



Final Review

Reintegration Assistance to Liberia DDDR
Programme Residual Caseload Beneficiaries

Project ID: 00059364

December 2007– April 2009

- **Section 1:**

- **Intended Outcomes:** Consolidation of peace, national security, reconciliation and development through the disarmament, demobilization and reintegration of ex-combatants into civil society in support of the implementation of Chapter VI of the signed Accra Comprehensive Peace Agreement

- **Outcome Indicators:**

 - Enhanced Security Environment for National Cohesion;

- **Actual Outcomes:**

- a) Up to 8,789 ex-combatants are validated, sensitized and provided with career and psychosocial counselling.
- b) Up to 8,789 ex-combatants are either placed in job opportunities, provided vocational skills training or apprenticeship/on the job training
- c) Up to 8,789 ex combatants are provided with psychosocial support, literacy skills.

- **Analysis:**

- d) ***Economic reintegration***

The framework for the entire residual caseload, suggests seven reintegration options all of which should lead to increased employability of ex-combatants. While no miracle can be expected in an economy with 85% unemployment, the packages are designed in such a manner that they will seriously enhance the possibility of the beneficiaries to find decent jobs, to start a small business, or engage in viable agricultural initiatives including establishing small farms. It is expected that skills training will be a useful tool to improve employability and hence obtain a job. It is also expected that training options made available under the project will respond to the real needs of the labour market and provide the trainees with the competencies that can be applied in the world of work.

- e) ***Social reintegration***

- The main objective this project was to support the reintegration of the residual group of former combatants and building social cohesion in the communities. To sustain this positive process, DDDR beneficiaries were placed in existing job and training programmes when they live in the communities where the programmes are actually taking place.

- f) ***Psychosocial assistance***

In the consultation process, many stakeholders have expressed the urgent need for psychosocial assistance to the ex-combatants. Especially to help them adjust to a post war environment and the new reality in Liberia in which they now find themselves. The previous phase of the adult programme did not include a harmonized psychosocial assistance programme as every implementing partner had its own curriculum and delivery mechanism. Working with the Ministry of Health, this project used 4 professional existing NGOs specialised in psychosocial assistance to provide all the beneficiaries with psychosocial assistance. Psychosocial assistance would be available to the participants placed in the various options throughout the project to improve the final outcome in terms of their performance during training and work.

- g) ***Registration, Validation and Career Counselling***

Using the established registration guidelines, names of potential beneficiaries are submitted for validation against the DDDR database. Those verified as eligible for assistance were provided with career counselling based on the available options in their locality.

Career counselling is crucial to managing expectations. Guidance on work ethics, career development and working behaviour will be provided by professional IP-YUMCA. Participants were counselled as to the options realistically available to and suitable for them in their location.

- h) ***Linkages to line Ministries***

All relevant line Ministries were engaged in this project including the Ministry of Internal Affairs, Ministry of Education, Ministry of Planning and Economic Affairs, Ministry of Labour, Ministry of Health and Ministry of Lands, Mines and Energy, Ministry of Agriculture will each have a

- representative on the Technical Working Group. Engaging the line Ministries in all phases of the project is to ensure a substantial role for them and support to National Ownership as they will play an important role in the exit strategy upon closure of the project.
- i) **Linkages with existing rehabilitation and development projects in training and apprenticeships**
 Placement opportunities in existing community-based programmes and projects for job placements and apprenticeships were considered, particularly in areas where there are few other opportunities. For the Apprenticeship programmes, UNMIL/RRR and ILO will support NCDDRR in identifying suitable apprenticeship opportunities for the ex-combatants.
- j) **Linkages to the private sector and job placement opportunities**
 UNDP, UNMIL/RRR will support NCDDRR in identifying suitable job placement opportunities for the ex-combatants. All jobs identified must have a training component; unless there are prospects the placement will continue for a substantial period beyond the RR programme and as such develop into a sustainable livelihood for the ex-combatant.
 Besides opportunities for market-relevant vocational training and capacity building, the programme envisages the placement of a maximum number of beneficiaries in the private sector. The project negotiated with private sector actors and assist in developing the opportunities available at the various entities. Contacts were established with such big companies such as Arcelor Mittal Steel, Buchannan Renewable Energy (BRE) amongst others.
- **Stakeholder and Beneficiary Contribution:**
- a) National Commission on Disarmament Demobilization, Reintegration and Rehabilitation (NCDDRR) – The National Commission on Disarmament, Demobilisation, Rehabilitation, and Reintegration (NCDDRR) remains the key national counterpart of UNDP and the United Nations Mission in Liberia (UNMIL) and other stakeholders to implement the DDDR Programme.
 - b) Line Ministries - Relevant line Ministries such as the Ministry of Internal Affairs, Ministry of Education, Ministry of Planning and Economic Affairs, Ministry of Labour, Ministry of Health and Ministry of Lands, Mines and Energy, Ministry of Agriculture and Ministry of Commerce were stakeholders and involved in the implementation of the project. Each of the above mentioned line ministries had a representative on the Technical Working Group.
 - c) NGOs- Implementing Partners on the Skills Training – 37 implementing partners were contracted from among the local NGOs to conduct the skills training in various locations.
 - d) Ministry of Planning – Supervised and Chaired all the DDDR programme in Liberia
 - e) ILO –ILO in collaboration with UNDP elaborated a framework of assistance, defining preliminary criteria for beneficiary preferences and service delivery mechanisms for effective RR implementation. ILO also provided technical support on employment creation and sustainable livelihood and defining follow-up activities for the DDDR beneficiaries.
 - f) UNMIL-RRR – Collaborated with UNDP in all RR activities to provide strategic oversight to NCDDRR. They are part of Technical Working Group as well as Project Outcome board.

Gender and Rights based approach

The Liberia DDDR programme has met with some criticism in the past for not rolling out a strong gender and rights based approach. Hence, special effort were made to address the residual caseload to maintain a consistent focus on ensuring both a gender as well as a rights based approach to activities pertaining to the residual caseload.

For this project the NCDDRR with UNDP, UNMIL/RRR, ILO and other stakeholders ensured that every effort is made to give access to both men and women. This will be reflected in all the steps of the counseling and enrolment processes and will follow through into programme activities at the field level.

- **Section 2: Project Implementation**

- Updated Project Risks
 - Lack of end of training follow up poses a risk on the sustainability of the project after the closure. The Ministries does not have the financial and human resources to follow up on the beneficiaries after the training. Many of them that formed groups will require further assistance even well after the end of the project. There was no provision for such follow up activity.
 - Entrenched interest across the civil and public service are resistance to change which they perceive will challenge their networks and authority.
 - Low delivery capacities of most of the Implementing Partners in terms of accountability, transparency posed a major risk for the project. On many occasions the project had to involve the use of Banks to help in the payment of assistance allocated which the Implementing partners had received but misappropriated. Many of the IPs are owing their staffs some salaries thereby affecting the commitment on the part of the staffs.
 - Non provision of End of Training Tool Kits posed a great risk to the successful closure of the training programme. Most of the beneficiary had were not satisfied with this and showed resentment and sometimes holding their respective trainers for hours and days.
 - The Climatic effect of the Moosonal rainfall affected the start up and ending date of the training. All the training centers could not start at the same time and also, it impairs the field visit of the monitoring and Evaluation team for a timely visit and assessment of the training as expected and required.
- Updated Project Issues
 - Non Provision of Resettlement tool kits remain one of the major issue for the project. Most of the beneficiary complaint of inability to set up their businesses after their training without the tool kits..
 - Weak linkages of the exit strategy with the national employment generation strategy. The project could only train beneficiaries and empowers them, but the national economy should be responsive to be able to create jobs that DDRR beneficiaries could benefit from.
 - Weak linkages between the project and the Ministry responsible for Cooperatives has in doubt affected the formation and sustainability of the groupment that were formed. The Ministry does not have sufficient capacity to follow up on the group to be able to support them technically even after their training.
 - End of mandate and Closure of NCDDRR with appropriate linkage to a particular Ministry weakens the sustainability and follow up on residual issues.
 - Limited capacity of CSOs. Sector very urban (Monrovia) driven. Legitimacy of many NGOs is questionable due to weak linkages to communities

- **Section 3: Project Performance (per output)**

Deliverable Description	Quality Criteria	Result of Activity	Financial Summary
Ex-combatants are validated, sensitized and provided with career and psychosocial counselling.	Eligibility criteria is applied to select the beneficiary of the programme	<ul style="list-style-type: none"> • Develop and disseminate Information campaign messages to target the residual caseload • Registration of ex-combatants • Validation of ex-combatants • Provide career counselling based on available job opportunities 	

<p>Ex-combatants are either placed in job opportunities, provided vocational skills training or apprenticeship/on the job training.</p>	<p>-Launch public tenders for provision of skills training and carry out full technical and financial evaluation of the bids.</p> <p>-Process and disburse advances to Implementing Partners, payment of monthly subsistence allowance to beneficiary ensuring a minimum 75% attendance .</p>	<ul style="list-style-type: none"> • Identify and negotiate placement of beneficiaries in community-based apprenticeship outlets, in collaboration with implementing partners. • Identify job opportunities and negotiate placement of beneficiaries. Issue contracts to implementing partners for ex-combatants in vocational skills training. 	
<p>Ex-combatants are provided psychosocial support, literacy and small business skills development training</p>	<p>ILO Technical Support on employment creation and sustainable Livelihood to explore job opportunities within the framework of exit strategy and linkage to wider employment creation strategy.</p>	<ul style="list-style-type: none"> • Contract implementing partners using a Project Cooperation Agreement to place provide psychosocial services at each of the training sites to beneficiaries • Recriute SIYB Consultant 	

- **Section 4: Lessons Learned**

- a) **Internal UNDP**

- i. The DEX implementation modality played a significant positive role in the success of the programme.
- ii. Locating the project support unit within UNDP made it possible for an efficient and effective strategic oversight on the project. It also allows for UNDP rules and internal control to be applied .

- b) **Intra-UN**

Coordination with other UN agencies (especially UNMIL) is beneficial in moving the DDR to a successful end. Strategic and technical oversight to NCDDR in close collaboration with UNMIL, and ILO lead to a successful national ownership of the process. In addition, UNMIL assisted in facilitating the movement of project teams by UNMIL flights especially to remote and

inaccessible locations. This was a critical factor that aided the project to reach every areas of the country.

c) **With Partners**

- i. Effective collaboration with partners within a formal coordination mechanism can lead to coordinated support to national institutions and reduce overlaps. The RR programme has succesful coordinated support, in some instances through joint support to ex combatants reintegration bring together multiple partners has assited in succesfully bringing DDRR programme in Liberia to a close..
- ii. Closer collaboration and partnership between UNDP, UNMIL and Line ministries exhibited during the period under review also ensured collaborative support toRR Final phase.

d) **Project design, planning and management**

That rehabilitation and reintegration of ex combatants is a slow and complex process which requires careful planning and support for national recovery. Promoting Reconciliation and national cohesion needs a multi sectoral approach from trauma healing, peace building, forgiveness, capacity development in addition to skills training of ex combatants. All these factors should not be treated in isolation to achieve an enduring peace in Liberia;

• **Section 5: Post Project Review and Asset Transfer**

- As the DDRR final phase ended, it also brought to an end the chapter of DDRR in Liberia history. It is generally acclaimed that DDRR has achieved its objectives and aims in enhancing national security and in the promotion of national cohesion. Liberia was able to conduct a free and fair election in 2005 that ushered in a democratically elected first female president in Africa. The implementation of DDRR programme has created an enabling environment and made it possible. It was also revealed that the DDRR has made it possible for Liberia refugees and IDP to return en mass due to a condusive safe and secured country.
- Completions of project activities – All intended project activities have been successfully completed.
- Transfer of Project Assets – Most assets purchased by the project have been turned over to support existing government institutions. All the remaining tools under the former Trust Fund programme were transferred to support vocational training institutions. The former project cars were transferred to appropriate national institutions to support their operation.