

# Executive Summary

The Pilot Reintegration Project of the Republic of South Sudan's National DDR Programme (NDDRP) was conducted with the overall aim to test reintegration approaches and modalities, and to develop actionable lessons that can inform and improve the Republic of South Sudan's future DDR programming. Reintegrating ex-combatants into civilian life is a major challenge and in fact the key measure of a DDR programme's success. Managed by the World Bank's Transitional Demobilization and Reintegration Program (TDRP) in close coordination with the National DDR Commission (NDDRC) and through financial support from Kreditanstalt für Wiederaufbau (KfW), the reintegration pilot was conducted in three phases from April 2013-October 2014.

This first pilot DDR Programme focused on 300 members of the Sudan People's Liberation Army/South Sudan Armed Forces (SPLA/SSAF) in their transition out of the armed forces into civilian life. The pilot reintegration project began with 290 participants carried over from the reinsertion phase of the full programme at Mapel Transitional Facility. The 290 individuals were from the Wounded Heroes division of SPLA/SSAF. This classification, however, is not related to injury and all participants in the pilot were able-bodied individuals. The pilot was conducted in the four states of the country's northwest region, Greater bahr el Ghazal.

The project was implemented through four components:

- **Livelihoods Support** was the largest component of the work. This focused on assisting individuals in establishing sustainable alternative livelihoods in their communities of return. Incorporated in this component were (i) entrepreneurship, cooperatives and financial literacy trainings conducted over a series of interactions, (ii) livelihoods start-up kits, (iii) technical skills extension, and (iv) leveraging available government services. The technical skills extension included agricultural extension visits as well as targeted vocational training and expert visits. (Implementing Partner: UNICON)
- **DDR Community Support Projects** were placed at communities with high levels of ex-combatant return. These projects included the construction or rehabilitation of water boreholes or specifically requested common good projects. This process pri-

oritized community engagement in the implementation of this peace dividend. (Implementing Partner: IOM)

- **Institutional Capacity Building** included two tracks with the first focused on project management training, mentoring, staff support, and systems development. (Implementing Partner: Adam Smith International). The second track of capacity building was the completion of an information counselling and referral system. The NDDRC now has a customized system that will allow for collection and reporting on ex-combatant data as well as facilitate counselling and referral to the ex-combatants. (ICRS completed directly by TDRP in close coordination with NDDRC)
- **Monitoring and Evaluation** included both comprehensive data collection and additional capacity building focused specifically on M&E. The pilot collected ex-combatant registration and baseline data, a community baseline survey, and an ex-combatant satisfaction survey. These tools and data are all available to NDDRC for future use. (Phase 1 Implementing Partner: Adam Smith with Integrity Research, Phase 2: TDRP)

Each of the components produced documentation of lessons learned as well as tools including training curriculum and manuals, the ICRS system, etc. to be utilized and/or built upon in future programming.

Finally TDRP took stock of the programmatic and operational learnings of the piloting process alongside the shifting dynamics of DDR since December 2013. The following key learnings emerged:

## LIVELIHOODS SUPPORT LESSONS LEARNED

### Entrepreneurship, associations/cooperatives and financial literacy trainings

- Entrepreneurship, associations/cooperatives and financial literacy trainings are the most crucial component of reintegration programming.
- Entrepreneurship, associations/cooperatives and financial literacy trainings should be delivered via a combined curriculum.

- The joint entrepreneurship, associations/cooperatives and financial literacy training should begin early in the DDR cycle and continue throughout to encourage livelihood and market-based decision-making throughout the DDR process.
- The baseline (Transition Facility or Vocational Centre) and follow-up reintegration trainings (in-field or community) should be formulated as one holistic training course with various modules.
- Information on trainings and services to be provided to XCs throughout the DDR process must be shared not only with ex-combatants but also with all staff including trainers.
- All XCs and community trainings should emphasize hands-on, visual approaches in keeping with best practices for low-literacy adult learners.
- DDR Community Support Projects should be implemented through the appropriate line ministry linked to the DDR Commission through a State-managed, coordinated mechanism.
- A clear criterion for community selection and project choice is necessary, with all decisions agreed to pre-budget formulation.

## MONITORING AND EVALUATION LESSONS LEARNED

- Monitoring and Evaluation (and Management Information Systems) require specific staff skills that need to be agreed to by all stakeholders from the outset.
- Funding agents will have to commit additional resources both for capacity building and potentially embedding resources within the Commission.
- Both Internal and External M&E systems are required for an effective DDR program
- Use of ICRS caseworkers as data collectors in tandem with external enumerators is both effective and enhances ongoing M&E.

## Livelihoods start-up kits

- Livelihoods start-up kits are an essential component of reintegration programming requiring significant staff, resources and attention to logistical detail to ensure full and timely distribution.
- Start-up kit contents must be accredited and agreed upon through a consultative process.
- Alignment of start-up kits with vocational training is critical and should include contents used during training and distribution upon completion of the vocational training.

## INSTITUTIONAL CAPACITY BUILDING LESSONS LEARNED

- Development of tailor-made systems (e.g., ICRS) is time and training intensive, and to be effective need to be initiated well in advance of a DDR program.
- Conducting an organizational assessment followed by the identified organizational adjustments are necessary prerequisites to effective staff capacity building.
- Task specific, on-the-job trainings were the most effective capacity building approach.

## Technical skills extension

- Partnering with the Ministry of Agriculture to provide agricultural extension trainings to XCs through Agricultural Extension Workers is an effective and sustainable approach.
- Vocational Expert Visits or Apprenticeships require too much individual attention and resources therefore are not a viable approach at this time.
- Providing vocational skill courses through state level institutions shows potential as an approach and should be explored further.
- Trainers must team up with ICRS caseworkers across all trainings to ensure continuity and to enhance service delivery across the entire process.

## STRUCTURAL LESSONS LEARNED

- DDR must be more closely linked with Security Sector Reform (SSR) than in former iterations of DDR in South Sudan.
- Coordination between the SPLA/NOF and the NDDRC in the preparation of the combatants while still within the military is essential in ensuring a cost effective and sustainable programme.
- Reinsertion and Reintegration are intrinsically interwoven and should be planned as such.
- Communications including sensitization and public information with external audiences and internal communications require significant attention and coordination.

## DDR COMMUNITY SUPPORT PROJECTS LESSONS LEARNED

- DDR Community Support Projects have high social capital returns and should be part of a greater reconciliation process but not a core component of DDR.

- Psychosocial issues and substance abuse are factors restricting sustainable livelihoods.
- Gender and child sensitive programming needs additional attention and coordination.
- Systemic approaches to ensure ex-combatant voice in programming are required.
- The full DDR programme as piloted is too costly to be brought to scale thus the alternative approach incorporated in the NDDRC's new Harmonized Reinsertion and Reintegration Strategy should be explored.
- Increased clarity on categorization of DDR beneficiary groups and numbers of beneficiaries;
- Reduced cost;
- Increased harmonization of programming in reinsertion and reintegration;
- Full national government implementation; and
- Continued momentum.

Matching the findings above with the realities of the recent events, this analysis finds that the priority areas requiring attention for a renewed strategy include:

- Increased linkage between SSR & DDR;

The current events in South Sudan underscore the importance of DDR to the country and its connection to the nation's overall development. As such, it is critical that the country continue and invigorate its work in developing a nationally-led well-designed and well-implemented DDR programme. The learnings from this pilot as well as the tools developed are relevant and timely as these contribute to the development of an effective and realistic full National DDR Programme.