

t · r · e · s · a

TRAINING AND EDUCATION ON SMALL ARMS



Former combatants learning basic farming skills in Liberia.
"Africa Renewal, United Nations", <http://www.un.org/ecosocdev/geninfo/afrec/vol19no3/193combatant.html>

Reintegration plan workbook

**To accompany TRESA
module "Reintegration
Strategies for Ex-
Combatants" (RSC06)**

module RSC 06B02

Trainee Name: _____

Organization: _____

Country: _____

Region working in: _____

- This workbook is an essential part of the TRESA “Reintegration Strategies for Ex-Combatants” module. It is intended to serve as a **draft template** for the preparation of a reintegration plan for your own country or region.
- When filling out this workbook, please keep in mind that the information and analysis you use should be based on the perspective of the problems and issues **you** will be facing in reintegration work in **your** area or country.
- The end result of this workbook will be a draft. It will need to be adapted, changed, and updated to fit current features of your own specific reintegration situation and plan.
- The trainer will examine this workbook from time to time. It will be done in order to help your planning. However, in the final analysis, this workbook is yours. The work you invest in it may well be work you will then not have to do again. Thus the amount of effort you invest is entirely at your discretion.
- The Workbook is arranged in the forms of **tables**. By filling in the tables with data, you provide yourself with a factual database, from which you can write a narrative report, and to which you can refer later to understand your decisions.
- Find ways of gathering data for those entries in which data is currently unavailable: if you have blanks, it is critical to **collect** data.
- The tables are **keyed** to the sections of the TRESA module “Reintegration Strategies for Ex-combatants”.
- Not all tables may be necessary or relevant in the case of your particular reintegration program.
- Tables may have too few rows for your needs. Feel free to add as necessary: the tables and their labels are only a **guide** for your work, not formal requirements.
- Once you fill in the necessary tables, you can write a **narrative** plan, which incorporates the information in the tables.
- You do not need to write an entire plan, but can concentrate on one or another of the elements, but be aware that **some tables are dependent on data in previous tables**.
- The data can be entered at **any administrative level** (local community; major administrative division [county, province]; or an entire country) **provided you input data for that administrative level only**. If you are working on a reintegration plan for a community, input data relevant to that community, not the entire country, and vice versa.

A large grid of small grey dots for taking notes, consisting of 28 rows and 40 columns.

Work process

1. Fill in the tables with data available. Try to use estimates as little as possible. You should clearly mark estimates (with a different colored pen or "...(estimate)").
2. Write your plan in a narrative, using the tables to present data as appropriate.
3. Always check your planning against SMART criteria.
4. Ideally, have someone else read the plan and critique it for:
 - SMART compliance.
 - Reality.
 - Clarity.

Remember:

- No plan survives contact with reality! Be flexible enough to change in the field.
- No plan is any use unless it is brought into operation.



A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Section 1

Table 1: Practical measurements for success of individual reintegration

Table 1 provides you with information about your ultimate goals as viewed from the individual ex-combatant's perspectives. How will you measure those goals? How will you attain them in your program?

Assistance needs	How measured	How attained
Physical and mental well-being		
Adapting to community life		
Acceptance by community members		
Securing an income		
Social status and respect		

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns.

Table 2: Causes of the conflict

Use the Cause Analysis Table format to arrange the relationship between the three types of causes. Do this exercise for each item in the "Factor" column insofar as this is appropriate for the region you aim to do reintegration work in.

Factor type	Root causes	Proximate causes	Trigger events
Social			
Political			
Economic			
Cultural/perceptual			

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 3: Individual motives for joining armed groups (aggregate responses)

Use the Individual Motives Table format to arrange the relationship between the three types of causes. Do this exercise for each item in the “Factor” column insofar as this is appropriate for the region you aim to do reintegration work in.

Factor type	Root cause	Proximate cause	Trigger event
Social			
Political			
Economic			
Cultural/perceptual			

Note: More than one cause is of course likely. In the ‘Factor type’ column you want to classify factors according to the different types, e.g. ‘Social’: No access to education). You can quantify the ‘cause/event’ columns with numbers (e.g. 67 respondents) or percentages (e.g. 57% of respondents/combatants). See Section 3.2 for examples.

A large grid of small, light gray dots arranged in approximately 30 rows and 60 columns, intended for writing notes.

Table 4: Nature and duration of conflict

Nature of conflict	Duration(s): periods this was to be found
Chaotic conflict	
Organized conflict	
Internal conflict	
Interstate conflict	
Types of armed elements	
Regular uniformed	
Full-time armed militias/armed groups	
Part-time armed militias/armed groups	
Local self-defense groups	
Individual armed civilians	
Unarmed auxiliaries (of any of the above: make sure to include women, children, elderly, disabled)	

Duration could mean several non-contiguous periods, e.g. 1992-1995; 1998-1999; 2000-2003.

Table 5: The peace agreement

Is there a peace agreement?	
Is it implemented?	
Is it widely agreed?	
Is it respected?	
Have there been breaches? If yes, have they been reported?	
How is security assured?	
Neutral observer (e.g. UNMIS) located where?	
DD&R provisions in peace agreement	

A large grid of small dots for taking notes.

Table 6: Population and peace agreement

Population aware of peace agreement?	Y/N. Evidence:
Population's expectations of peace agreement	a. _____ _____ _____ _____ b. _____ _____ _____ _____ c. _____ _____ _____ _____ d. _____ _____ _____ _____ e. _____ _____ _____ _____

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Section 2

Table 7: Aims, goals, and objectives

DD&R aims (as defined or expressed in peace agreement) see Table 2



Reintegration goals (described in peace agreement, or derived from DD&R goals)	
1.	
2.	
3.	
4.	



Reintegration objectives: operatively defined from goals		
Objective	Date to be Attained	SMART compliant
1.		
2.		
3.		
4.		

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 8: SMART checklist for objectives

Objective	Specific	Measurable	Achievable	Relevant	Time-bound
1.					
2.					
3.					
4.					

Copy list of objectives from Table 17.
Remember that if **any** column is 'no', that objective needs to be rewritten.

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Table 9: Objective costs

Objective	Cost (first estimate)	Hidden costs	Opportunity costs
1.			
2.			
3.			
4.			

A large grid of small dots for taking notes, consisting of 28 rows and 60 columns.

Table 10: Means and spillover effects

Objective	Potential mean	Spillover effects
1.	a. b. c.	a. b. c.
2.	a. b. c.	a. b. c.
3.	a. b. c.	a. b. c.
4.	a. b. c.	a. b. c.

A large grid of small dots for taking notes.

Table 11: Are the following agencies/ministries aware of/represented in the DD&R process?

Agency	Aware	Represented	Focus point/contact
Employment			
Education			
Vocational training			
Gender			
Infrastructure			
Youth			
Health			
Rural Development			

A large grid of small dots for taking notes.

Table 12: Problems to be avoided

Potential problem	Has it been addressed?
Has DD program started (date)?	
When is Reintegration program to start (date)?	
Have relevant communities been contacted and have their capacity shortfalls been addressed?	
All groups of combatants been included?	
Promises made to ex-combatants about their reintegration? By whom?	

A large grid of small dots for taking notes.

Section 3

Table 13: Goals and ex-combatants

Goals of DD&R program		
Focus for Reintegration	Therefore	Opportunity cost
Security	Focus on potential spoilers (identify): a. b. c.	
Development	Focus on potential rebuilders (identify): a. b. c.	
Therefore, Ex-combatant definition:		

Copy the goals of the DD&R program.

In rows 2 and 3, identify whether the emphasis is on security or development.

In column 2, note which groups should be focused on, based on your choice of security or development.

In column 3, note what the cost of focusing on one or another group will be.

A large grid of small, light gray dots arranged in approximately 30 rows and 60 columns, intended for writing notes.

Table 14: Defining ex-combatants

Fill in the table to determine your choice of selection criteria for categories of ex-combatants based on the data from the area you will be working in.

Broad approach	Who is included	Pro	Con
Inclusive approach (all war-affected people including property loss, physical and mental trauma, and death)			
Semi-inclusive approach (all people associated with fighting forces, including armed and uniformed combatants, armed combatants, and unarmed accompanying fighting forces)			
Semi-exclusive approach (only armed ex-combatants)			
Exclusive approach (only armed and uniformed ex-combatants)			

A large grid of small dots for taking notes.

Section 4:

Drafting a reintegration plan

Table 15: Gender

Is there a Gender Officer embedded into the process?		Contact:	
Have planners been briefed on gender issues, including UNSR 1325 and its implications?		Dates:	
Pre-war/traditional gender roles 1. Jobs: 2. Household: 3. Family and marriage: 4. Education: 5. Local politics: 6. National Politics: 7. Security:	Women	Men	
Wartime gender roles 1. Jobs: 2. Household: 3. Family and marriage: 4. Education: 5. Local politics: 6. National Politics: 7. Security:	Women	Men	
Foreseen problems with post-war gender roles 1. Jobs: 2. Household: 3. Family and marriage: 4. Education: 5. Local politics: 6. National Politics: 7. Security:	Women	Men	

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns of dots.

Table 16: Security situation, objective assessment

Do you consider the situation to be secure enough:

- For ex-combatants to return?
- For you to start working?
- For the reintegration results to last?

Security systems	Assessment	Evaluate: Good security = Reintegration work can proceed safely. Bad security = Reintegration work will be hampered.
Civilian police system operating		
Criminal justice system operating (judiciary + courts + prison)		
Arms in circulation (numbers and % of population armed)		
Recorded instances of armed violence (numbers or statistical measures) including by military on civilians and military-military		

(Assess whether effective or not, and on what basis you make the assessment).

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Table 17: Security situation, subjective assessment

Feeling of security	Assessment	Evaluate Good security = Reintegration work can proceed safely. Bad security = Reintegration work will be hampered.
Do people feel secure?		
Access to resources hampered or not?		
Do people feel they can live without a gun?		
Under what conditions would people be willing to live without personal guns?		

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns of dots.

Table 18: Local service infrastructure

Using the list of services provided (add others if you think they are important), prepare a baseline assessment of services available in your area or country. Assess whether these services are equally distributed throughout the area. If there are absences in these services, how would they affect ex-combatants?

Main category	Details	Response	Assessment
Food supply	How does the area sustain itself in terms of food supplies?		
	Are there serious seasonal fluctuations?		
	Does the food meet local preferences?		
Water supply	Is there sufficient good quality water for different purposes (drinking, washing)?		
Health	What provisions are there for health services?		
	For local hygiene?		
Housing	Is there a housing inventory/building plots available?		
	Are housing/building plots accessible to all?		
Education	What education facilities are available?		
Communications	The quality of roads services and the availability of transportation facilities.		
	Telephone and Internet		
	Post		
	Is everyone able to communicate outside their immediate area by some means?		

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Reintegration Plan Workbook

Power	Is electrical power available continuously?		
Fuel	Are there uninterrupted supplies of fuel for cooking?		
	For transport?		
	For generating electricity?		
Consumer goods markets	What consumer goods are available?		
	In demand but unavailable?		
Recreation	Are there sources for recreation and of what type?		

Response = An assessment and/or qualifications.

Assessment = Satisfactory/not satisfactory.

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns.

Table 19: Summary of local area attractiveness to ex-combatants/returnees

Factor	Details	Assessment
What long-term prospects are available for employment?		
Are there substantive differences in access to services between different populations (e.g., rural/urban; ethnic or political differences; gender)?		
Are local services and infrastructure satisfactory?		
If there are substantive differences in access to services, are these substantive root causes that might re-ignite fighting?		
Overall, based on the results of Table 12 and the questions above: How attractive is the area for ex-combatants (very attractive/unattractive or in between)?		

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 20: Expected demands and needs

Item	Funds required	Funds available	Time span (mm/yy-mm/yy)	Resources needed	Resources available in receiving community
Subsistence: from demobilization, through transport to the community they are joining, and for some time after					
Life skills training					
Transportation from the demobilization site to the community					
Ensuring security during the transport process					
Establishing ex-combatants in a viable, peaceful life-style					

You will probably wish to base your financial assessment on detailed calculations using a spreadsheet.

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns of dots.

Table 21: Defining the ex-combatant target group for Reintegration program

Definition of ex-combatants for purposes of reintegration based on assessment in tables 21 and 22	
Expected Number of ex-combatants that fit this definition:	=

Table 22: Implementation capacity

Using your budget plan, decide what capacities you need to implement your plan. If you do not have the capacities, how much is acquiring them going to cost? Don't forget to incorporate evaluation and monitoring efforts in your planning. Insert these costs into your budget plan. If necessary, the capacity (building) should be made a separate budget line in the budget plan. This may result in new aims, goals and objectives. If so, make sure these appear in the appropriate sections of the workbook.

Physical resources available on the ground	
Manpower available	
Manpower quality	

A large grid of dots for writing notes, consisting of 30 rows and 60 columns of small, light gray dots.

Section 5

Analyze for the area you are going to be working in:

- The macro-context and the structure of the labor market
- Local economic dynamics
- The demand for labor
- The demand for goods and services

Table 23: Checklist for economic reintegration

Subject	Available
Ex-combatants profile assessments	
Database system set up	
Publicity and awareness among ex-combatants	
Publicity and awareness among receiving communities	
Opportunity mapping for income generation	
First-stage and immediate income-generating options	
Long-term income generation	

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns of dots.

Table 24: Market assessment

Demand for labor	
Hiring sectors	
Large projects demanding manpower	
Demand for small subcontractors	
Demand for goods and services	
In transportation sector	
In construction sector	
In farm support sector	
In maintenance and support services sector	
Other services:	
Skills needed	
Gaps between income-generating skills of ex-combatants and employment requirements	
Skill training providers	
Work/study program potential	

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Table 25: Gender sensitivity

Issue or norm	Yes, available	No, unavailable
Gender–non-biased job recruitment mechanisms		
Guidelines on recruiting women		
Adequate channels for information to reach women		
Child-care facilities		
Traditional norms allowing women to handle machinery		
Staff working on labor issues trained in gender sensitivity		

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 26: First stage subsistence

Cash grant	Material goods	Periodic payments	Payment to spouse
Cost per ex-combatant			
Total cost to program			
Estimate until reliable data is available.			

Table 27: Available short-term economic opportunities

Opportunity	Potential number ex-combatants beneficiaries	Cost to Reintegration program
QUIPS		
Development and reconstruction programs		
Access to land for farming		
Seeds and tools for farming		
Tools for small craftsmen		
Employment at INGOs		

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Table 28: Income generation potential (medium term)

Opportunity	Potential number ex-combatants beneficiaries	Cost to Reintegration program
Micro finance for businesses		
Cottage industries		
Co-operative agricultural or urban activities		
Local services		
Employment at INGOs		

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns of dots.

Table 29: Providing information on economic options

How has the following information been provided:

Opportunity	Information medium	Date(s)
On immediate employment options:		
Potential small enterprises		
Available large projects for employment		
Formal employment options		
Details of peace agreement		
Meaning of local laws and legal system for civilians (including ex-combatants)		
Civil government and official services		

A large grid of small dots for writing notes.

Table 30: Long-term employment opportunities in the area

Economic sectors with growth potential	
Potential employers	
Self employment opportunities	
Small businesses and co-ops	

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Table 31: Income generating background factors

Factors you need to consider	Details in your area	How you plan to counter/address this factor
Potential stigmas that might be attached to ex-combatants (include women ex-combatants) and which might interfere with their ability to find a job		
Preparing the receiving communities for ex-combatants and overcoming the communities' reluctance to receive them		
Engaging ex-combatants in construction/development projects useful for the community		
Fit between vocational training and demand		
Oversight and support of starting entrepreneurs		

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Section 6:

Training and education

Using the results of your opportunity-mapping exercise (Section 5), design an effective set of training needs for your country. Assume that only 10% of the ex-combatants have had any experience working as civilians before they entered combat.

Table 32: Training providers

Name of training institute	Expertise	Skill level	Fees	Previous training	Contact

A large grid of small dots for taking notes, consisting of 25 rows and 40 columns of dots.

Table 33: Vocational training needs

Economic sector for which training is in demand	Number of potential jobs needed	Women represented in sector	Currently being trained women/men

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Table 34: Life skills provision for ex-combatants

Skill needed	Provider	When provided in DD&R Process
Non-violent conflict resolution		
Civilian social behavior		
Career planning		
Household management		
Job search		
Behavioral expectations of employers		
Using civil and social services		

A large grid of small dots for taking notes, consisting of 28 rows and 40 columns.

Section 7:

Social reintegration

Table 35: Socio-cultural aspects relevant to reintegration

Social issue	Questions	Responses
Kinship and marriage	Who is, and who is not considered 'kin'?	
	What does marriage consist of?	
Friendship and association	With whom does one join for communal activities?	
	What obligations does one incur from community action?	
Religion and ritual	Are there ritual requirements (both "do this" and "don't do this" rules) about associations?	
	About making a living?	
	About kinship and marriage?	
Politics	How is action mobilized?	
	Who decides in the society?	
	How are decisions made to stick?	
Economics	What is considered the ideal way to make a living?	
	What is considered the worst way to make a living?	
Behavior	What is absolutely forbidden to a given social position?	
	What is absolutely demanded of a given social position?	

A large grid of small, light gray dots arranged in approximately 30 rows and 60 columns, intended for writing notes.

Table 36: Returnees expected

Names of receiving communities	Number of returnees expected	Numbers of ex-combatants among returnees

A large grid of small dots for taking notes, consisting of 20 columns and 30 rows.

Table 37: Briefing communities

Names of receiving communities	Community briefing date	Attendees	Subjects to be discussed	Form of briefing

Form of briefing can be any combination of talks, leaflets, and public announcements, etc. Any briefing **must** include a way for the community to express its views about the process.

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Table 38: Feedback from community about ex-combatants

Names of receiving communities	Community response to ex-combatants' expected arrival	Actions to be taken by reintegration staff

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 39: Assisting communities in the reintegration process

Names of receiving communities	Integration committee	Community reps present at early stages of DD&R	Assistance to community for absorbing ex-combatants	Form of briefing

A large grid of small dots for taking notes, consisting of 20 rows and 40 columns of dots.

Section 8:

Political reintegration

Table 40: Legal rights

Have equal rights for all been enshrined in law?	National level	Intermediate level	Local/community level
Right to vote			
Right to stand for office			
Religious freedom			
Freedom to choose and exercise occupation			
Right to fair trial and equal treatment			
Right to marry, divorce			
Right to own and dispose of property			
Right to freely associate with others			
Right to express, write, publish opinions			

A large area of the page is filled with a light gray dot grid pattern, intended for taking notes.

Table 41: Training in exercising rights

Have ex-combatants and members of the community been informed of:

Right	Ex-combatants	Information method	Community members as a whole	Information method
Right to vote				
Right to stand for office				
Religious freedom				
Freedom to choose and exercise occupation				
Right to fair trial and equal treatment				
Right to marry, divorce				
Right to own and dispose of property				
Right to freely associate with others				
Right to express, write, publish opinions				

A large grid of small dots for taking notes, consisting of 30 rows and 60 columns.

Section 9:

Reconciliation and transitional justice

Table 42: Promoting reconciliation

Reconciliation activities	Planned (where and when)	Funding needed	Funding available
Common social, cultural, ritual, sports activities between ethnic, religious, or other communities			
Meetings of local authorities across divides			
Events and activities supporting inclusion of women in receiving communities			
Cultural services available to all			
Cross-community business tie promotions			