their profiles, can access these opportunities. What assistance do they need to cross the bridge from where they are now to fully benefit from the opportunities around them? How can we increase their employability and, simultaneously, create more reintegration opportunities? This is in fact the essence of the reintegration programme.

If the information collected cannot answer the questions above, additional data-collection might be needed. When the ten questions above can be adequately answered, it is largely possible to design the reintegration programme.

It is especially important to operationalise the answers which emerge from Question VIII above, which deals with the special measures needed to boost the opportunities. This element is complex and large and includes the pressing issue of capacity building of service providers and the need for resources for employment creation (discussed in **Chapter 10** below). Through Quick Impact Programmes (Quips) with an economic focus good starts can be made during the reinsertion period.

When analysing the collected data, the following issues are of crucial importance:

- The likelihood that the lack of productive infrastructure, roads, business support services and input supplies will put constraints on activities becoming immediate integration opportunities;
- The level of organisation among producers and entrepreneurs. Cooperatives, small business associations or community-based enterprises and/or organisations can be an entry point for the socio-economic integration of ex-combatants. Technical assistance can be addressed to organisations absorbing ex-combatants rather than assisting ex-combatants individually;
- The purchasing power in the community (the transition from mainly self-subsistence communities towards money-based purchases usually takes time);
- Social sensitivity regarding ex-combatants: would people buy from ex-combatants? Would existing entrepreneurs employ ex-combatants?

One frequent mistake in DDR is to design programmes, for example in the field of vocational training, based on information covering only the demand side or only the supply side. Clearly, providing ex-combatants with skills that are already largely available in the labour market will not improve their chances of finding a job. For instance, in most post-conflict countries there is a great demand for carpenters and other construction-related jobs. However, often thousands of experienced jobless carpenters are looking for jobs. The newly trained ex-combatant might then be trained in a skill which is obviously in demand, but still does not find a job due to the harsh competition and because he has no or little experience. The reverse is also true. If the focus is limited to the supply side (rehabilitation of vocational training centres, restart of standard vocational training programmes, etc.), programmes and policies will miss out on matching the actual demand, or other local realities such as local availability of raw material and input supplies for the future business. Therefore, a careful understanding of the balance between demand and supply is needed.

Finally, to complement data collected in the field:

- Take into account the local, national and international development policies and initiatives that will impact on the local economies, such as construction programmes, private sector development programmes and the national poverty reduction strategy;
- On that basis, identify additional economic sectors that are likely to grow in the short term.

Management and presentation of information

Normally, profiles of registered ex-combatants are put into a database. Ideally, such databases should be built in such a way as to also store information produced by the opportunity mapping. If this were generally done, the referral system matching individual profiles to absorption capacities of particular communities would be made simpler.

Ultimately, it is crucial to present the findings of the opportunity mapping in very clear visual forms, which drastically increases the likelihood that reintegration assistance will be based upon its findings. The assessment is not done for and by the UN only, and presentation in user-friendly ways ensures that national organisations such as ministries, NCDDR, training

institutions and NGOs will actually use the results. One example below is a graph made for the assessment in Liberia, which instantly makes clear to anyone using it which courses should be offered in a given locality. Another example of presentation of results is the table in **Annex B**.
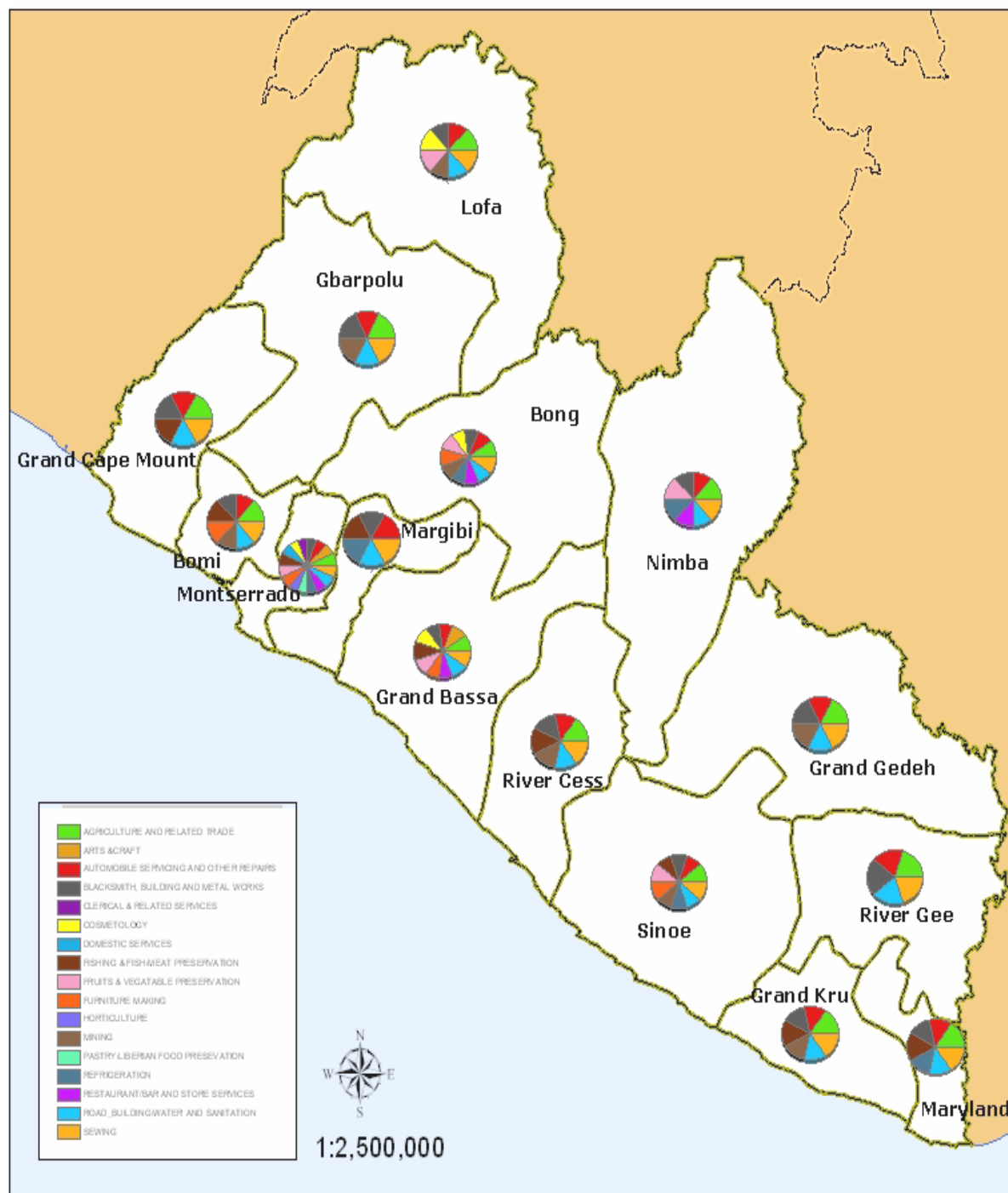
Identifying gaps, opportunities, risks and responses[19]

Reintegration processes are ambitious and complex endeavours. Opportunities might be limited, social tensions high and political climates sensitive. Moreover, reintegration assistance requires the involvement, coordination and cooperation of multiple actors, including national and international organisations, NGOs, the private sector and other service providers. A sound strategy allows these actors to avoid duplication of efforts, profit from comparative advantages, seize synergy opportunities, and gain coherence in programming and account for potential risks.

Therefore, in moving from the assessment towards the reintegration strategy, it is important to identify:

- **Gaps** that the programme needs to address, e.g., lack of training and employment opportunities, lack of programmes for people with disabilities, deficiency in labour market information flows.
- **Opportunities**, e.g. potential for employment creation, skills and capacities of ex-combatants, cross-border trade.
- **Risks** of programme intervention e.g. a rise in tensions between community and ex-combatants as a result of targeted assistance, dependency of national actors on external assistance, frustration linked to delayed assistance.
- **Responses** to gaps, opportunities, risks, e.g. support of childcare facilities to enable ex-combatant women to participate in training programmes; opening up of micro-credit programmes for ex-combatants to other community members to prevent tension; promotion of international labour standards to prevent former child soldiers' recruitment into exploitative work and prostitution.

On the basis of the above, you now have the elements that can be used to design a country specific reintegration strategy, in which priorities, targets and partners of the reintegration program will be determined. Once the strategy is in place, a detailed plan of activities can be made, and implementation can begin.

When developing an action plan based on the answers to the ten questions raised above, timing is of crucial importance. All reintegration programmes need a large amount of service providers, but normally these services are unavailable or weak due to the conflict. Therefore, the highest priority is, ideally, to start activities on capacity building many months (up to one year) before disarmament and demobilisation start. There are for example, always "safer" areas where potential partners can come together, within or in a neighbouring country.

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[19] Based upon International Labour Office, 'Manual on Socio-economic (Re)integration of Ex-combatants' Forthcoming 2008, ILO Geneva.

At this stage it is important to answer the following questions regarding the budget needed to carry out the reintegration strategy:

- What is the budget for the DDR process? It should be clear from the beginning what the total budget for the DDR process will be. However, this is hardly ever the case, but what can be realistically expected?
- What percentage will be spent on the 'R'? The reintegration aspects of DDR often receive a relatively low percentage of the total budget compared to disarmament and demobilisation (DD) although its challenges are huge and time-intensive.

- What budget is available for reinsertion and what kind of activities can be launched from this budget which prepares the grounds for reintegration?

A particularly important budget-related priority at this stage is to lobby with donors to receive pre-DDR funding for capacity-building of service providers.

9. Continuous monitoring of opportunities

Rapidly changing post-conflict labour markets

Although it is of crucial importance to conduct socio-economic profiling and opportunity mapping at the end of the conflict and before the start of the DDR, it is important to understand that post-conflict labour markets are very volatile. As long as there is substantial population movement, the balance of supply and demand in local labour markets will be in constant flux. Returning refugees might come home with new skills, goods, services and capital, or conversely might come and compete for the few jobs available in the local economies without bringing additional resources to stimulate job creation. Returning IDPs, ex-combatants, and other demographic changes and the continuation or reduction of violence cause any labour market analysis conducted, as specified in this document, to become quickly outdated. Therefore, there is an urgent need for constant updating, especially regarding the demand and supply of goods, services, skills and labour. It is necessary for the data gathering and analysis process to continue to inform the programme strategy and activities on a rolling basis, as in the chart below.
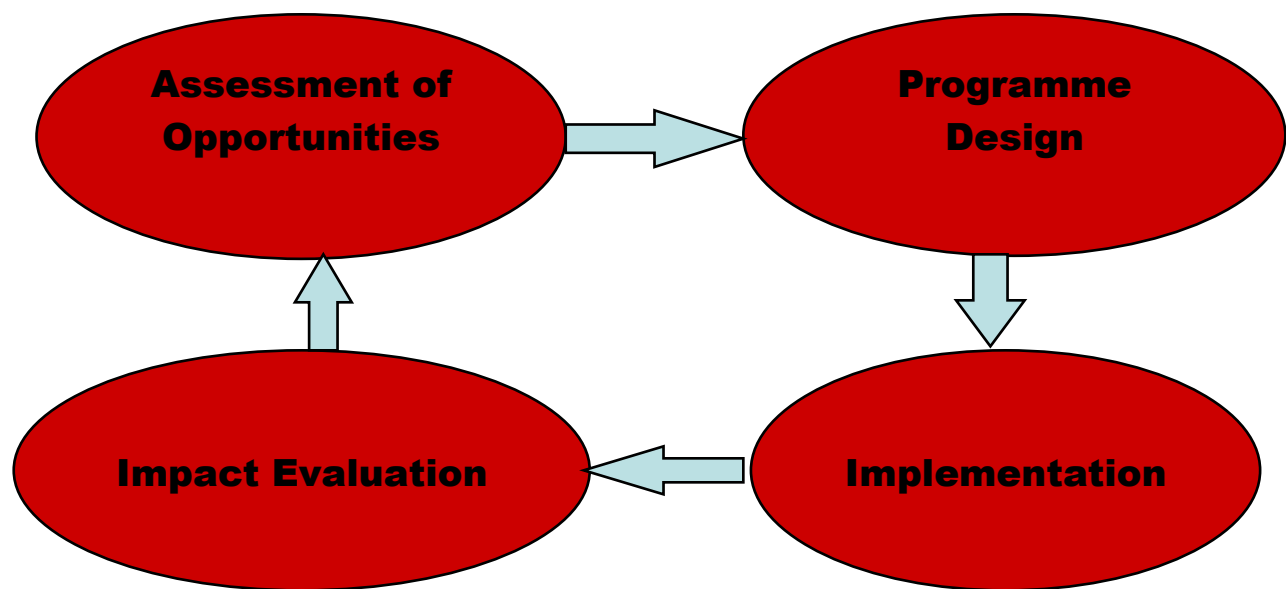
ILO graph training package reintegration, 1995

Focus on capacity building

Building the capacity of national, provincial and local structures for this data collection and analysis is the key to ensuring sustainability. Socio-economic profiling should be accomplished through a collaborative effort between international (like the UN, EU and World Bank) and national actors, such as key ministries, the private sector and NGOs. The continuous monitoring of socio-economic issues, such as those covered in this immediate post-conflict assessment, allows for its ongoing use by national actors as a tool for the development of effective social, economic and employment-related policies. The result of this opportunity mapping exercise is not a full labour market analyses but it does create the first step in re-establishing the Labour Market Information of the country. With access to this

information, civil society and the private sector can play an increasingly constructive part in policy debates and decision-making processes in this field. This is also one example of how funds for DDR can be used to address some of the conflict's root causes, by encouraging social dialogue and participation in this process.

10. How to create opportunities

Job creation in rural and urban areas

While agriculture and fishery would be among the most promising sectors for reintegration in many countries, not all ex-combatants are willing to go "back" to the countryside. This problem also has cultural roots, but it seems that if working conditions, revenue and potential for growth are improved, many young ex-combatants would be willing to return to rural areas. In order to find attractive reintegration opportunities for ex-combatants in rural areas, it is important to identify some of the major sub-sectors that can potentially absorb them. An early assessment of employment prospects in rural areas is crucial as one of the objectives of DDR programmes is to avoid leaving the ex-combatants in towns, where employment opportunities are already likely to be extremely limited and where tensions can raise easily.

Thus, in **rural areas**, it is important to assess:
* The number of farm and fishing job opportunities and the willingness of ex-combatants to become farmers;
* The degree of connection to markets;
* Average revenue from farming;
* The number of job opportunities in areas related to the agricultural sector (food processing, marketing, transport, selling, etc.);
* Access to education, training, lending systems and health services in rural areas;
* Rules and regulations governing land or property, including gender analysis concerning access to fertile land.

Meanwhile, in **urban areas**, it is important to assess:
* Opportunities for labour-intensive reconstruction projects (to (re)build houses, roads, schools, health centres, youth centres, etc.);
* Potential reconstruction projects in rural towns that will not only create employment opportunities but also improve living standards;
* How national urban policies and laws can reduce the negative impact of urbanization;
* The existence and capacities of youth organisations in rural areas.

Emergency employment schemes

Given the danger of allowing a gap of any length to develop between demobilisation and reintegration, it is crucial to map a number of emergency employment opportunities that will benefit the ex-combatants as well as the community. These emergency employment programs should have immediate impact, but also set the scene for the longer term reintegration processes.

What is needed are temporary jobs, for instance, collective assignments like clearing bushes, waste-collection, de-mining, repairing infrastructure, etc., in which the ex-combatants (and civilians) can earn a living and where the first mix of ex-combatants and communities can take place. Besides yielding economic benefits, these jobs will improve the social status of ex-combatants, who are often seen as a destructive group, and will also kick-start their adjustment to civilian life.

Labour-based reconstruction projects

Labour-intensive infrastructure investment is important because of its high potential for employment creation and poverty reduction in both mainstream development and reconstruction. In order to assess the potential for labour intensive projects:

- Identify infrastructure needs with immediate economic benefits (access roads to markets, markets, training centres, etc.);
- Identify infrastructure needs with immediate social benefits for the receiving communities (schools, health centres, roads, bridges, etc.);
- Identify projects with immediate environmental benefits (waste collection, forestation, water supply, etc.);
- Determine whether a labour-based approach is appropriate in the specific country, region or community;
- Combine mutual benefits of ex-combatants, community infrastructure but also peace building.

Programmes generally need to sensitise national actors and international organisations on the use of labour-intensive methods and involvement of local enterprises, local labour and construction materials. In parallel, the DDR programme should support capacity building in adapting tendering procedures to small enterprises, in preparing entrepreneurs to participate in the tendering process, in how to organise work and in the development of construction skills. Where possible, local training providers, producers and entrepreneurs should be assisted in developing and delivering their services and goods. One should also anticipate needs that would derive from such activities, such as catering, transport and lodging.

Prospects for employment creation in local economies

Integration opportunities at the local level are likely to change over time. The countries' reconstruction and development efforts change investment patterns and impact on local economic growth opportunities. Many such changes can be anticipated as reconstruction and development programmes are planned in advance and usually take time before the actual implementation starts. Therefore, assessing prospects for employment creation in local economies in the long term should also be included in the situational analysis. This will enhance the preparedness of local economic actors and enable the Government to capitalise on employment creation opportunities in the future. Thus the assessment should:

- Identify potential growth sectors;
- Identify potential for new businesses;
- Assess the potential for Public Private Partnerships (PPP);
- Assess appropriateness of these potential opportunities for ex-combatants;
- Assess whether the opportunities are hazardous for former child soldiers;
- Use data from territorial diagnosis, institutional mapping as well as the integration profiles from several communities that are part of that local economy.

Prospects for local employment creation can be identified when relevant, basic information has been collected through the territorial diagnosis (see below), institutional mapping and community absorption capacity profiles.

Local Economic Recovery[20]

The ILO has developed the concept of Local Economic Recovery. In short, this is an approach in which local economic actors come together to design strategies to boost their local economies. The most important feature of LER is that the approach is integrated and that social and economic benefits go hand in hand. One example from Mozambique is that the access roads to the market, and the market itself were rehabilitated. As a result, prices went down, productivity went up and the purchasing power of the people increased, raising standards of living and prospects for new businesses. In addition, tensions were reduced through the forum of economic actors that discussed their common goal: boosting the economy.

In order to plan and start such projects to boost local economies, it is essential to assess the prospects and limitations of a given territory in greater detail through **territorial diagnosis and institutional mapping.**[21]

A good understanding of the local socio-economic environment is the foundation for relevant and demand-driven (re)integration interventions. Reintegration workers as well as local communities need to be aware of the socio-economic resources and development potential of the territory. The number and scale of humanitarian and development organisations can easily overwhelm conflict-affected communities. External organisations risk overlooking existing human, physical and natural resources, especially when pressure for quick impact is high. Frequently, reintegration initiatives overlap and opportunities for synergies are not seized. A clear picture of what is available locally and who is doing what, will help in preventing this. Territorial diagnosis and institutional mapping enable local and external actors to get the picture right.[22]

Territorial diagnosis should be used to gain an overview of available resources and dynamics in the area. This comprises information on the pre-conflict and present situation in the following fields:

- Macro-economic statistics (including average income per capita, minimum wage, inflation and devaluation);
- Population (including ex-combatants, urban/rural/ethnic composition, skills);
- Employment and self-employment (wage earners, underemployment, survival activities, and employment by economic sector, etc.);
- Socio-economic dynamics (clusters and supply chains, interaction between public and private actors, occupational status of ex-combatants, etc.);
- Infrastructure (roads, market places, communication, electricity, etc.);
- Natural resources and environment (water, climate, agricultural land use, natural parks, etc.);
- Legal and regulatory framework (decentralization, private sector promotion, banking legislation, special provisions for ex-combatants, etc.).

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[20] International Labour Organisation (ILO). 2003: *Local Economic Development in Post-Crisis Situations – Operational Guide*. ILO, Geneva.
[21] International Labour Organisation (ILO) Draft manual on the socio-economic reintegration of ex-combatants, to be published in 2008.
[22] International Labour Organisation (ILO). 2003: op. cit.

Institutional mapping should be used to gain an overview of "who is doing what" in the area. This comprises information on governmental agencies, local government, institutions, associations, national and international organisations and UN agencies that are present in the area. Information on this wide range of stakeholders must include:

- Profile (mission, objectives, field of action, target groups, geographical coverage, etc.);
- Territorial organisation (municipal structures, composition of decentralized governmental agencies);
- Ongoing and planned (re)integration and other development initiatives;
- Coordination, networks and partnerships among the institutions.

Community-driven initiatives

The World Bank is increasingly applying the Community-Driven Development (CDD) approach in conflict-affected countries. This is an approach that gives control over planning decisions and investment resources to community groups. Through support for collective action and enhanced accountability relationships among communities, local government and the private sector, CDD operations aim to strengthen local governance, local service delivery and social capital.

CDD's demand-driven approach to community recovery includes dual platforms as an efficient mechanism for addressing community needs and for building empowerment. These platforms are a particularly useful approach in receiving communities where both physical and social structures have deteriorated and institutional capacity is minimal. Combining local economic development (LED) with CDD seems an appropriate method.

While the potential benefit of CDD in conflict contexts is high, evidence shows that the quality of CDD programme design is critical. Programme failure in the delicate DDR context can be particularly destructive as it may undermine hope and commitment to the peace process. CDD faces a number of unique challenges in conflict-affected countries that underscore the need for conflict-specific community-driven approaches to address the particular issues associated with such environments. The following is a checklist of attributes of CDD approaches that have been effective in the past:

- They meet urgent needs, offer a tangible peace dividend, give hope, establish a foundation for inclusive decision making and develop essential capacity;
- They ensure ex-combatants' protection and inclusion;
- They establish dialogue to identify and initiate projects with economic/employment benefits such as access roads using public works, in particular employment-intensive infrastructure works;
- They emphasize speedy, cost-effective support to communities while laying the foundation for building a governance structure that stresses local choice and accountability;
- They increase attention to inclusiveness, including a review of community membership and council leadership, and gradual strengthening of abilities as absorption capacity increases;
- They establish realistic and foundational methods and goals that support quick wins while building a platform for more substantive processes. For example, during DDR

communities engage in an abbreviated planning process, receive training in only the essential elements, and design relatively small projects that benefit all their members;

- They focus on renewing opportunities for legitimate income generation by linking LED approaches to CDD approaches;
- They emphasize speedy, cost-effective support to communities while laying the foundation for building a governance structure that stresses local choice and accountability;[23]
- They allow for quick assessment, design and implementation in order to ensure rapid dispersal of funds to sub-projects;
- They build on existing capacity, emphasizing community capacity building and responsibility for success;
- They consider protection issues, especially for young soldiers and including teen mothers;
- They target communities with relatively high return of ex-combatants.

SME development

Usually, most ex-combatants will end-up becoming small entrepreneurs in their own businesses. This could be as individuals or as groups. The opportunity mapping exercise has identified the demands for goods and services in each department/community, which should offer some identification of the kinds of businesses that could be viable. DDR programmes should not assist ex-combatants to start particular businesses simply because "that is what they would like"; unless there is a market basis for the goods or services the business is going to deliver.

DDR staff are not business advisers and should not try to play that role. The support services provided to businesses including the viability assessment of the new business needs to be effected by an organisation (or business) with the relevant expertise. Your assessment should aim only to provide a general indication of the potential areas for self-employment in a certain environment/territory/community, and perhaps more importantly to identify the organisations or businesses that can actually deliver business development services. Ultimately, the ex-combatants themselves will need to do their own market assessment which they can learn how to do during business training.

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[23] Cliffe, Sarah/Guggenheim, Scott/Kostner, Markus. 2003: *Community-Driven Reconstruction as an Instrument in War-to-Peace-Transitions*. CPR Working Paper No. 7. The World Bank (WB), Washington.

The graph below illustrates the main elements of assistance for business start-up:

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┌─────────────────────────────────────┐
│        VOCATIONAL TRAINING          │
└─────────────────────────────────────┘
                 ▼
┌─────────────────────────────────────┐
│          INTRODUCTION TO            │
│           MANAGEMENT                │
└─────────────────────────────────────┘
                 ▼
┌─────────────────────────────────────┐
│        SUPPORT FOR START-UP         │
│      (tool kits, small credits….)   │
└─────────────────────────────────────┘
                 ▼
┌─────────────────────────────────────┐
│             FOLLOW-UP               │
└─────────────────────────────────────┘
```
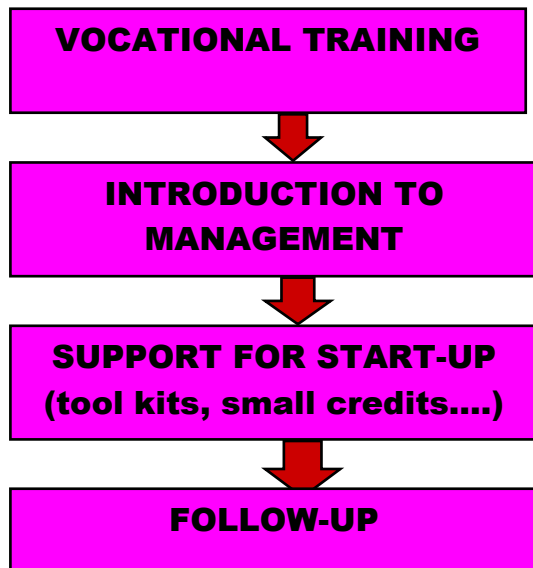
To provide these services to ex-combatants takes approximately two years and needs a complex set of accompanying services, including vocational training, business training, finance and especially, at least 18 months of business follow- up visits. The assessment needs to identify and analyse the capacities of organisations and businesses who can potentially deliver these services.

Role of the private sector

What can the private sector do?[24]

So far, there has been a tendency to underestimate how important the private sector can and should be in the DDR process. First of all, the private sector is among the primary beneficiaries of the reduction of violence, which enables it to restart its activities. For DDR planners, it is crucial to recognise that it is the private sector which will employ and train "our" target group, and will create an enabling environment for the new entrepreneurs to become successful. It is therefore essential to assess in detail what their exact role could be in a given country. The assessment should analyse areas where cooperation between DDR and the private sector can be productive. Some examples are outlined in the following paragraphs.

During Disarmament and Demobilisation

Existing businesses should be provided with contracts in relation to DD, for example for the construction of demobilisation camps. In their contracts, specific conditions, such as provision of "on the job" training can be included.

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[24] Specht, Irma. 2005: *The Role of the Private Sector in Reintegration*, Folkert Bernadotte Academy, Stockholm (Unpublished Draft).

Employers should also be brought into the demobilisation camps where counselling is normally provided. Here, they can explain to the combatants what expectations from employers they will have to meet, if they wish to get civilian jobs.

Immediate Short-Term Reintegration Options

The ex-combatants can be involved in public infrastructure works such as reconstruction of schools, water systems, hospitals, roads, de-mining, burial efforts, garbage collection, etc. These projects benefit ex-combatants as well as the overall population. Since they are highly visible, they may improve the image of ex-combatants among the public and may become a first step towards their reintegration, especially if other members of the community are included in the work force. Small contractors will hire the combatants to undertake these jobs.

If such reintegration options are well-designed, they may create many jobs not only in the short but also in the long-term, and the number of jobs increases if the initiative relies predominantly on workers (labour-intensive) rather than on machines and technology (capital-intensive). Since salaries for this kind of labour tend to be low, they can be combined with food-for-work programmes. Existing private firms should be trained and used as contractors and some skilled ex-combatants can become contractors themselves.

Apprenticeships

Existing businesses should be boosted to increase the number of apprentices they can take on. This can for example be done by providing the potential Master a contract to produce materials for the DDR programme (such as toolkits, assets for the demobilisation camp, reconstruct a building or road, furniture for schools, etc.) that will boost his or her business. After completing a vocational training course, the trainee can apply his/her new skills in existing workshops/businesses, but apprenticeships can also constitute a form of vocational training. An apprenticeship will, in principle, be unpaid work since it forms part of the training process. A reintegration programme can subsidize these learning and training opportunities by providing a stipend to the trainee. One big advantage of apprenticeships is that the trainee might be offered a job at the end. Apprenticeship programmes should reflect the local tradition of apprenticeships in the country as far as is possible, to ensure sustainability. No direct payments should therefore be made to the masters.

Mentoring and chains of production

It should be emphasized that if a new business is owned by one or more former combatants that extensive support might be needed to avoid failure of the initiative due to inexperience, attitude and competition. Business training providers could be assisted to provide business advisory services, but preferably existing business people should be contracted to provide BDS services to the new entrepreneurs. The role of local NGOs in the provision of advisory/technical services and micro-enterprise financing has been mainly supply-driven, focusing more on the availability of donor funds than on anything else. Most NGOs who operate in this area commence their activities providing emergency relief assistance and later shift into micro-enterprise development. They almost always lack the skills, experience and even the commitment required to impact micro-enterprise development positively. Private sector actors such as Chambers of Commerce and businesses are better placed to provide these services but often require extensive capacity building in order to improve their

effectiveness in providing business follow-up and mentoring services to the new entrepreneurs.

Chains of production should be assessed to identify whether and how the new businesses can be linked to existing enterprises in their chains of production. This will guarantee a certain level of productivity and ensure that products are made that are actually in demand.

Policies and regulations

One of the immediate needs in countries devastated by war is for a new system to regulate economic activity through the creation of appropriate laws and institutions. Often, economic recovery and restructuring of the economy have to occur simultaneously. It is very difficult to promote employment in a sustained manner in the absence of favourable macro-economic policies. This is not easy as it presumes the existence of a reasonably efficient regulatory framework as well as resources at the command of the government. In many conflict-affected countries neither exists.

Besides work with individuals and communities, reintegration programmes also have to concern themselves with the wider context of employment creation, including analysing and adapting monetary, employment and fiscal policies. Generally, and in such cases, labour market measures need to be adopted without loss of time, for they cannot wait until the major economic policies are in place. While economic recovery and sustained growth cannot be maintained in the absence of appropriate macro-economic policies, labour market policies can help ease the transition and contribute to early recovery in employment and a reduction in poverty[25].

Therefore it is necessary to assess existing and pre-conflict labour laws, labour market policies and regulations on business to:

- Identify whether and how existing policies are currently restraining business development.

- Identify prospective labour market measures which can create an enabling environment for international, national and local business development and growth.

An example of a regulatory framework which restrains the prospects for job creation is laws governing ownership of land in Liberia. Since there is little legal protection guaranteeing the rights of foreigners who own property in Liberia, foreigners who gain profits there tend to remit them to other destinations abroad rather than investing them in construction or assets in Liberia which would have the potential to boost the economy.

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[25] Krishnamurty, Jayasankar. 2003: "The Labour Market and Conflict" in: *Jobs after war. A critical challenge in the peace and reconstruction puzzle*. Ed.: Eugenia Date-Bah. International Labour Organisation (ILO), Geneva.

11. Establishing linkages with wider peace-building and development efforts

One of the most complex challenges is that the reintegration component of DDR programmes should be closely linked with broader socio-economic recovery and reconstruction processes. Integrating DDR with the broader plan for socio-economic recovery and reconstruction will allow for the harnessing of important economic multiplier effects and the capacities they generate for the wider goals of development.[26]

This calls for integration between DDR actors and the entire labyrinth of relief and development organisations on the ground to ensure not only the sustainability of reintegration schemes for former combatants, but also that the economic impact of such initiatives (e.g. employment creation, vocational training, micro credit, etc.) can contribute to the broader process of economic revitalization and recovery. This also implies that the governments will need to set up effective coordinating mechanisms that include all ministries that are relevant for reintegration, such as labour, education (including training), commerce, infrastructure, gender, youth, rural development, etc.

Therefore, it is crucial to involve the maximum number of national and international partners in the economic profiling and opportunity mapping. The relevant government structure should own the assessment (and database) which is normally the Ministry of Labour and the Bureau of Statistics. The private sector should play an active role in these assessments, especially Chambers of Commerce, business associations and workers' and employers' organisations. Although some of them might be weak at the time of the assessment, this is no reason not to work with them, as sustainability can only be ensured if the capacities of these crucial institutions are (re)built.

It is furthermore extremely important to make a **realistic** outline of the level of cooperation possible between different programmes and the DDR programme. While theoretically DDR should be limited and link to other ongoing programmes, the realities on the ground are often that no other programmes are in fact operational at the starting period of DDR. Possibilities are in fact limited, due to timing, earmarked funds of programmes and organisations, etc. The reintegration programme needs to identify ongoing operational activities through which activities of the reintegration strategy can be delivered on the ground. For example, ongoing poverty reduction and livelihood programmes, such as the Tsunami relief programmes in Aceh, had the potential, if slightly adapted, to serve the needs of ex-combatants and their receiving communities. However, it must be carefully assessed how realistic it is to adapt ongoing programmes to meet the needs of DDR. The ultimate goal is that reintegration must succeed and if no linkages can be established at that point in time, DDR programmes must engage in broader issues such as LED. What is crucial is that resources are made available and that the DDR activities are designed in such manner that they feed into the broader programmes that will be implemented later. Sustainability of services must therefore have high priority.

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[26] Inter Agency Working Group on Disarmament, Demobilisation and Reintegration (IAWGDDR). 2006: *Integrated Disarmament, Demobilisation and Reintegration Standards (IDDRS)*. IAWGDDR, New York.

In terms of the donor market, international organisations and the private sector offer many short-term employment options for ex-combatants (drivers, translators, construction workers, etc). It is important to estimate the number of jobs these may create in the short and medium term, and more importantly to evaluate how the DDR funds can be used effectively to create the maximum number of permanent jobs. Part of the exit strategy for DDR must be geared towards ensuring the continued existence of jobs and services created through the programme. This can only be done if the issue is considered in assessment and planning from the start of the DDR process.

ANNEX A: Tools for socio-economic opportunity mapping

Foreword

Reintegration is the process in which ex-combatants (and their dependents) enter into civilian life and rejoin society within their (old or new) communities. Successful reintegration programmes therefore have to focus attention on both the ex-combatants and the communities who receive them. Creating employment opportunities is a key element of successful reintegration, although a challenging one, since the absorption capacity of war-torn economies is extremely limited. It goes hand in hand with efforts to increase the employability of ex-combatants, so that they can benefit from the jobs that are created.

The tools presented in this Annex will help to identify sustainable economic reintegration opportunities, whether in existing enterprises, in self-employment and/or through micro-enterprise creation.

This package has been tested in the framework of the consultancies for UNICEF Liberia, UNDDR Haiti and UNDDR Sudan.

Irma Specht
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1.   Guidelines

2.   Questionnaires

1.1   Focus Group Guidelines – Business Persons

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can from your life about the ways that local people earn a living.'

[Create a map of the community marking where people live, work and do business, support services, infrastructure especially roads and waterways, flood areas, grazing areas]

Local economic activity

–   What ways do people have to earn money or support themselves? [*list on board*]
–   For each job/activity – is it safe for a young person? [*mark list*]
–   Are some jobs only for women and some only for men? [*mark list*]
–   If so, why? How would you/people generally react if a woman was doing a 'male' job?
–   What businesses are there in the local area?
–   What other activities do people rely on to have enough food and water?
–   What times of year is it most difficult to get enough income or food?
–   What activities continue at this time of year?

Education and training

–   Are employees available with an adequate level of education or training?
–   What additional education or training would be desirable for employees to have?
–   How are people trained to do the work with which they support themselves?
–   Who offers training in the area? What kind of courses do they offer?
–   Are their any traditions of apprenticeship? How long do apprenticeships last? At what age do they begin? Are they paid? Are some for boys and others for girls?
–   How many schools are there here? [mark on map]
–   How many primary and secondary places are there at each school? [mark on map]
–   From what age are young people working?
–   If school places are available, at what age do most people stop going to school?
–   What is the reason why young people stop going to school?

Demand for goods and services

–   Have you noticed any goods or services which people need but cannot get?
–   Are there goods which people think cost too much?
–   What are they?
–   How much do they cost?
–   Do you remember goods or services that used to be popular but are no longer available?
–   What were they?

- Why are they not available?
- Are there examples of goods which are brought from far away to be sold?
- What goods and services would local people want if they became available?
- What goods and services would local people want if they became better quality?
- Are there goods which are produced locally that nobody here needs?
- If they could be sold elsewhere, what goods would local people be able to make?

Enabling environment

- Is it easy for people to buy and sell in the area?
- Are there problems moving around for business people?
- What are they?
- Are there problems getting to a place to work, to markets?
- What are they?
- How do you look for employees?
- What would make it easier to increase the opportunities for local people to earn a living:
  [List their suggestions then rank them in order]
    o Roads
    o Infrastructure
    o Clean water
    o Phone lines/communications
    o Education
    o Training in a particular job
    o Help to get credit
    o Change to a specific law or custom
    o More safety for ordinary people
    o Transport to another place
    o Availability of a particular product or service
    o Less taxes
    o Relief from debt etc

Exclusion and gender

- Do girls get the same education as boys? Explain any difference!
- Do any of your businesses employ women?
- Do women have the same chance to work in some jobs as men?
- Do women have the chance to earn a living if they are caring for children?
- Can a woman own her own property in the local area?
- Is it normal for a woman to be in charge of a business?
- Does a woman who is a mother without a husband get bad treatment?
- If a woman's husband has died, does she keep the family property?
- Is a woman allowed to move around in the same way as men?
- Is it safe for a woman to move around:
    o In the local area?
    o To other areas (for example to buy or sell, or to look for work)?

- o At night?
– What other problems might a woman face who wanted to support herself?

Exclusion and disability

– Do you know people who are disabled/injured?
– How do they survive?
– Are there ways they can earn some income?
– What attitudes would you have to employing a disabled/injured person?
– What businesses do people run from home?
– Are there services that can be performed by people in their homes?

Exclusion and ex-combatants

– What attitudes would people have to employing former fighters?
– Are local people prepared to accept returning/former fighters?
– If not, specify why not!
– Would you be prepared to employ an ex-combatant?
– What jobs could ex-combatants be best suited for in this area?

Support services

– Who is working in the community to provide support in terms of:
  - o Training
  - o Business development advice
  - o Help finding employees
  - o Loans
  - o Healthcare – HIV/AIDS and STDs
  - o Healthcare – mothers
  - o Healthcare – psychological problems/trauma/depression
  - o Healthcare – injured/disabled
  - o Rehabilitation – alcohol or drugs
  - o Nursery care for mothers in school, training or work
  - o Groups for women, children, ex-combatants to share experience and support each other
– Are they doing a good job?
– What problems do they face?
– How could they be improved?

1.2   Focus Group Guidelines - Youth

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about the ways that local people earn a living.'

[Create a map of the community marking where people live, work and do business, support services, infrastructure especially roads and waterways, flood areas, grazing areas]

– What is the major concern in life among young people in this community?
– How often do they worry and what do they worry about?
– How much do they think about their future? What do they hope for?
– What do they want your life to be like in five years? In ten years?
– How much control do they have over accomplishing their goals?
– What are some things that may prevent them from achieving their goals?

Education and training

– What kind of job do you or most young people want to have?
– How many schools are there here? [mark on map]
– How many primary and secondary places are there at each school? [mark on map]
– Has anyone been involved in learning a job skill in the local area? Please explain the process for some different trades.
– Who offers training in the area? What kind of courses do they offer?
– Does anyone know someone who takes on apprentices? Does the apprentice pay to learn the trade, or get paid for their work?
– Do all kids go to school?
– At what age do most people stop going to school?
– If there are places in school, what reasons stop people from attending?
– Do a lot of children have to work instead of going to school? (eg children who have lost one or both parents?)

Local economic activity

– What ways do young people have to earn money? [*list on board*]
– For each job/activity – is it safe for a young person? [*mark list*]
– Are some jobs only for girls and some only for boys? [*mark list*]
– If so, why? How would you/people generally react if a woman was doing a 'male' job?
– What businesses are there in the local area?
– What other activities do people rely on to have enough food and water?
– What times of year is it most difficult to get enough income or food?
– What activities continue at this time of year?

Demand for goods and services

− Have you noticed any goods or services which people need but cannot get?
− Are there goods which people think cost too much?
− What are they?
− How much do they cost?
− Do you remember goods or services that used to be popular but are no longer available?
− What were they?
− Why are they not available?
− Are there examples of goods which are brought from far away to be sold?
− What goods and services would local people want if they became available?
− What goods and services would local people want if they became better quality?
− Are there goods which are produced locally that nobody here needs?
− If they could be sold elsewhere, what goods would local people be able to make?

Enabling environment

− Is it easy for people to buy and sell in the area?
− Are there problems moving around for business people?
− What are they?
− Are there problems getting to school or to a place to work?
− What are they?
− What would make it easier to increase the opportunity for local people to earn a living:
  [List their suggestions then rank them in order]
    o Roads
    o Infrastructure
    o Clean water
    o Phone lines/communications
    o Education
    o Training in a particular job
    o Help to get credit
    o Change to a specific law or custom
    o More safety for ordinary people
    o Transport to another place
    o Availability of a particular product or service
    o Less taxes
    o Relief from debt etc

Exclusion and gender

- Do girls get the same education as boys? Explain any difference
- Do women have the same chance to work in some jobs as men?
- Do women have the chance to earn a living if they are caring for children?
- Can a woman own her own property in the local area?
- Is it normal for a woman to be in charge of a business?
- Does a woman who is a mother without a husband get bad treatment?
- If a woman's husband has died, does she keep the family property?
- Is a woman allowed to move around in the same way as men?
- Is it safe for a woman to move around:
  - In the local area?
  - To other areas (for example to buy or sell, or to look for work)?
  - At night?
- What other problems might a woman face who wanted to support herself?

Exclusion and disability

- Do you know people who are disabled/injured?
- How do they survive?
- Are there ways they can earn some income?
- What attitudes would people have to employing a disabled/injured person?
- What businesses do people run from home?
- Are there services that can be performed by people in their homes?

Exclusion and ex-combatants

- What attitudes would people have to employing former fighters?
- Are local people prepared to accept returning/former fighters?
- If not, specify why not.

Support services
- Who is working in the community to provide support in terms of:
  - Training
  - Business development advice
  - Help finding jobs
  - Loans
  - Healthcare – HIV/AIDS and STDs
  - Healthcare – mothers
  - Healthcare – psychological problems/trauma/depression
  - Healthcare – injured/disabled
  - Rehabilitation – alcohol or drugs
  - Nursery care for mothers in school, training or work
  - Groups for women, children, ex-combatants to share experience and support each other
- Are they doing a good job?
- What problems do they face?

– How could they be improved?

1.3 Focus Group Guidelines - Communities with Women

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about the ways that local people earn a living.'

[Throughout the group, create a map of the community marking where people live, work and do business, support services, infrastructure especially roads and waterways, flood areas, grazing areas]

- What is the major concern in life among women in this community?
- How often do they worry and what do they worry about?
- How much do they think about their future? What do they hope for?
- What do they want your life to be like in five years? In ten years?
- How much control do they have over accomplishing their goals?
- What are some things that may prevent them from achieving their goals?

Education and training

- What kind of job/livelihood support do you or most women want to have?
- Is there any schooling available for girls around here?
- How many schools are there here? [mark on map]
- How many primary and secondary places are there at each school? [mark on map]
- Has anyone been involved in learning a job skill in the local area? Please explain the process for some different trades.
- Who offers training in the area? What kind of courses do they offer?
- Does anyone know someone who takes on apprentices? Does the apprentice pay to learn the trade, or get paid for their work?
- Do all/any girls go to school?
- What age do most people stop going to school?
- If there are places in school, what reasons stop people from attending?
- Do a lot of children have to work instead of going to school? (eg children who have lost one or both parents?)

Local economic activity

- What ways do local women/people have to earn money?
- Are some jobs/livelihoods only for women and some only for men? Which ones?
- If so, why? How would you/people generally react if a woman was doing this activity?
- What businesses are there in the local area?
- What other activities do people rely on to have enough food and water?

- What times of year is it most difficult to get enough income or food?
- What activities continue at this time of year?

Demand for goods and services

- Have you noticed any goods or services which people need but cannot get?
- Are there goods which people think cost too much?
- What are they?
- How much do they cost?
- Do you remember goods or services that used to be popular but are no longer available?
- What were they?
- Why are they not available?
- Are there examples of goods which are brought from far away to be sold?
- What goods and services would local people want if they became available?
- What goods and services would local people want if they became better quality?
- Are there goods which are produced locally that nobody here needs?
- If they could be sold elsewhere, what goods would local people be able to make?

Enabling environment

- Is it easy for people to buy and sell in the area?
- Are there problems moving around for business people?
- What are they?
- Are there problems getting to school or to a place to work?
- What are they?
- What would make it easier to increase the opportunity for local people to earn a living:
  [List their suggestions then rank them in order]
    - Roads
    - Infrastructure
    - Clean water
    - Phone lines/communications
    - Education
    - Training in a particular job
    - Help to get credit
    - Change to a specific law or custom
    - More safety for ordinary people
    - Transport to another place
    - Availability of a particular product or service
    - Less taxes
    - Relief from debt etc

Exclusion and gender

- Do girls get the same education as boys? Explain any difference
- Do women have the same chance to work in some jobs as men?
- Do women have the chance to earn a living if they are caring for children?
- Can a woman own her own property in the local area?
- Is it normal for a woman to be in charge of a business?
- Does a woman who is a mother without a husband get bad treatment?
- If a woman's husband has died, does she keep the family property?
- Is a woman allowed to move around in the same way as men?
- Is it safe for a woman to move around:
  - In the local area?
  - To other areas (for example to buy or sell, or to look for work)?
  - At night?
- What other problems might a women face who wanted to support herself?
- Do women have the same access to credit as men?
- Could a woman get a loan to support a business idea? How?
- Are there any women's associations to support women's economic activity?

Exclusion and disability

- Do you know people who are disabled/injured?
- How do they survive?
- Are there ways they can earn some income?
- What attitudes would people have to employing a disabled/injured person?
- What businesses do people run from home?
- Are there services that can be performed by people in their homes?

Exclusion, ex-combatants and women

- What attitudes would people have to employing former fighters?
- Are local people prepared to accept returning women?
- If not, specify why not.
- What would help local people to accept returning women?
- Are local people prepared to accept returning former fighters?

- If not, specify why not.
- What would help local people to accept returning former fighters?

Support services
- Who is working in the community to provide support in terms of:
  - Training
  - Business development advice
  - Help finding jobs
  - Loans
  - Healthcare – HIV/AIDS and STDs
  - Healthcare – mothers
  - Healthcare – psychological problems/trauma/depression
  - Healthcare – injured/disabled
  - Rehabilitation – alcohol or drugs
  - Nursery care for mothers in school, training or work
  - Groups for women, children, ex-combatants to share experience and support each other
- Are they doing a good job?
- What problems do they face?
- How could they be improved?

2.1   Questionnaire Potential Training Providers

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about services that can assist local people to earn a living.'

1. Interviewer name:	**2. Date:** / /
3. Interviewee name:	DD/MM/YY
4. State:	**5. District:**
6. Village:	**7. Type of Provider:** **8. Govt. [ ] Private [ ]**

9. Name of provider

10. Director Responsible

11. Contact details *(most reliable first)*

12. Year established: _____   **13. Currently operational** | Yes [ ] | No [ ]

14. Admission requirement:

Age	Education				Sex
	None	Primary	Secondary	High	M [ ] F [ ]

15. Give details of training courses currently/previously offered

List of courses offered	Average # of Trainees per course	Course Duration *(weeks)*	# of courses per year	Currently available *(Y/N)*

16. On what basis were these courses selected?

Skills needed in labour market	*Courses demanded by pupils*	*Availability of qualified trainers*	*Courses requested by employers*	*Recommended by Government*	*Other (specify)* ………………
a. [ ]	b. [ ]	c. [ ]	d. [ ]	e. [ ]	f. [ ]

17. How would you evaluate?

	Very good	Good	Suitable	Poor	Very Poor	Nonexistent
Buildings						
Laboratories						
Workshops						
Classrooms						
Equipment						
Training Manuals						
Library						
Living facilities						
Cafeteria						
Transportation						

18. Generally, what would you estimate as the cost of maintaining the operation of this center?

19. What areas of training do you think will create fast and sustained employment for former combatants?

	Capacity			
Training areas	Facility	Staff	# of Trainees per year	Cost to gain capacity

20. How many staff do you have in each subject?
   a. What are their qualifications?
   b. How many years experience do they have?
   c. For each subject, are more trainers needed?

	Capacity			Are more trainers needed?
Training areas	# of staff	Qualifications	# of years experience	
				Yes [ ] No [ ]
				Yes [ ] No [ ]
				Yes [ ] No [ ]
				Yes [ ] No [ ]

21. Please estimate the running costs of the center per month

Item	Cost per month	
Salaries		
Electricity		
Phone		
Rent of premises		
Stationery		
Training Materials		

Other		
TOTAL		

22. Are you willing to offer places to ex-combatants?   Yes [ ]   No [ ]

23. Are you willing to expand current activities to other locations in the country in order to train former combatants?   Yes [ ]   No [ ]

24. If yes, where?

25. Could you provide nursery facilities for mothers?   Yes [ ]No [ ]

26. Can food be provided on site or close-by?   Yes [ ]No [ ]

27. Are facilities accessible by the physically disabled?   Yes [ ]No [ ]

2.2 Questionnaire Business Support

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about services that can assist local people to earn a living.'

1. Interviewer name:		**2. Date:** / /
3. Interviewee name:		DD/MM/YY
4. State:		**5. District:**
6. Village:	**7. Type of Provider:**	**8. Govt. [ ] Private [ ]**

9. Name of provider	
10. Director Responsible	
11. Contact details *(most reliable first)*	

12. Year established: [   ]   **13. Currently operational** | Yes [ ] | No [ ]

14. Admission requirement:

Age   Education   Sex

Primary   Secondary   High   M [ ] F [ ]

15. What form of assistance are you providing? Describe what you do for each activity.

a) **Legal help**   ....

b) **Advice – strategy**   ....

c) **Advice – marketing**   ....

d) **Advice – management**   ....

e) **Advice – record-keeping**   ....

f) **Advice - careers**   ....

g) **Loans/grants**   ....

h) **Other**   ....

16. Where does your organization work?

	Urban	Rural
....	[ ]	[ ]

17.Do you target particular age groups? (multiple response)

a) 0-14 ....

b) 15-24 ....

c) 25-34 ....

d) 35-44 ....

e) 45-54 ....

f) 55-64 ....

g) 65+ ....

18. Do you target one gender?

a) [ ] All men

b) [ ] Mostly men

c) [ ] Mostly women

d) [ ] All women

e) [ ] Both

19. What target group (s) are you assisting?

	Families	Groups	Farmers	Small business	No specific	Other
	[ ]	[ ]	[ ]	[ ]	[ ]	[ ]
Number assisted						

20. What businesses (Bank credit programs, business people association, micro-credit programs) are available in your area of operation for assisting small businesses?

21. Which of these do you work with?

22. How would you rate your strengths in the following areas?

		Strong	Average	Weak	None
a)	Health education	[ ]	[ ]	[ ]	[ ]
b)	Literacy	[ ]	[ ]	[ ]	[ ]
c)	Business accounting	[ ]	[ ]	[ ]	[ ]
d)	Economic and social analysis	[ ]	[ ]	[ ]	[ ]
e)	Psychosocial counseling	[ ]	[ ]	[ ]	[ ]
f)	Technology/machines	[ ]	[ ]	[ ]	[ ]
g)	Business planning	[ ]	[ ]	[ ]	[ ]
h)	Career advice/referral	[ ]	[ ]	[ ]	[ ]

23. How would you describe the organisation's resources at present?

	Very good	Adequate	Inadequate	Very poor
Buildings				
Electricity				
Communications				
Equipment/supplies				
Other (specify) ………………..				

24. Please describe the personnel currently employed by the organization

# of staff	Job description	Qualification	Average years of experience

25. How many more staff do you require to maintain current levels of activity? ………

26. Do you require more training for existing staff?

# of staff	Type of training	Duration

27. Does your organization have a dependable source of funding?   Yes [ ] No [ ]

28. Do your program budgets fluctuate considerably from year to year? Yes [ ] No [ ]

29. Are you willing to offer services to former combatants?   Yes [ ] No [ ]

30. What business advisory services do you think you could provide them?

………………………………………………………………………………..

31. Please describe improvements that would be required to deliver these services:

Requirement	Cost
a)	
b)	
c)	
d)	
e)	
f)	

32. Are you willing to expand current activities to other locations in the country in order to assist former combatants?   Yes [ ] No [ ]

33. Where in the country / region would you be willing to go to?

34. Do you have an idea of how much it would cost to move and operate there?

a)   Buildings   Cost   ………………..

b) Electricity   Cost   ………………..

c) Communications   Cost   ………………..

d) Equipment/supplies Cost   ………………..

e) Personnel   Cost   ………………..

f) Other   Cost   ………………..

2.3   Market Opportunities Survey Questionnaire for Producers

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about the ways that local people earn a living.'

Identification

1. **Interviewer's Name:**   2. **Date** (DD/MM/YY)**:**

3. **Interviewee name:**   4. **State:**

5. **District:**   6. **Village:**

7. **Type of products:**

What products are being produced locally?

8. **What is your business's average sales volume for these products?**

	Type of Product (8)	Per Week (9)	Per Month(9)
a			
b			
c			
d			

UNSATISFIED DEMAND FOR THE PRODUCT

9. **Were there situations where you were unable to meet the demand of some of your current or potential customers for these products?**

   Yes [ ]   No [ ]

(If respondent immediately answers "NO", ask him/her to think of the past few weeks or cycles. If the answer is still "NO" or not any more, go to **Section D**). If yes continue with next question.

REASONS FOR INABILITY TO SATISFY DEMAND

10. Which of the following specific type/s of demand/s by the customers for your product are you NOT able to satisfy?

[ ] Quantity asked;

[ ] Quality lower than what consumers want;

[ ] Design/style inappropriate

[ ] Other, namely………………………………………………………………….

…………………………………………………………………………..

11. What do you see as the reason/s for you not being able to meet the demands of all your current or potential customers?

a. [ ] lack of raw material

b. [ ] not enough resource to buy materials

c. [ ] lack of finances to buy in community

d. [ ] difficulty in transporting raw materials

e. [ ] lack of tools/ equipment

f. [ ] outdated/ old implements

g. [ ] not enough implement to produce more

h. [ ] need more workers (specify type)

i. [ ] lack of information on raw material

j. [ ] outdated/ inefficient technology

k. [ ] low quality of products

l. [ ] high cost of production

m. [ ] design and/or style are inappropriate

n. [ ] restrictive regulations/taxes

o. [ ] other (specify)

(If more than one reason is given, ask respondent to state the two most important ones

Potential for expanding/improving production

WILLINGNESS TO EXPAND/ IMPROVE PRODUCTION

12. Do you intend to expand or improve your production?

[ ] No (go to Section E),

[ ] Yes (go to 13)

PERCENT INCREASE IF PRODUCTION IS EXPANDED/IMPROVED

13. If you do expand/improve your production, by what percentage would you increase the volume of your product per day/week/ month/cycle?

………………………………………………………………

ACTIONS TO BE TAKEN TO INSURE SUCCESS IN EXPANDING PRODUCTION

14. If you go ahead with the expansion/improvement of your production, what actions will you take to be successful?

…………………………………………………………………..

…………………………………………………………………..

…………………………………………………………………..

…………………………………………………………………..

…………………………………………………………………..

(Refer back to Section A - D, and review if actions to be taken match the reasons given for inability to supply demand. If no actions are given for one or more of the problems mentioned in Section A-D, ask respondent what she/he will do about these problems and add the answers to the list above.)

NEED FOR WORKERS IN CASE OF EXPANSION/IMPROVEMENT

15. If you go on to expand/improve your production, will you need?

a. [ ] Additional workers

b. [ ] To train your current workers

c. [ ] No additional workers or training of current workers? (Go to Section III)

16. If you hire additional workers, how many and what type of workers would you need?

Number	Type of worker	Skills needed	Number requiring training

17. If your current workers need training, what kind of skills would they need to learn and how many of them will be trained?

Type of worker	Skills needed	Number requiring training

18. How do you train your workers?

a. [ ] Train your workers yourself

b. [   ] Get trained workers from a training provider (specify which)
…………………………….........................

c. [   ] Other   (specify)
……………………………………………………………………………………

19. Are you unwilling to employ any of the following groups? Please explain why.

Type of worker		Reason
[ ]	Women	
[ ]	Youth (from age 15)	
[ ]	Physically disabled	
[ ]	Mentally disabled	
[ ]	Ex-combatants	

Sources of financial and technical assistance

SOURCES OF FINANCING

20. If you do not mind my asking, what are the sources of financing for your business?

	a.	b.	c.	d.	e.	f.	g.	h.
Sources	Self	Family	Relatives	Friend	Coop	Rural bank	Church	Other
Check correct ones								

(Ask about percentages only after respondent has mentioned all sources of business funding)

21. You have listed _____ as your sources of finance. What is your estimate of the percentage each source contributes to the total funding of your business?

	a.	b.	c.	d.	e.	f.	g.	h.
Sources	Self	Family	Relatives	Friend	Coop	Rural bank	Church	Other
Percentage								

SOURCES OF TECHNICAL ASSISTANCE

22. To improve your business operations, do you get advice from anyone?
Yes [ ]

No [ ] (go to Section Sources of financial and technical assistance)

23. Who do you get advice from?

	a. Government Agency	b. NGO	c. Family/Friend	d. Hired Consultant	e. Other (Specify)
Check correct ones					
Where					

Other producers of similar products

ESTIMATED NUMBER OF PRODUCERS IN THE COMMUNITY

24. Are there other producers of your product in this community?

a.   b.   c.
Yes [ ]   No [ ]   How Many

25. How many other producers of your product are there in your community?

	a.	b.	c.	d.	e.	f.
# of Producers	0	1	2	3-5	6-10	10+

COMMON PROBLEMS OF INABILITY TO MEET DEMAND OF LOCAL BUYERS

26. Earlier you gave some reasons why you are not able to meet all the demands of some of your customers. Which of these reasons do you think are problems, which the other producers also have?

a.   [ ] lack of raw material

b.   [ ] not enough resource to buy materials

c.   [ ] lack of finances to buy in community

d.   [ ] difficulty in transporting raw materials

e.   [ ] lack of tools/ equipment

f.   [ ] outdated/ old implements

g.   [ ] not enough implement to produce more

h.   [ ] need more workers (specify type)

i.   [ ] lack of information on raw material

j.   [ ] outdated/ inefficient technology

k.   [ ] low quality of products

l.   [ ] high cost of production

m.   [ ] design and/or style are inappropriate

n.   [ ] restrictive regulations/taxes

o.   [ ] other (specify)

(If more than one problem is given, ask respondent to put answers in order from 1 to 5, with 1 as the most serious.)

Potential for employment creation

SUGGESTION FOR UTILITY OF UNUSED/ABUNDANT RAW MATERIALS

27. There are a number of unused/underused raw materials available in the community. In your opinion, what products could be made out of them?

	Raw material	Potential Products
a.		
b.		
c.		

If you were to begin another business, which two of the products you mentioned above would you produce?

	Product	Why is it needed?
a.		
b.		

OTHER NEW PRODUCT (S) THAT CAN BE PROFITABLY PRODUCED

28. Regardless of where the raw materials come from and/or where the market will be, what other new products could be produced in the community?

	Product	Why is it needed?
a.		
b.		
c.		

2.4   Reintegration Support Services Mapping

This questionnaire is intended to register providers of social services who could support the reintegration of special groups of ex-combatants, and to identify the capacity building needs in preparation for reintegration activities.

Identification

1. Interviewer's Name: **2. Date** (DD/MM/YY)**:**

3. Interviewee name: **4. State:**

5. District: **6. Village:**

7. Type of products:	
8. Name of organisation:	
9. Director Responsible	
10. Contact details:	(Address)
	(Tel) (Email)
11. Year established:	**12. No of employees**

13 Type of support service:

a)   [ ] Healthcare – HIV/AIDS and STDs

b)   [ ] Healthcare – mothers

c)   [ ] Healthcare – psychological problems/trauma/depression

d)   [ ] Healthcare – injured/disabled

e)   [ ] Rehabilitation – alcohol or drugs

f)   [ ] Nursery care for mothers in school, training or work

g)   [ ] Support group

h)   [ ] Other (specify)
     ……………………………………………………………………………………………
     ……………………………………………………………………………………………

ACTIVITIES AND TARGET POPULATION

13. What are the organization's activities?

	Activity	Location	# of beneficiaries in average day
a)			
b)			
c)			
d)			

14. Do you target particular age groups? (multiple response)

g) 0-14 ....

h) 15-24 ....

i) 25-34 ....

j) 35-44 ....

k) 45-54 ....

l) 55-64 ....

m) 65+ ....

15. Do you target one gender?

b) [ ] All men

f) [ ] Mostly men

g) [ ] Mostly women

h) [ ] All women

i) [ ] Both

CURRENT CAPACITY

16. How would you describe the organisation's resources at present?

	Very good	Adequate	Inadequate	Very poor
Buildings				

Electricity				
Communications				
Equipment/supplies				
Other				

17. Please describe the personnel currently employed by the organization

Number	Job description	Qualification	Average years of experience

18. How many more staff do you require to maintain current levels of activity?

Number	Job description

19. Do you require more training for existing staff?

Number of staff	Type of training	Duration

SUPPORT FOR EXCOMBATANTS

20. Do you:

a) [ ] Offer support specifically for ex-combatants?

b) [ ] Allow ex-combatants to receive support alongside others?

c) [ ] Exclude ex-combatants from support offered?

21. If c), please state why

....
....

....
....

21. Would you consider offering increased services to ex-combatants (including women, children and disabled) if equipped with suitable resources and training?

        a.   [ ] Yes

        b.   [ ] No

Why/why not?..

22. What services could you offer to ex-combatants (including women, children and disabled)?

Activity	Location	Duration	Number of beneficiaries
a)			
b)			
c)			
d)			

CAPACITY NEEDS

23. Please describe improvements that would be required to deliver these services:

Requirement	Cost
a)	
b)	
c)	
d)	
e)	

INTERVIEWER'S OBSERVATIONS

	Very good	Adequate	Inadequate	Very poor
Buildings				
Electricity				
Communications				
Equipment/supplies				
Staff competence				

2.5   Market Opportunities Survey Questionnaire for Traders

Transition International

'We are trying to find out how people affected by the war can earn a living in your local area. We are doing this to make sure that people have the best chance to live a successful and non-violent life. Please help us by telling us what you can about services that can assist local people to earn a living.'

Identification

22. Interviewer's Name:

23. Date (DD/MM/YY)**:**

24. Interviewee name:

25. State:

26. District:

27. Village:

What products are being traded locally?

28. What are the main Products that people buy in this area?

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

29. What is your business average sales volume for these products?

Type of Product	Per Week	Per Month
a)		
b)		
c)		
d)		

UNSATISFIED DEMAND FOR THE PRODUCT

30. Were there situations where you were unable to meet the demand of some of your current or potential customers for these products?

Yes [ ]

No [ ]

(If respondent immediately answers "NO", ask him/her to think of the past few weeks or cycles. If the answer is still "NO" or not any more, go to **Section Potential of local production**). If yes continue with next question.

10. For which products were you not able to satisfy demand and what was the problem?

a) Product: [ ] quantity   [ ] lower quality   [ ] design/style   Price [ ]

b) Product: [ ] quantity   [ ] quality lower   [ ] design/style   Price [ ]

c) Product: [ ] quantity   [ ] quality lower   [ ] design/style   Price [ ]

d) Product: [ ] quantity   [ ] quality lower   [ ] design/style   Price [ ]

(If the respondent has more than one answer, ask him/her to put the answers in order from 1 to 4, with 1 as the most common reason.)

REASONS FOR INABILITY TO SATISFY THE DEMAND

11. What do you see as the reason/s for you not being able to meet the demands of all your current or potential customers?

a)   [ ] not enough stocks available

b)   [ ] sources cannot supply quantities ordered

c)   [ ] lack of finances to buy more stocks

d)   [ ] sources cannot supply higher quality product

e)   [ ] sources cannot supply design/style wanted

f)   [ ] purchase costs from suppliers are high

g)   [ ] lack of transport to bring the product from its source to community

h)   [ ] heavy taxation

i)   [ ] other

(If more than one reason is given, ask respondent to state the two most important ones.)

SOURCES (SUPPLIERS) OF THE PRODUCT

12. From where or whom do you buy most of the stock of the product?

a) [ ] local producers

b) [ ] local wholesaler/retailer

c) [ ] nearby towns/provincial capital

d) [ ] national capital city

e) [ ] neighbouring country   f) [ ] other

Potential of local production

ACTIONS LOCAL PRODUCERS COULD TAKE TO IMPROVE PRODUCTION

13. What do you think local producers need to improve their production?

a) [ ] increased availability of raw materials

b) [ ] better and/or more tools/ equipment

c) [ ] updated design and/or style

d) [ ] more skilled workers

e) [ ] better skilled workers

f) [ ] lower taxation

g) [ ] other

14. If the production problem/s of the current number of local producers are solved, do you think their total combined output of the product will be:

a) [ ] not enough to satisfy local demand

b) [ ] enough to satisfy local demand

c) [ ] more than enough to satisfy local demand

d) [ ] acceptable to their consumers

SUGGESTION FOR USE OF UNUSED/ABUNDANT RAW MATERIALS

15. In your opinion, are there unused or underused raw materials in this community? If true, what products could be made from them that are in demand in this community?

a) Raw Material: ……………………………………………………………………

Potential products:

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

b) Raw Material: ……………………………………………………………………

Potential products:

……………………………………………………………………………………

……………………………………………………………………………………

c) Raw Material: …………………………………………………………………………

Potential products:

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

16. If you were to begin a production business, which two of the products you mentioned above would you produce?

a) Product: …………………………………………………………………………

Reasons:

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

b) Product: …………………………………………………………………………

Reasons:

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

c) Product: …………………………………………………………………………

Reasons:

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

OTHER NEW PRUDUCT(S) THAT CAN BE PROFITABLY PRODUCES

17. Regardless of where the raw materials will come from and/or where the market will be, what other new products can be produced in this community?

…………………………………………………...

18. What are the locations in the country or outside the country that have the demand for this product?

………………………………………………………………………………………………..

19. What are the types of consumers that will buy this product?

Product	Location where demand is	Type of consumer							
		Individuals families	Offices	Producers	Labour contractors	Middlemen	Wholesalers	Retailers	Other

Recap and list the economic activities identified in this interview

a. …………………………………………………………………………..

b. …………………………………………………………………………...

c. …………………………………………………………………………..

d. ………………………………………………………………………….

e. ………………………………………………………………………….

Go to the Analysis Form and complete one form for each economic activity listed.

2.6   Market Opportunities Analysis

Potential new economic activities suggested from the surveys should be summarized for each area as follows. One copy of this section should be completed for each proposed enterprise.

Identification

1. **Interviewer's Name:**

2. **Date** (DD/MM/YY)**:**

3. **Interviewee name:**

4. **State:**

5. **District:**

6. **Village:**

Potential economic activities

7. **Type   of   Economic   Activity:**
    …………………………………………………………………..

8. **Description of the economic activity:**
    …………………………………………………………………………………………
    …………………………………………………………………………………………
    …………………………………………………………………………………………
    …………………………………………………………………………………………

9. **Nature of economic activity**
    a. [ ] new to programme site, but present in the adjacent villages
    b. [ ] new to programme site and not present in adjacent villages

10. **Basic justification for recommendation**
    a. [ ] there is a big demand for good/s or service/s in the community that is not being met by suppliers and/or producers
    b. [ ] there is a big demand for the good/s or service/s in nearby villages/districts that is not being met by suppliers and/or producers
    c. [ ] raw materials can regularly be made available to the programme site and at reasonable prices

11. Source (s) of information?

      Specific source   Contact person, if any

      a. Agency   [ ]

      b. Trader   [ ]

      c. Producer   [ ]

      d. Youth   [ ]

      e. Women   [ ]

      f. Other   [ ]

SITE(S) FOR RECOMMENDED ECONOMIC ACTIVITY

12. Which will be the best areas in the programme site to set up the economic activity?

      Recommended areas   **Why?**

      a.

      b.

      c.

      d.

      e.

Marketing

13. Who will be the main ultimate users of the good/s or service/s to be produced?

    a. [ ] individuals/families (ultimate users)

    b. [ ] offices

    c. [ ] production business establishments

14. Who will be the main target buyers of the good/s or service/s to be produced by the proposed economic activity?

a. [ ] individuals/families

b. [ ]households

c. [ ] production business establishments

d. [ ] labour contractors

e. [ ] intermediaries:27

f. [ ] middlemen

g. [ ] wholesalers

h. [ ] retailers

15. Where are the main target buyers located?

Area: Specific location:

a. [ ] local community   ……………………………………

b. [ ] surrounding communities ……………………………………

c. [ ] district capital   ……………………………………

d. [ ] adjacent towns   ……………………………………

e. [ ] provincial capital   ……………………………………

f. [ ] regional trading centre ……………………………………

g. [ ] adjacent regions   ……………………………………

16. If product is manufactured or processed in other areas, why will target buyers purchase the good/s or service/s from new producers in programme site?

---

27 Many enterprises sell their goods or services to different channels of marketing, such as intermediaries, who in turn sell the products to the ultimate users

COMPETITION

17. In which locations are the current producers of the good/s or service/s?

Area: Specific location:

a. [ ] local community   ………………………………………

b. [ ] surrounding communities   ………………………………………

c. [ ] district capital   ………………………………………

d. [ ] adjacent towns   ………………………………………

e. [ ] provincial capital   ………………………………………

f. [ ] regional trading centre   ………………………………………

g. [ ] adjacent regions   ………………………………………

h. [ ] others (specify):   ………………………………………

Production

RAW MATERIALS/PRODUCTION OR SERVICE INPUTS

18. What are the materials and/ or production inputs needed to produce the product/service and where will their main sources be?

Input needed	Main source	Specific location available

WHAT ARE THE TOOLS/EQUIPMENT

19. Tools/equipment needed to produce the product/service and where will their main sources be?

Tools/equipment	Source
a. Tools	
b. Equipment	
c. Spare parts	
d. Repair/maintenance	

SOURCES OF TECHNICAL ASSISTANCE IN PRODUCTION

20. What are the different types of skills for production and their availability in the programme site?

		Availability locally	
		Yes	No
a.	………………………………………..	[ ]	[ ]
b.	………………………………………..	[ ]	[ ]
c.	………………………………………..	[ ]	[ ]
d.	………………………………………..	[ ]	[ ]
e.	………………………………………..	[ ]	[ ]
f.	………………………………………..	[ ]	[ ]
g.	………………………………………..	[ ]	[ ]

LOCAL AVAILABILITY OF SKILLS

21. Are there unemployed workers with the skills who can be hired for new enterprises?

[ ] Yes

[ ] No

22. If so, which types of workers are available?

a. ………………………………………………………………………………………………
….

b. ………………………………………………………………………………………………
….

c. ………………………………………………………………………………………………
….

d. ………………………………………………………………………………………………
….

e. ………………………………………………………………………………………………
….

23. In which areas should local workers most profitably improve their skills?

a. ………………………………………………………………………………………………
…

b. ……………………………………………………………………………………………
    …

c. ……………………………………………………………………………………………
    …

d. ……………………………………………………………………………………………
    …

PRODUCT IDENTIFICATION

24. Using basically the same raw materials and tools and equipment needed to produce the proposed good/s or service/s, are there other types of products that can be done?

[ ] Yes

[ ] No

25. If so, what is/are this/ these?

a. …………………………………………………………………………….

b. …………………………………………………………………………….

c. …………………………………………………………………………….

d. …………………………………………………………………………….

Financing

SOURCES OF FINANCING

26. Apart from self-financing, what are the alternate sources of funding in and around the programme site?

Funding source   Location

a. ……………………………………… …………………………………………

b. ……………………………………… …………………………………………

c. ……………………………………… …………………………………………

d. ……………………………………… …………………………………………

e. ……………………………………… …………………………………………

FINANCIAL MODEL

27. What would be the present cost of setting up the enterprise?

    a. Item   ………………………………………

    b. Buildings   ………………………………………

    c. Vehicles   ………………………………………

    d. Training   ………………………………………

    e. Assets   ………………………………………

    f. Initial stock/raw materials ………………………………………

    g. Reserve cash   ………………………………………

    h. Other (specify)   ………………………………………

    i. Other (specify)   ………………………………………

28. What would be the costs of running the enterprise per month?

    a. Stock/raw materials   ………………………………………

    b. Labour   ………………………………………

    c. Electricity/fuel/power   ………………………………………

    d. Buildings   ………………………………………

    e. Machinery   ………………………………………

    f. Maintenance   ………………………………………

    g. Other (specify)   ………………………………………

    h. Other (specify)   ………………………………………

29. At what price would it be possible to sell the product or service?

    a. Product ……………………………………… Price …………....

    b. Product ……………………………………… Price....………….

    c. Product ……………………………………… Price ……….……

    d. Product ……………………………………… Price …………….

Personnel/Management

TYPE OF ORGANIZATION SET- UP

30. **The most appropriate form of organization recommended for the enterprise (economic activity) to be set-up is:**

	Type	Main reason for recommendation

     Type   Main reason for recommendation

   a. [ ] individual   …………………………………………

   b. [ ] family- based   …………………………………………

   c. [ ] group   …………………………………………

   d. [ ] cooperative   …………………………………………

   e. [ ] others (specify)   ....…

POTENTIAL DIFFICULTIES

31. **What are likely to be the main difficulties in successfully setting up and operating a business of the proposed type?**

   a. …………………………………………………………………………

   b. …………………………………………………………………………

   c. …………………………………………………………………………

   d. …………………………………………………………………………

   e. …………………………………………………………………………

SUMMARY OF PROPOSED NEW ECONOMIC ACTIVITIES

32. New Economic activity:

33. Main reason for recommendation

34. Skills needed

ANNEX B: Sample Table of Jobs and their Suitability for Child Ex-combatants (Liberia)

Sector	Jobs	Employment prospects	Required skills	Employment Status	Appropriate sector for CHILDREN
Rubber	Rubber tapping	High	Non	Employee	No
	Rubber Chemists	Few	Secondary level education	Employee	Yes, if educated
	Rubber plants growers	Few	Elementary education	Employee	Yes, if educated
Tailoring	Tailoring	High	Minimum 6 months training plus apprenticeship	Self	Yes
Quilting	Quilting	High	Minimum 6 months training plus apprenticeship	Self	Yes
Mining	Diggers	High	Non	Employee	No, Hazardous
	Claim owners	High	Minimum 6 months training plus apprenticeship	Self	Yes, if in cooperation with adults
	Prospecting	Few	Minimum 6 months training plus apprenticeship	Employee	No
Forestry/ Logging	Enumerator	Few	Minimum 6 months training plus apprenticeship	Employee	Yes
	Labourer	High	Non	Employee	No
	Forest Ranger	Few	Minimum 6 months training plus apprenticeship	Employee	No
Agriculture/ fishing	Vegetable farming	High	Minimum 6 months training plus apprenticeship	Self	Yes
	Inland fishing	High	Apprenticeship	Self	Yes
	Tuber production	High	Apprenticeship	Self	Yes
	Deep sea fishing	High	Apprenticeship	Self	No
	Palm oil production	High	None	Self	No
	Kernel oil production	High	None	Self	Yes
	Farm brushing	High	None	Self	No
Small-scale construction	Carpenters	High	Minimum 6 months training plus apprenticeship	Self/ employee	Yes
	Masons	High	Minimum 6 months training plus apprenticeship	Self/ employee	Yes
	Electricians	High	Literate Minimum 6 months training plus apprenticeship	Self/ employee	Yes
	Bricklayers, tillers, and brick makers,	High	Minimum 6 months training plus apprenticeship	Self/ employee	No
	Blacksmiths	Few	Minimum 6 months training plus apprenticeship	Self/ employee	Yes
	Plumbers	High	Minimum 6 months training plus apprenticeship	Self/ employee	Yes
	Painters/ whitewash makers	Few	Minimum 3 months training plus apprenticeship	Self	Yes
	Road building and maintenance	High	Basic numeracy and literacy Minimum 6 months training plus apprenticeship	Employee	Yes
	Metal workers/ welders	High	Basic numeracy and literacy Minimum 6 months	Self/ employee	Yes
Transport	Drivers (demand for drivers/mechanics combined	High	6 months training plus apprenticeship	Employed or self-employed in groups	Yes
	Auto-electricians, panel beaters	?	Basic numeracy and literacy, Minimum 6 months	Self/ employee	Yes

Sector	Jobs	Employment prospects	Required skills	Employment Status	Appropriate sector for CHILDREN
	Tire repair, motorbike repair, and battery repair	?	3 months or only apprenticeship	Self/ employee	Yes
	Car mechanics	?	Minimum 6 months training plus apprenticeship	Self/ employee	Yes
Cosmetics	Hairdressing	High	Minimum one month training + apprenticeship	Self employed or employed	Yes
	Manicure	?	Minimum one month training + apprenticeship	Self employed or employed	Yes
	Pedicure	?	Minimum one month training + apprenticeship	Self/ employee	Yes
	Hair cutting	?	Minimum one month training + apprenticeship	Self/ employee	Yes
Home economics	Pastry	Few	Minimum one month training + apprenticeship	Self/ employee	Yes
	Soap	Low	Minimum one month training	Self/ employee	No
Services	Electronic repairs	High	Minimum one month training + apprenticeship	Self/ employee	Yes
	Cellular phone repair and sales of assets, scratch cards	High	One week training plus business training	Self/ employee	Yes
Tailoring	Tailors	Few	Basic numeracy and literacy Minimum 6 months	Self employed	Yes
	Shoemakers	Few	Basic numeracy and literacy Minimum 3 months	Self employed	Yes
Skills related to rural non-farm activities	Production/ repair of agricultural tools	High	Basic numeracy and literacy Minimum 6 months	Self/ employee	Yes
	Ceramics	?	Basic numeracy and literacy Minimum 6 months	Self/ employee	Yes
	Manufacturing kitchen utensils	High	Basic numeracy and literacy Minimum 6 months	Self/ employee	Yes
	Wickerwork and leather goods.	Few	Basic numeracy and literacy Minimum 6 months	Self/ employee	Yes
	Rural trade	High	One month training and Apprenticeship	Self	Yes
	Foodstuff processing/ preserving	High	One month training and Apprenticeship	Self	Yes
Mechanical, and electrical maintenance	Refrigerator technicians	Few	Basic numeracy and literacy Minimum 6 months	Self	Yes
	Household appliance repairs	Few	Basic numeracy and literacy Minimum 6 months	Self	Yes
Catering, Hotel restaurants,	Waiters	High	Basic numeracy and literacy Minimum 6 months	Employed	Yes
	Cooks	High	Basic numeracy and literacy Minimum 6 months	Employed	Yes, assistants
	Cleaners	Few	Literacy and 3 months	Employed	Yes
	Receptionists/hosts	Few	Basic numeracy and literacy Minimum 6 months	Employed	No, too young
	Catering	High	Literacy and 3 months	Employee or self-employed in	Yes

Sector	Jobs	Employment prospects	Required skills	Employment Status	Appropriate sector for CHILDREN
				groups	
Photography		Few	Literacy and 3 months		Yes
Fishing	Fishing	High	Apprenticeship	Self-employed in groups	Yes
	Boat mechanics	High	Minimum 6 months training plus apprenticeship	Employee	Yes
	Maritime carpenters	High	Minimum 6 months training	Self-employed	Yes, skill is largely absent in Liberia
Computing		High	Good literacy	Employed	Yes, if qualified
Admin		High	Secondary level education	Employed	Yes, if qualified

Annex C: Survey of ex-combatants[28]

This qualitative form is often used as a follow-up to a more quantitative questionnaire, with more pre-coded choices which allows for quicker answering and processing. Often the quantitative forms questionnaires are used first and should be followed-up by this more detailed questionnaire, that allows going beyond quick multiple-choice replies that gives only a very generic impression but can hardly be used for reintegration planning. This form needs adaptation to local context, culture and sensitivities and needs to be formatted with extra lines to allow appropriate in-depth answering and reporting.

Generic questionnaire

Part I.   **Page 1 Serial no.**

Identification data

1.   Name: ....

2.   Age/date of birth: ....

3.   Sex: ❒ M   ❒ F

4.   Marital status: ❒ (a) Married   ❒ (b) Divorced

                          ❒ (c) Separated   ❒ (d) Widower/widow

5.   No. of dependents (including children, parents, brothers and sisters, and other

        you are responsible for): ....

6.   (a) Occupation of father: ....

        (b) Address: .... 7.   (a)

Occupation of Mother: ....

        (b) Address:..

        ....

8.   Your home area:

        village/town: ....

        district/province: ....

9.   Where will you live after demobilisation?

        (a) Area: ....

        (b) Why is it different from your home area/village/town:.................................

            …………………………………………………………………………..

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[28] Based upon: International Labour Organisation (ILO). 1997: *Manual on Training and Employment Options for Ex-Combatants*. ILO, Geneva, pp. 195-202.

Education, work and experience

10.   What did you do before joining the army/armed group?

(a) Attended school   ❐

(b) Worked   ❐

(c) Other   ❐   Specify: ....

11.   (a) Name of school attended: ....

(b) Degree obtained: ....

(c) Final grade obtained: ....

12.A   (a) Did you receive any training before joining the army/armed group? ❐ Yes ❐ No

(b) Skill: ………..

(c) Duration of training: ....

(d) Name of centre: ....

(e) Address: …..

(f) Did you receive any training while in the army/armed

group?...

12.B.   Did you receive any informal training such as at home, through family, friends or

apprenticeships?..

13.A   (a) Years you spent in the army/armed group:..

(b) Rank reached: ....

(c) Type of work you carried out in the army (e.g., soldier, vehicle driver, cook,

orderly/messenger, medical/paramedical, wife, etc.)..

13.B   What training did you receive during your time in the armed

force?..

14.   What will you seek to do to earn a living after demobilisation?

❐   Salaried work

❐   Join family business

❐   Create a business (self-employed, micro-/small enterprise, cooperative)

❐   School first

❐   School combined with work

❐   Other (specify): ....

....

15.   What do you know about the reintegration programme? ……………………

…………………………………………………………………………………...

16. Will you need any assistance from this programme? ❏ Yes ❏ No

17. Which activity of the programme do you like to benefit from?.............................

…………………………………………………………………………………...

18. Can you indicate a second choice? ....

19. Can you give any reasons in support of your choice of activity?

....

☝ <u>Note</u>: In order to answer question 17, the options need to be determined based upon the results of the opportunity mapping and on the basis of the designed reintegration strategy. Example: the strategy might be often work combined with school to the youth; in that case the options - work or school- are not exclusive.

Part III.

Employment

Salaried work,

What job or occupation would you like to find?

....

....

What help do you think you to find and be recruited for those jobs?

....

....

Self-employment/micro-enterprise/small business

20.   What work will you seek to do to earn a living after demobilisation?

☐   Self-employed

☐   Family business

☐   Cooperative

☐   Other (specify): ....

....

21.   What objective do you want to achieve by engaging in this type of business activity?

....

22.   Did you engage in this type of business activity before joining the army? ....

....

23.   Can you describe your ideas about this activity?

(a) Which products, goods or services do you propose to produce/provide?

....

(b) Where will you make/prepare them?

…...

(c) Where will you sell them?

……...

(d) Who else is making same/similar products?

....

(e) Why do you think your product will sell?

....

(f) What raw materials will you require?

....

(g) Where and how will you get them?

....

....

(h) How much time will you spend making/preparing the product?

....

(i) How much time will you spend selling it?

....

(j) What resources will you require?

...................................…………………………………........................

....

(k) What assistance will you require to engage in this activity?

More schooling:	❐ Yes ❐ No
Management/training	❐ Yes ❐ No
Skills training:	❐ Yes ❐ No
Technical help:	❐ Yes ❐ No
Tool kit:	❐ Yes ❐ No
Credit:	❐ Yes ❐ No
Marketing:	❐ Yes ❐ No

Other (specify): ....

(l) If you take a loan, do you think you can repay it ❐ Yes ❐ No

by the sale of the product?

(m) What is the amount of loan you will need? ....

(n) How long do you think it will take you to repay it? ....

(o) How long do you think it will take for the activity to be come self-financing?

....

(p) What are the risks of the activity?

....

24. (a) How many hours a day are you available to work?

....

(b) Do you need any childcare facilities when you are working?

....

25. Any other remarks concerning your business activity?

....

....

✍ Note: This is not an appraisal or feasibility form. The intention is to assess the individual in terms of: aptitude, motivation/determination, ability to understand/interpret the selected activity, and its related needs and risks.

26.   Are you suffering from any disease?

        (a) ☐ Yes   ☐ No

        (b) If yes, specify: ....…..

        ....

        ....

27.   Are you taking any medication?

        (a) ☐ Yes   ☐ No

        (b) If yes, specify: ....…..

        ....

        ....

28.   Are you suffering from any disability?

        (a) ☐ Yes   ☐ No

        (b) If yes, specify: ....…..

        ....

        ....

29.   Do you need any assistance as concerns your health status?

        (a) ☐ Yes   ☐ No

        (b) If yes, specify: ....…..

        ....

        ....

30.   Do you use drugs?

        (a) ☐ Yes   ☐ No

        (b) What kind?

        (c) Since when are you using this?

                ☐ one month

                ☐ one year

                ☐ more than one year

31. Any other remarks concerning health: ....

....

....

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