



**African Union
Disarmament, Demobilization and Reintegration
Capacity Program
(AU DDRCP)**

Project Document and Funding Proposal

October 2012

Project Information

Ref #	PSD/108/2/12419.12
Date:	October 2012
Project Title	African Union Disarmament, Demobilization and Reintegration Capacity Program (AU DDRCP)
Organisation	African Union Commission
Partners	AU Member States, Region Economic Communities (RECs) and Regional Mechanisms for Conflict Prevention, Management and Resolution (RMs), United Nations, World Bank
Management	Peace and Security Department
Implementation Period	January 2013 – December 2015 (36 months)
Component A:	Institutionalizing DDR Capacities for the AU
Component B:	Establish and Operate AU DDR Resource and Research Centre including development and dissemination of AU DDR Documents
Component C:	Engagement with Member States on DDR related Activities
Total Budget USD	\$3,705,172.19

TABLE OF CONTENTS

ABBREVIATIONS ANDS ACRONYMS

LETTER FROM COMMISSIONER RAMTANE LAMAMRA

SECTION 1: INTRODUCTION

SECTION 2: DDR ON THE AFRICAN CONTINENT

- 2.1 Rationale for AU Engagement in DDR on the African Continent
- 2.2 Lessons learned from DDR Activities in Africa

SECTION 3 THE AFRICAN PEACE AND SECURITY ARCHITECTURE (APSA) AND CONTINENTAL POLICY BASIS

- 3.1 The African Peace and Security Architecture (APSA)
- 3.2 AU Policies and Relationship with the RECs/RMs
- 3.3 Gender and other cross-cutting issues
- 3.4 Partnerships and Collaboration with other Stakeholders
 - 3.4.1 Collaboration with the African RECs and RMs
 - 3.4.2 Partnerships with Member States
 - 3.4.3 Partnerships with NGOs, Research and Training Centres and Civil Society
 - 3.4.4 Partnership with the United Nations
 - 3.4.5 Partnership with the World Bank
 - 3.4.6 Partnership with Donors
- 3.5 Linkages with other AU Initiatives

SECTION 4: OBJECTIVES AND COMPONENTS OF THE AUDDRCP COMPONENTS

- 4.1 Overall Objectives
- 4.2 Overview of the 3 Project Components
 - 4.2.1 Component A: Institutionalize African Union DDR Capacities
 - 4.2.2 Component B: Establish the AU DDR Resource and Research Centre and the Development of AU DDR Documents
 - 4.2.3 Component C: AU Engagement in DDR Activities of Member States

SECTION 5: PROJECT IMPLEMENTATION PLAN

SECTION 6: RESULTS FRAMEWORK AND BUDGET (COMBINED MATRIX)

SECTION 7: RISK ASSESSMENT AND MITIGATION

SECTION 8: MANAGEMENT ARRANGEMENTS

- 8.1 AU Project Management Capacity
- 8.2 Financial Management
- 8.3 Procurement, Consultancies and Contract for Services
- 8.4 Fundraising and Project Sustainability

SECTION 9: MONITORING AND EVALUATION

- 9.1 Monitoring and Evaluation
- 9.2 Project Reports

ANNEXES

- Annex A Concept Note for the AU DDR Resource and Research Centre
- Annex B Concept Note for Compendium of DDR in Africa
- Annex C Concept Note for the Training Manual
- Annex D Concept Note for the AU DDR Operational Guidelines

ABBREVIATIONS AND ACCRONYMS

AfDB	African Development Bank
AMISOM	African Union Mission in Somalia
APSA	African Peace and Security Architecture
AU DDRCP	African Union Disarmament, Demobilization and Reintegration Capacity Program
AU HQ	African Union Head Quarters
AUC	African Union Commission
AULO	AU Liaison Offices
BETS	Building Equipment and Transportations Services
CAR	Central African Republic
CSOs	Civil Society Organizations
DDR	Disarmament, Demobilization and Reintegration
DDRR	Disarmament, Demobilization, Rehabilitation and Reintegration
DPKO	Department of Peace and Security Operations
DSD	Defence and Security Division
EU	European Union
HTB	AU Headquarters Tender Board
IDDRS	Integrated Disarmament, Demobilization and Reintegration Standards
LRA	Lord's Resistance Army
NGOs	Non-Governmental Organizations
OROLSI	Office of Rule of Law and Security Institutions
PBFA	Programming, Budget, Finance and Accounting Directorate
PCRD	Post-Conflict Reconstruction and Development
PSC	Peace and Security Council
PSD	Peace and Security Department
QCBS	Quality and Cost Based Selection
RECs	Region Economic Communities
RMs	Regional Mechanisms for Conflict Prevention, Management and Resolution

SALW	Small Arms and Light Weapons
SSR	Security Sector Reform
TDRP	Transitional Demobilization and Reintegration Program
TOR	Terms of Reference
TOT	Training of Trainers
UN	United Nations
UNOAU	United Nations Office for African Union
WB	World Bank

PREFACE

The AU DDRCP and the Importance in DDR to African Peace and Security

In February 2012, the African Union Commission, through the Peace and Security Department (PSD), initiated the Disarmament, Demobilization and Reintegration Capacity Program (DDRCP) by holding a Consultation Seminar on DDR with the Regional Economic Communities (RECs) and Regional Mechanisms for Conflict Prevention, Management and Resolution (RMs). The purpose of the DDRCP is to strengthen capacities within the AU, its Member States and regional partners, namely the RECs and RMs, to support national and regional DDR initiatives on the continent.

Strengthening capacity within the AU regional security architecture to provide effective support to DDR initiatives is viewed by the AU as integral to its objective of promoting peace, security and stability in Africa. The importance and mandate of the AU Commission to support DDR processes was made in the 2004 Common African Defence and Security Policy (CADSP) and then subsequently in the 2006 Post-Conflict Reconstruction and Development (PCRD) and the 2010 African Peace and Security Architecture (APSA) Roadmap.

The AU Commission designated the Defence and Security Division (DSD), which is the body responsible for cross-cutting security issues and developing the CADSP, as the main implementing body for the DDRCP. The DSD collaborates closely with the other sections of the Commission including the Peace Support Operation Division (PSOD) and the African Stand-by Force. Throughout this DDR capacity enhancement process, the AU is being supported by the World Bank Transitional Demobilization and Reintegration Program (TDRP), the United Nations Office at the African Union (UNOAU) and the United Nations Department of Peacekeeping Operations (UN DPKO). Both the UN and the World Bank view the enhancement of AU capacity to address security needs on the continent as being strategic to achieving sustainable peace and security on the continent.

Following extensive consultations, by September 2012, the DSD prepared this DDRCP project document. This document sets out a three-year programme, to be implemented between 2013 and 2015, which will achieve the following objectives:

1. Institutionalize DDR capacities within the African Union,
2. Establish a AU DDR Resource and Research Centre
3. Facilitate AU engagement and assistance to DDR activities of Member States

These objectives form the three main programmatic components of this project document. Together these three components will operationalize the ability of the AU to identify gaps and challenges in DDR processes on the continent and respond to those needs by providing timely technical, political and/or resource assistance. The AU is particularly well placed to provide this assistance due not only to its ability to mobilise the regional security architecture but also in its capacity to address cross border and cross

cutting issues as well as act as a continental forum to harmonise and develop African DDR modalities.

In September 2012, this project document was validated by the RECs/ RMs and five selected Member States. After integrating the comments of its partners, the AU finalised this document and circulated it to partners in October 2012. Although the AU will progressively work to sustain the project by including budgetary components within its regular budget, the AU will seek financial assistance from donors in order to cover the initial capital investment of the program which currently amounts to **\$3,705,172.19 USD**.

Although the DDRCP will be officially launched in January 2013, the AU is already providing assistance to national DDR processes pursuant to requests made by Member States. This includes assistance to the Republic of South Sudan in preparation for its first DDR programme as an independent sovereign state as well as assistance to the Central African Republic in both its national DDR process and its efforts to address the Lord's Resistance Army. Additional assistance to develop DDR related work in Somalia with AMISOM will also be undertaken. This type of timely assistance will progressively expand as the capacity of the AU is enhanced and will strengthen the relationships on which APSA is built.

Sincerely,



Ambassador Ramtane Lamamra
Commissioner for Peace and Security
African Union Commission

SECTION 1: INTRODUCTION

The main purpose of the AU DDRCP is to strengthen capacities within the AU and its regional partners the Regional Economic Communities (RECs) and Regional Mechanisms for Conflict Prevention, Management and Resolution (RMs) to support national and regional DDR initiatives. In this regard, the project is part of the broader effort to enhance the AU regional security infrastructure.

The RECs and RMs are the building blocks in the continental security system. Their role increased significantly after the AU was created in 2002 and the Peace and Security Council (PSC)¹ became operation in 2004. The AU Assembly of heads of state and government of the AU is the principal body responsible for the prevention, management and resolution of conflict as well as making decisions responsive to issues of collective security. The Assembly is supported by the PSC, the Panel of the Wise, the Continental Early Warning System, the African Stand-by Force, the AU Peace Fund and the AU Commission. To better support and operationalize peace and security decisions of the assembly, the AU Commission created the Peace and Security Department (PSD) to further develop continental security policy and capacity. Together these bodies constitute the African Peace and Security Architecture (APSA).

To further implement the peace and security decisions of the assembly, the AU Executive Council called on the Commission to develop an AU Policy Framework on Post-Conflict Reconstruction and Development (PCRD) to improve timeliness, effectiveness and coordination of activities in post-conflict countries.² One of the policy decisions in the PCRD is for the AU, on the basis of the Common African Defence and Security Policy (CADSP), to:

“Plan and implement comprehensive and well blended disarmament, demobilization, rehabilitation and reintegration (DDRR) programmes, as a basis for consolidating safety and security”.³

As the Defence and Security Division (DSD) is the office within the PSD responsible for developing policy on cross cutting issues of the CADSP, the DSD was given the task of designing a DDR program to achieve this objective. The DSD is well placed to do so given its existing responsibilities in the related fields of Security Sector Reform, small arms and light weapons, nuclear non-proliferation, counter-terrorism and landmines as well as its close partnership with the other divisions within the PSD.

In 2012, the DSD, together with its regional partners, conceptualised the AU DDRCP as a means to strengthen DDR capacities on the continent and ensure that there are mechanisms to allow cross-fertilization of knowledge and experiences as well as a

¹ Protocol Relating to the Establishment of the Peace and Security Council of the African Union, Durban, South Africa, 9 July 2002..

² The PCRD policy was adopted in Banjul, The Gambia, in July 2006 vide the Executive Council *Decision (EX.CL/Dec.302 (ix) 25 June-2 July 2006)*.

³ Report on the Elaboration of a Framework Document on Post Conflict Reconstruction and Development (PCRD) EX.CL/274 (IX), Banjul, The Gambia, in July 2006, para 25.

process to enhance national, regional and continental ownership of DDR initiatives in a sustainable manner. This project document will set out the AU vision for DDR, its unique role in assisting and mobilising support for DDR initiatives as well as the programmatic components, outputs and activities that are necessary to achieve the overall goal.

SECTION 2: DDR ON THE AFRICAN CONTINENT

Comprehensive and effective disarmament, demobilization and re-integration (DDR) processes are a crucial element of stabilization and recovery interventions and as such DDR processes are part of the fundamental preconditions for peace, stability and human security and human development in emerging post conflict societies in Africa.

2.1 Rationale for AU Engagement in DDR on the African Continent

The main rationale for AU's engagement in DDR is to support peace processes and enhance security in its Member States so that post-conflict recovery can begin. DDR is considered a vital component of peace-building, acting as a bridge between immediate security and longer-term recovery priorities in the transition from war to peace. In countries and sub-regions emerging from violent conflict and/or serious political and social crises, a successful DDR program helps create a climate of confidence and security paving the way for a range of peace building and recovery activities. In this regard, the AU Commission is working to develop comprehensive DDR strategies to ensure that short-term security imperatives are integrated into longer-term recovery and development programming.

The AU promotes the concept of African ownership over DDR processes and considers that national governments hold the primary responsibility for implementing DDR programmes. As national capacities are often weak in post-conflict situations, the role of the AU is to support the capacity of the national governments by providing it assistance including through its regional security infrastructure. The AU concept of ownership, however, is broader than that of exclusive government ownership, and includes a wider range of actors including local government and civil society.

The AU has several comparative advantages in assisting DDR initiatives on the continent. Firstly, the AU has a continental remit and a mandate, provided by its Member States, to engage in promoting continental-wide security. This legitimacy, coupled with the AU being the central pillar in the African regional security infrastructure, make it well placed to provide assistance to DDR initiatives. This continental security capacity will assist the AU in addressing cross-border issues between its Member States including issues such as the transfer of foreign ex-combatants. The AU will also be able to bring together and share African experiences, including networking the African Centres of Excellence based in the RECs, in order to develop African DDR training and guidance. This will help to harmonise DDR processes across the continent and ensure that they are integrated with other cross-cutting policy issues.

Secondly, the AU, as an impartial actor and as the authority responsible for making decisions on peace and security, will be able to provide political support to DDR processes and ensure that they are compliant with both AU assembly and PSC decisions and UN Security Council resolutions as well as consistent with internationally accepted standards. This political support, which is further strengthened by mobilising the regional infrastructure, can be of valuable assistance particularly where there is a lack of

consensus or willingness of all the actors to engage in a DDR process. Similarly, the AU will be able to develop and provide continental wide policy guidance and best practice on DDR.

Thirdly, as the AU is increasingly being called upon by the Assembly, the PSC and the UN Security Council to address security challenges by deploying its own peacekeeping missions, the AU is also engaged directly in DDR as it receives ex-combatants directly. This is the situation now in Somalia with AMISOM and UNAMID in Darfur as well as with the ECCAS mission in the Central African Republic and the AU counter-LRA mission. In this regard, creating DDR capacity and infrastructure within the AU is an operational requisite.

Fourthly, AU administrative and financial procedures as well as its partnerships with international donors including the EU, provide a framework and opportunities whereby logistic and financial assistance can be mobilised for DDR initiatives. This applies not only to the AU's own peacekeeping operations but also for the benefit of Member States. The AU is also well placed to organise donor conferences and support Member States to mobilise resources to implement DDR processes.

The AU views DDR as a key component to any post-conflict situation and its success is crucial to consolidating peace and security in its Member States. By utilising the APSA system, the AU believes that it will be able to provide valuable assistance to DDR initiatives on the continent and in a manner which utilizes African resources and promotes African ownership.

2.2 Lessons Learned from DDR activities in Africa

Africa has a rich and diverse history of DDR processes. Although the AU DDR Resource and Research Centre will work more systematically with other research centres to cultivate a better understanding of lessons learned from the African experience, several lessons can already be identified.

Firstly, DDR is crucial to restoring stability and preventing the relapse into conflict. Demobilising combatants after a conflict and re-orienting both the ex-combatants and much of the military resources towards civilian livelihood not only provides the ex-combatants with vested interests in the continued stability of the country but assists in the overall national recovery and development process and helps in right-sizing national security institutions making them more efficient and cost-effective. In this regard, DDR, particularly the reintegration component, must be conceptualized, designed, planned and implemented within the wider recovery and development efforts.

Secondly, for DDR to contribute to stabilisation, it must also be accompanied by other economic, political and social reforms. The strengthening of governance, rule of law, gender and youth focused programmes as well as the creation of employment opportunities, all complement DDR initiatives. Collectively, these efforts minimize the risk of relapse into violent conflict by adopting a comprehensive and long-term vision for

peace building. In turn, this long term vision helps sustain peace building efforts and promotes more effective use of resources.

This holistic and integrated view of DDR also makes it necessary to coordinate DDR with other cross cutting issues such as Security Sector Reform (SSR), wider arms collection and management programmes, transitional justice, peace-building and reconciliation processes, as well as address many cross-cutting issues such as gender, youth, HIV Aids, livelihoods etc. DDR needs to be one of several peace building programmes, all coordinated within the overall framework of a broad peace-building and recovery strategy and process.

Thirdly, DDR is essentially a politically driven process and is a product of diplomacy and negotiations. The success of any DDR process depends on the will of the parties to the conflict. This political will is usually reflected in the commitment of the parties to disarm and demobilize their military personnel and/or integrate them into national security authorities. In this regard, DDR is symbiotically linked to the political and national reconciliation efforts and failures in either process will affect the other. It is therefore important that DDR processes are coordinated with the political process and move step by step with them. This also requires DDR programs to have sufficient funding from the outset in order to avoid delays that can erode trust.

Fourthly, DDR is a process not a standard program and must be adapted to the particulars of the context. This requires DDR practitioners to design the DDR programme after cultivating a solid understanding of the context, the driving forces of the conflict and the interests of the main actors. By adapting the appropriate modalities, DDR can even take place in the context of armed conflict where some parties are unwilling to demobilise. In this case, DDR can help to create an enabling environment where either traditional DDR programs can take place or where community and youth programs can reintegrate former combatants.

Finally, DDR processes on the African continent must continue to build upon African values and the rich social capital that exists in all African countries. In nearly all of the DDR experiences, African societies have accepted the ex-combatants and their dependents back into their communities supporting them both emotionally and, often, financially as they re-orient themselves back into civilian life. Recognising and utilising these indigenous systems is and will continue to be vital to the success of DDR in Africa.

SECTION 3: THE AFRICAN PEACE AND SECURITY ARCHITECTURE (APSA) AND CONTINENTAL POLICY BASIS

3.1 The African Peace and Security Architecture (APSA)

The African Peace and Security Architecture (APSA) refers to the overall set of norms, structures, capacities and procedures established to enable the AU to carry out its tasks in the field of peace and security. The establishment of the APSA is an important

development in African capabilities to address peace and security challenges on the continent.

The AU DDRCP utilises and strengthens the APSA as well as assists it in obtaining its strategic objective in regarding DDR. As stated in the APSA Road Map (2011 – 2013) DDR must:

“be integrated into the entire peace processes, from the initial peace negotiations through peacekeeping and follow-on peace building activities. This therefore calls for collaboration with relevant Units within the Peace and Security Department, and also with other relevant Departments. DDR on the continent is currently being undertaken under the auspices of the UN, but there is increasing demand for a strengthened role of the AU.”⁴

This recognition of the integrated nature of DDR and the need for the AU PSD to become more actively engaged in DDR processes is the foundation for the AU DDRCP. This section will describe in brief the APSA structure and policy framework as well as the partnerships which will assist the AU in implementing the DDRCP.

3.2 AU Policies and Relationship with the RECs/RMs

Under the APSA, all AU Member States are a member of at least one of the eight RECs and two RMs:

1. Economic Community of West African States (ECOWAS)
2. Common Market of East and Southern Africa (COMESA)
3. Economic Community of Central African States (ECCAS)
4. Southern Africa Development Community (SADC)
5. Arab Maghreb Union (UMA)
6. Economic Community of Sahel-Saharan States (CEN-SAD)
7. East African Community (EAC)
8. Inter-Governmental Authority for Development (IGAD)

The two Regional Mechanisms include:

1. Eastern African Standby Brigade Coordination Mechanism (EASBRIGCOM)
2. North Africa Regional Capability (NARC)

The relationship between the AU and the RECs/RMs is defined in the 2007 “*MoU on Cooperation in the Area of Peace and Security between the AU, the RECs and RMs*”. In this MoU, the signatories recognise the need for closer collaboration between the AU and the RECs/RMs in order to effectively address the problems including of disarmament. This cooperation includes the commitment that,

⁴ Para 58, p17 APSA Roadmap 2011

*The Parties shall work together to promote and encourage the implementation of continental, regional and other relevant instruments pertaining to arms control and disarmament.*⁵

Cooperation between the AU and the RECs/RMs will be done in adherence to the principles of subsidiarity, complementarity and comparative advantage with cooperation being assisted by the establishment of AU Commission liaison offices with each of the RECs/RMs.

In regards to policy, the 2006 AU *Post Conflict Reconstruction and Development* (PCRD) policy provides the overall policy framework for developing AU operational guidance on DDR.⁶ The policy establishes that AU Member States emerging from conflict will address the gap between emergency and development, including the planning and implementation of DDR processes and programs. With a focus to stabilization in these affected countries, the PCRD states that the AU will:

*“Plan and implement comprehensive and well-blended disarmament, demobilization, rehabilitation and reintegration (DDRR) programmes, as a basis for consolidating safety and security”.*⁷

This DDR objective is part of the overall PCRD policy to improve timeliness, effectiveness and coordination of activities in post-conflict countries and to lay the foundation for social justice and sustainable peace, in line with Africa’s vision of renewal and growth. The policy serves as a tool to:

- Consolidate peace and reconstruction efforts by AU and RECs/RMs to prevent relapse of violence by strengthening the institutional capacity of RECs/RMs, thereby enabling Member States and African Civil Society to play a key role in post conflict reconstruction and peace building in accordance with the APSA vision.
- Help address the root causes of conflict
- Encourage and fast-track planning and implementation of reconstruction activities; and
- Enhance complementarities and coordination between and among diverse actors engaged in PCRD processes by ensuring effective coordination with other relevant departments of the AU, as well as linkages with other actors and stakeholders both at local, national, sub-regional, regional and international levels.

Within the PCRD policy there is a specific mandate related to DDR, namely, the mandate proffered by the Protocol relating to the establishment of the Peace and Security Council

⁵ Article X, Memorandum of Understanding on Cooperation in the Area of Peace and Security Between the African Union, the Regional Economic Communities and the Coordinating Mechanisms of the Regional Standby Brigades of Eastern Africa and Northern Africa, 2007.

⁶ The PCRD policy was adopted in Banjul, The Gambia, in July 2006 vide the Executive Council Decision (EX.CL/Dec.302 (ix) 25 June-2 July 2006).

⁷ (PCRD 2006 par. 25(a) (iii))

(PSC) which was created to promote and implement peace-building and post-conflict reconstruction activities, as well as to consolidate peace and prevent the resurgence of violence.⁸

This mandate is extended to countries affected by violent conflict to include the consolidation of the peace agreements that have been negotiated, establishing conditions of political, social and economic reconstruction of the society and government institutions, implementation of disarmament, demobilisation and reintegration programmes, including those of child soldiers; resettlement and reintegration of refugees and internally displaced persons; and assistance to vulnerable persons, including children, the elderly, women and other traumatized groups in society.⁹

In addition to the PCRD policy, there is a need for the AU DDRCP to link up and include the following policies so as to ensure that a comprehensive and long term view to DDR is developed and implemented in collaboration with all concerned stakeholders.

In this regard other important policies and documents that together will constitute the AU policy backdrop for the AU DDRCP are:

- AU Policy Framework on SSR
- PCRD Policy
- SALW strategy / Small arms control/ the Bamako Declaration and Windhoek SALW Documents
- Politico-governance
- DDR\CAERT (terrorism)
- Peace building/peacekeeping
- Fight against poverty
- Protocol relating to Peace and Security
- AU/RECs Protocol
- MoU between RECs/RMs and AU
- AU gender policy

The AU DDRCP will build upon these AU policy developments and integrate them into AU DDR documents including an African DDR Compendium, DDR Operational Guidelines and an AU DDR Training Manual. These documents, as well as the process required to develop them, will strengthen the relationship between the AU and the RECs, RMs, Member States in DDR initiatives.

3.3 Gender and other cross-cutting issues

There are numerous cross-cutting issues that affect DDR including youth and children, weapons control and management, health and HIV/AIDs, humanitarian food delivery, security and development and income generating initiatives. However, one of the prominent cross-cutting issues of DDR is the issue of gender. The AU has adopted a

⁸ (PCRD: Articles 3a, 6).

⁹ (PCRD: Article 14 (3))

comprehensive Gender Architecture, that includes the relevant provisions in the Constitutive Act of the AU, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, the Solemn Declaration on Gender Equality in Africa, the AU Gender Policy and the Assembly Decision which declared 2010-2020 as African Women's Decade. All these instruments provide an explicit framework outlining the issue of Women, Peace and Security. Within the AU, women and gender equality issues are anchored in the Department of Women, Gender and Development.

The UN Security Council in Resolution 1325 recognised that women play multiple roles in conflict and post-conflict situations, and these roles extend well beyond those of caregivers and victims. As such, it becomes crucially important to promote women's agency and build on their potential in peace processes by including them in all levels of participation – including in peacekeeping; negotiations; mediation; socio-economic reconstruction; disarmament, demobilisation and reintegration (DDR) and security sector reform (SSR) processes.

Under the protection pillar, UNSCR 1325 advocates the consideration of specific needs of women and girls in the development and design of policies and programmes. UNSCR 1325 calls on member states to establish special measures to protect women and girls from gender-based violence and to end the impunity on sexual and other forms of violence against women and girls during conflict. As such, the UN urges member states to mainstream gender across the continuum of conflict – including conflict prevention, peace-making, peacekeeping, peace building, demobilisation, disarmament and reintegration (DDR); and post-conflict reconstruction processes.¹⁰

The Commission envisages undertaking the following activities:

- a. The finalization of the reflection/brainstorming to prevent and address the scourge of conflict-related sexual violence on “Women and Children in Armed Conflicts” under the auspices of the Panel of the Wise;
- b. To provide systematic and regular trainings to AU staff at headquarters and the field missions on how to mainstream United Nations Resolution 1325 and subsequent related resolutions;
- c. To continue the convening of an annual open session of the Peace and Security Council (PSC) on Women and Children in Armed Conflicts to raise the profile of this issue on the agenda of the AU policy organs;
- d. To strengthen the human resource capacity of the Peace and Security Department in gender;
- e. Deployment of gender experts in the AU Liaison Offices;
- f. The appointment of women as Special Envoys/Representatives of the Chairperson of the AU Commission, as well as the involvement of women in peace processes and to appoint a Special Representative on Violence against women and violence against children; and

¹⁰ *RESOLUTION 1325 IN 2020: Looking Forward, Looking Back*. High-level Seminar African Union Peace and Security Council organised by ACCORD.

- g. Finalization of the Gender Training Manual for AU Peacekeepers. Once the Manual is validated, a training of Trainers (TOT) will be organized. The TOT will be drawn mostly from Peace and Security Training Institutions in troop sending countries. The TOTs will be equipped with in-depth gender and women's rights skills to be able to impart this knowledge to their Peacekeepers in their institutions.

All the above activities are to be carried out in close partnership with the Regional Economic Communities (RECs) and Regional Mechanisms (RMs).

The practical objective is to learn lessons from past processes so that the knowledge gained can inform future efforts as well as those currently under-taken. A broader objective is to ask how commitment to the inclusion of women and women's perspectives in DDR processes can help the AU develop and re-align its founding goals of conflict prevention, peacekeeping, peace-building and post-conflict reconstruction—all stages of conflict pertinent to DDR, which take on quite a new meaning if viewed from a gender perspective.

3.4 Partnerships and Collaboration with other Stakeholders

3.4.1 Collaboration with African Regional Economic Communities (RECs) and Regional Mechanisms for Conflict Prevention, Management and Resolution (RMs)

The AU considers the RECs and RMs as the building blocks of the African Peace and Security Architecture (APSA) and of the continental DDR strategy. In this regard the AU has involved the RECs and RMs right from the start of the AU DDRCP process. All RECs and RMs were represented at the AU DDR Start-up Consultation Seminar held in Addis Ababa on 21 – 22 February 2012 and again during the AU DDRCP validation workshop held on 28-29 September 2012. As the DDRCP begins implementation in 2013, the RECs and RMs will continue to be the key partners along with Member States.

3.4.2 Partnerships with Member States

One of the main principles of the AU's emerging DDR strategy is "National Ownership" of DDR activities in any country. The AU sees its role in DDR on the African continent as that of assisting the national authorities to fulfil their locally conceived DDR projects and to provide the necessary support. The AU will therefore work in partnership with national authorities in the implementation of DDR activities in Member States. In addition, the AU will inform Member State citizens and civil society of AU involvement in the DDR activities of the Member State.

Under the DDRCP, the AU will conduct assessment missions and mentoring missions to Member States to evaluate and identify gaps in the national DDR programs. Any AU Member State can also make a request for assistance to the AU directly or via the nationally based AU liaison offices.

3.4.3 Partnerships with NGOs, Research and Training Centres and Civil Society

African and International NGOs, Research and Training Centres and Civil Society are already and will continue to be key partners in the implementation of the DDRCP. Linkages with the African Centres of Excellence based in each of the RECs will also play a key role in the development of the DDRCP, particularly in the development of the AU DDR Resource and Research Centre as well as the AU DDR Guidelines which will be produced as part of this project. NGOs and civil society will also play an important role in AU assessment missions.

3.4.4 Partnership with the United Nations

The AU Commission has developed a DDR partnership with the UN Office at the AU (UNOAU) and with the UN DDR Unit based in the Office of Rule of Law and Security Institutions (OROLSI) under DPKO. The UN is part of the founding Aide Memoire, together with the AU and the World Bank (TDRP) that established the AU DDRCP in October 2011 and has continued to work alongside the AU as it develops the AU DDRCP.

The UNOAU has also recruited a DDR Officer who is working closely with the AU Defence and Security Division on a daily basis and is acting as a liaison between the AU and the wider UN family on issues pertaining to DDR. UN Missions with DDR mandates and UN agencies in AU Member States have already started to work closely with AU Liaison Offices in the respective Member States such as the Republic of South Sudan, the Central African Republic, Cote d'Ivoire and Comoros. This trend is likely to increase with the improved AU engagement with the DDR activities of Member States.

3.4.5 Partnership with the World Bank

DDR discussions between the AU Peace and Security Department, the Africa Fragile States and Social Development unit (AFTCS) of World Bank and the UN started in early 2011, culminating in the Aide Memoire of October 2011.

The Transitional Demobilization and Reintegration Program (TDRP) of AFTCS has supported and funded the preparation phase of the AU DDR Capacity Program. The TDRP is a trust funded programme contributed to by the African Development Bank, Sweden, Norway, France, Finland, and Italy among others. In June 2012, Director Peace and Security Department presented the AU DDRCP to a Trust Fund Committee meeting of these donors.

Between 2011 and 2012, the TDRP has funded the following:

- Start-up seminar for the RECs/RMs in Addis Ababa in February 2012,
- DDR training in Norway for 3 members of the AU DDR Core Team,
- AU participation at the fundraising workshop for the DDR activities of the CAR held in New York in April 2012,

- Assessment and mentoring missions to South Sudan, and the Central African Republic
- Placement of a consultant in Addis Ababa to assist in the drafting of the AU DDRCP,
- Training and validation workshop for RECs/RMs in Addis Ababa in September 2012

The TDRP is committed to supporting a planned donor conference and continues to support the DDR activities of the AU through the TDRP up to 30 June 2013. Continuation of any further activities can be explored through the broader World Bank

3.4.6 Partnership with Donors

The AU will continue to seek partnerships with other stakeholders in the AU DDRCP. Although the AU Commission will attempt to secure more resources from the regular budget for DDR, the AU will seek partners to much of the start up costs of the various activities in the AU DDRCP. A number of partners have already indicated their eagerness to join the AU DDRCP and the AU will work hard to bring them on board and will explore financing options including, but not necessarily limited to, direct contributions and a pooled funding mechanism.

Also, as the AU DDRCP is being implemented and the necessary infrastructure put in place, the AU will be seeking to assist DDR programmes in Member States and in its missions (Somalia, Darfur, LRA, et al.) by developing projects to enhance existing DDR programming. Once a need has been identified by the Member State or mission, the AU will develop a project collaboratively with the stakeholders and then seek bilateral funding. These projects will not only demonstrate the capacity of the AU to add value to DDR programming but it will also serve to strengthen working relationships and enhance knowledge and capacity.

3.5 Linkages with other AU Initiatives

The AU DDRCP is being done within the context of other ongoing AU initiatives to promote peace, security and stability in Africa. Within the framework of the PCRD and APSA, the AU PSD has also launched projects on Security Sector Reform (SSR). This project aims to strengthen the capacities of security institutions. The nexus between SSR and DDR is multifaceted and often occur simultaneously as agreements on integrating former combatants into security institutions and right sizing those institutions are being made. The fact that both of these projects are being implemented by the PSD will assist in the cross fertilization and streamlining of both of these projects.

Similarly, the PSD is beginning to develop a de-mining capacity together with the UNOAU and UNMAC. This initiative will also be implemented in a coordinated and integrated manner. Another AU project, supported again by the RECs and RMs, to control the illicit traffic of Small Arms and Light Weapons (SALW) is also underway. There will be one AU Steering Committee on SALW and on DDR. This will assist in

ensuring coordination between the two initiatives. The DDRCP will also be informed by the Conflict Prevention and Early Warning Division who will be able to inform the DSD Secretariat about impending challenges in regards to DDR so that these challenges can be addressed before they worsen.

The capacities developed in the AU DDRCP will also serve to strengthen the efforts of the growing number of AU peace support operations currently underway on the African continent. Currently, these missions include AMISOM in Somalia, UNAMID in Darfur, the AU Regional Cooperation Initiative against the LRA (RCI-LRA) as well as developing missions in Guinea Bissau and Mali. Nearly all of these efforts will require the implementation of a DDR component for which the AU DDRCP will be well placed to add technical and political value.

SECTION 4: OBJECTIVES AND COMPONENTS OF THE DDR CAPACITY PROGRAM

4.1 Overall Objective

The overall objective of the AU DDRCP is to support and institutionalize DDR related capacities within the AU with the overall aim to increase the effectiveness of the AU to perform in accordance with the DDR related goals of the PCRD (2006) and of the APSA.

In order to achieve the overall objective, three mutually supportive components along with their corresponding outputs have been identified. These include:

- (a) Institutionalize African Union capacity to support national and regional DDR related initiatives,
- (b) Establish an AU DDR Resource and Research Centre to document national DDR experiences, best practices and develop DDR specific guidance resources,
- (c) AU Engagement in DDR Activities of Member States.

Strengthening DDR capacity within the African Peace and Security Architecture support architecture will enable the AU to support Member States in anticipating and responding to DDR needs in an effective and timely manner. Specifically, the trainings and partnerships established in Component A will provide both the capacity and collaboration which will assist the AU in Component C wherein the AU will conduct assessment missions and consultative missions to address the needs of national and regional DDR processes. The AU's DDR Resource and Research Centre, Component B, will provide a repository for DDR tools and knowledge and function as a learning centre. In addition it will help ensure that DDR initiatives by the AU and Member States are informed by evidence based research that draws from a well documented African DDR experiences.

4.2 Overview of the 3 components

4.2.1 Component A: Institutionalize African Union DDR Capacities

This component aims to strengthen the DDR capacity of the AU Commission, RECs, RMs and AU Missions by providing the capacity and structures required for the effective planning, co-ordination and roll out of DDR and associated cross-cutting issues.

Component A: Institutionalize African Union DDR Capacities

Results	Key Activities
1. Enhanced DDR capacity within the AU and its regional architecture to support DDR activities	• Retention of 1 AU Commission DDR staff; recruitment of 2 staff at HQ and 5 staff to be deployed in selected Member States) • DDR training provided to all new AU DDR staff

Indicators:

- | | |
|---|---|
| <ul style="list-style-type: none">• January 2013: Current DDR staff contract renewed for three years• Jan-March 2013: 1 DDR Administrative Assistant hired at AU HQ• Jan-July 2013: Prep missions completed to selected Member States• March-July 2013: 5 AU DDR Staff to be deployed in selected Member States state/mission level hired; office equipment to be procured simultaneously• Jan-March 2014: 1 DDR Political Officer Hired Finance Staff at AU HQ• Jan-March 2013: Steering Committee formed and first meeting convened• Dec 2013: Each new staff to have undergone a DDR Training• Expand and enhance DDR partnership base• 3 annual DDR Training and Document review workshop held at the AU HQ | <ul style="list-style-type: none">• Procurement of equipment and supplies for DDR staff deployed to the AU Missions in Member States• Establish and operationalize the Steering Committee• Annual DDR training, experience sharing and document review workshop held at the AU HQ with the RECs/RMs and selected Member States• Partnerships with donors developed |
|---|---|

4.2.2 Component B: Establish and Operate the AU DDR Resource and Research Centre and the Development of AU DDR Documents

This component aims to establish an AU Resource and Research Centre to coordinate DDR resources,¹¹ and provide opportunities for learning and information sharing. The AU DDR Resource and Research Centre will serve as the focal point for public information on the DDR activities of the AU, RECs, RMs and Member States and the main public resource facility for disseminating information about the AU DDR activities to all its users.

¹¹ (A full description of the AU DDR Resource and Research Centre is attached as Annex C to this document.)

The AU aspires to become a dynamic DDR information centre serving AU staff as well as members of the public, government agencies, NGOs, diplomatic missions, the media, private sector, as well as scholars and students from universities, research institutions, and schools. The AU Resource and Research Centre will also network and attempt to harmonise the trainings and use of best practices in the African Centres of Excellence based in each of the RECs.

Moreover, the AU DDR Resource and Research Centre will facilitate the process for the development, production and dissemination of DDR related publications. The process will include the identification and hiring of experts to draft the documents, organizing workshops to consult on the draft documents and the dissemination of the documents both as hard copies and electronically.

Component B: Establish AU DDR Resource and Research Centre and the development of AU DDR Documents

Results	Key Activities
1. DDR Resource and Research Centre opened at the AU HQ and networked with other DDR related organisations 2. AU DDR documents developed including DDR Compendium, AU DDR Guidelines, AU DDR Training Manual <u>Indicators:</u> - Jan 2013: 1 DDR Research Assistant hired for the Resource Centre and developing the Expert Roster and DDR documents - Jan 2013: AU secures space at their HQ to house the Resource and Research Centre - Feb 2013: Acquire initial reading material from TDRP/ World Bank and UN HQ - Contact Member States to provide their national DDR strategies for the DDR Compendium	- Space secured by AU HQ for the DDR Resource and Research Centre - Procurement of furniture and other movables for the Centre - Procurement and installation of electronic equipment and software for the Centre - Acquisition of reading material for the DDR Resource and Research Centre - Acquisition of National DDR materials such as national DDR policies and other knowledge materials. - Writing, printing and publication of AU DDR newsletter – bi annually. - Disseminate the resources and materials of the AU DDR Resource and Research Centre to the RECs, RMs and Member States as well as other actors - Strategy developed with the African Centres of Excellence of the RECs and RMs related to common information and data sharing platforms/networks for DDR fora and stakeholders established - Strategy identified along with stakeholders related to DDR awareness raising and DDR information coordination mechanisms and partnerships. - Development of a compendium providing

- | | |
|--|--|
| <ul style="list-style-type: none"> • Feb-July 2013: Equipment for the Centre procured • Jan-July 2013: 10 Experts hired to compile a DDR case study; Compiled into a draft Compendium; • Compendium is reviewed by DDRCP partners, Steering Committee; document is finalised, translated and published • 2013/2014: DDR core team to draft the 13 Operational Guideline with the assistance of at least four experts • Operational Guidelines reviewed by DDRCP partners, Steering Committee; document is finalised, translated and published • Jan- July 2015, DDR core team to draft the DDR Training Manual with assistance of one consultant • DDR Training Manual is reviewed by DDRCP partners, finalised, translated and published • DDRCP webpage is published on the AU website; bi-annual DDRCP newsletters are published and disseminated | <p>an overview of DDR experiences in Africa. The details of this activity are attached as Annex B to this document.</p> <ul style="list-style-type: none"> • Development of an AU Manual for DDR Training based on the outcomes of the trainings conducted within components A and C. This AU Manual should be considered a living document • Establish Resource person (expert) roster including specialisation and contact details of the individuals. • Development of 13 DDR Operational Guidelines over the span of the project that are informed by DDR experiences in Africa. Four experts may be hired to assist in writing the Operational Guidelines. |
|--|--|

4.2.3 Component C: AU Engagement in DDR Activities of Member States

This component aims to support Member States in anticipating and responding to DDR needs and provide both political and technical assistance to national and regional DDR initiatives. This would include responding to requests by Member States related to mobilizing technical, human and financial resources for DDR initiatives.

The primary manner in which the AU will initiate an engagement with a Member State is pursuant to a request made by the Member State. These requests can be made in consultation with the Member States through consultations with the AU liaison offices and relevant national authorities. The DDRCP Steering Committee will also reach out to states where there is a potential need for DDR.

Under the framework of the DDRCP, after conducting assessment missions to South Sudan and the Central African Republic, the AU is already assisting the DDR processes in these two countries pursuant to requests. In South Sudan, the AU is providing two consultants to develop a database to track and refer ex-combatants in the upcoming DDR programme for 150,000 ex combatants. The AU is also assisting the Republic of South Sudan with identifying a funding modality that will provide the government with sufficient control over the financing of the DDR programme while maintaining financial integrity and absorption capacity. Similarly in the Central African Republic, the AU contracted a consultant to assist in the national DDR process and is supporting the development of an LRA rehabilitation centre in Obo, situated in the eastern part of the country. This type of assistance will continue and expand throughout the duration of the project.

Component C: AU Engagement in DDR Initiatives of Member States

Result	Key Activities
1. AU and regional engagement and support to DDR processes in Member States 2. AU able to provide technical and political support to DDR processes upon request of Member States <u>Indicators:</u> • AU conducts 3 Assessment Missions per year to Member States and/or missions • 1 AU DDR Mentoring Mission conducted to a Member State per year • At least 5 projects that address gap areas in DDR processes are implemented	• Conduct at least 9 DDR assessment missions to selected Member States as directed by the DDRCP Steering Committee • Conduct 3 DDR Mentoring Missions to selected Member States as directed by the DDRCP Steering Committee • Support partners, when and where possible, in DDR related initiatives that are being implemented in Member States. • Assist Member States in resource mobilization for their DDR activities • Regular consultations and mentoring meetings for DDR Commissions of Member States implementing DDR, including with civil society organizations to foster consensus on ways forward. • AU conducts regular consultations with RECs/RMs on DDR processes occurring in their regions

SECTION 5: PROJECT IMPLEMENTATION PLAN

July – Dec 2012

- Hold training of RECs/RMs and DDR officers from Member States
- Validate and finalise the DDRCP
- Hold a donors meeting to present the DDRCP and address funding gaps
- Secure a location in the AU for the DDR Resource and Research Centre
- Create a list and costing of items, including computers, books and software, needed for the Centre

Jan – June 2013

- Convene DDR Steering Committee meeting
- Conduct at least two missions to Member States where an AU DDR officer will be deployed to prepare for the arrival of AU DDR staff to these situations; these missions can also be used as assessment missions; these missions can double as Assessment Missions
- Renew the currently serving AU DDR Officer (P2) for three years
- Recruit 5 DDR Staff at Member State/mission level; Locate office space and equip staff with necessary equipment.
- Recruit 1 x Administrative Assistant at AU HQ
- Recruit 1 Research Assistants for the DDR Resource and Research Centre (6 months)
- Recruit 10 Experts to conduct case studies for the Compendium
- Recruit 4 consultants to draft the Operational Guidelines
- AU Member States send to the DDRCP Secretariat their national strategies and programs for inclusion in the Compendium
- Procure and install equipment for the DDR Resource and Research Centre
- Design a DDRCP website including as a reference tool for the DDR Resource and Research Centre and the DDR Resource Person Roster
- Convene DDR donor conference for one Member State
- Publication of DDRCP Newsletter

July – Dec 2013

- Recruit 1 x DDR Political Officer (P2) at AU HQ
- Train each new staff in DDR
- Conduct 1 Mentoring Mission
- Create DDR Resource Person Roster
- Convene annual DDR training of RECs/RMs, Member States and other DDRCP partners
- Compile and revise the Compendium
- Convene DDR Steering Committee meeting

- Compile annual DDRCP financial and substantive report and disseminate to partners and donors
- Publication of DDRCP Newsletter

Jan – June 2014

- Compile and revise the AU DDR Operational Guidelines
- Conduct 2 Assessment Mission
- Convene DDR donor conference for one Member State
- Convene DDR Steering Committee meeting

July – Dec 2014

- Conduct 1 Mentoring Mission
- Conduct 1 Assessment Mission
- Convene annual DDR training of RECs/RMs, Member States and other DDRCP partners
- Convene DDR Steering Committee meeting
- Compile annual DDRCP financial and substantive report and disseminate to partners and donors
- Publication of DDRCP Newsletter

Jan - June 2015

- Compile and revise the DDR Training Manual
- Conduct 2 Assessment Missions
- The Compendium, Training Manual and Operational Guideline documents finalised, translated and published
- Convene DDR donor conference for one Member State
- Convene Seminar to review AU DDR documents
- Conduct a Strategic Review of the DDRCP to determine results and whether and how the DDRCP should continue
- Convene DDR Steering Committee meeting
- Publication of DDRCP Newsletter

July – Dec 2015

- Conduct 1 Assessment Mission
- Conduct 1 Mentoring Mission
- Convene annual DDR training of RECs/RMs, Member States and other DDRCP partners
- Convene DDR Steering Committee meeting
- Compile annual DDRCP financial and substantive report and disseminate to partners and donors
- Publication of DDRCP Newsletter

* 5 projects to address gap areas in existing DDR processes will be developed and funding solicited from bilateral donations during the 3 years.

SECTION 6: RESULTS FRAMEWORK, AND BUDGET (COMBINED MATRIX) SEE ANNEX A

COMPONENT A	RESULT: IMPROVED DDR CAPACITY OF THE AU AND PARTNERS TO ENGAGE IN DDR ACTIVITIES																
	PLANNED ACTIVITIES	TIMEFRAME												BUDGET and FUNDING SOURCE			
		2013				2014				2015							
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	AU	TDRP*	OUTSTANDING	TOTAL
	Retention and Recruitment of AU Commission DDR staff																
	Retain 1 x AU DDR Officer at P2 level x 36 months (The salary for the P2 Officer is currently and will continue to come from the JFA salary pool fund)	x												210,953.00			210,953.00
	Recruit 1 x Administrative assistant x 36 months	x														64,066.68	64,066.68
	Recruit 1x DDR Political Officer (Focal point) at P2 (max step 5) level x 24 months					x										140,635.30	140,635.30
	Recruit 5 x DDR Officers for selected AU Missions at P3/P4 level x 36 months	x														1,024,497.00	1,024,497.00
	Office Equipment and supplies for DDR staff for 5 AU Missions (Furniture, computer, printer, photocopier, telephone, fax machine, stationary)		x												150,000.00		150,000.00
	Establish and operationalize Steering Committee																
	2 x SC meeting yearly totalling 6 SC Meetings for the 3 year project (15 people all Addis based); cost includes DSA, venue hire, conference facilities and services	x		x		x		x		x		x			39,500.00	197,500.00	237,000.00
	AU DDR staff development, out-reach and training																
	1 x staff development, out-reach or training mission for each AU DDR staff totalling 24 x missions x 5 days each (9 project staff); cost includes airfares, DSA, tuition	x	x	x	x	x	x	x	x	x	x	x	x			192,000.00	192,000.00
	1 x DDRCP 5-day Trainings and AU Document Review for RECs/RMs and Member States yearly totalling 3 workshops (36 people from outside Addis); cost includes airfares, DSA, venue hire, conference facilities and services			x				x				x				396,630.00	396,630.00
SUB TOTAL														210,953.00	189,500.00	2,015,328.98	2,415,781.98

COMPONENT B	RESULT 2: DDR RESOURCE AND RESEARCH CENTRE ESTABLISHED AND DDR SPECIFIC RESOURCE MATERIAL AND GUIDANCE DEVELOPED																	
	PLANNED ACTIVITIES	TIMEFRAME												BUDGET and FUNDING SOURCE				
		2013				2014				2015								
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	AU	TDRP*	OUTSTANDING	TOTAL	
	Requirements for AU DDR Resource and Research Centre																	
	Secure space for AU DDR Resource and Research Centre	X															N/A	
	Acquire reading material Books, journal, magazines, reports, CDs, videos,	x															N/A	
	Acquisition of National DDR commissions policies, and knowledge documents	x															N/A	
	Purchase Equipment Computers, printers, copiers, professional copiers, scanners, telephone, fax machine , sundries	x													26,000.00		26,000.00	
	Install library software and e-portal Appropriate library software, e-portal, anti-virus software and book protection software	x													50,000.00		50,000.00	
	Launch and official opening of Centre at AU Air tickets, DSA, lunch and tea-break snacks	x													50,000.00		50,000.00	
	Hire 1 Research Assistant for 36 months	x														64,066.68	64,066.68	
	DDR Expert Roster																	
	Creation of web based DDR Expert Roster	x															N/A	
	Development of DDR Compendium																	
	Commission 10 Experts for case studies 10 experts x 1 month	x													32,600.00**	34,297.00	66,897.00	
	Design cover, maps and figures Outsource to designing firm		x													4,000.00	4,000.00	
	Compilation of Compendium by DDRCP Core Team			x													N/A	
	Review and inclusion of comments from RECs/RMs/Member State document review			x													N/A	
	Editing of the DDR Compendium Outsource to editing firm for: Content editing, technical editing, copy editing, type-setting, indexing, proof reading				x											5,000.00	5,000.00	
	Translation into 4 AU languages Outsource Translation of 250 pages into 4 AU languages				x											11,500.00	11,500.00	

	Publication process Publishing House for: Patent, copyright and ISBN number				x														N/A
	Printing Printing House for: 250 page Compendium full colour • 2000 English • 2000 French • 500 Arabic • 500 Portuguese				x													80,000.00	80,000.00
	E-publishing Posting onto website, CDs,				x													3,855.00	3,855.00
	Book launch at AU 1 day workshop x 100 participants Airfares, DSA					x												50,000.00	50,000.00
	Dissemination Postage					x												3,000.00	3,000.00
	Development of AU DDR Guidance Notes																		
	Commission 4 Experts for three months to draft AU Operational Guidelines with DDR Core Team		x															80,276.40	80,276.40
	Compilation and editing of DDR Guidelines by DDRCP Core Team						x												N/A
	Review and inclusion of comments from RECs/RMs/Member State document review							x											N/A
	Document and translation into 4 AU languages								x									11,500.00	11,500.00
	Printing Printing House for: • 2000 English • 2000 French • 500 Arabic • 500 Portuguese								x									80,000.00	80,000.00
	Dissemination Postage								x									3,000.00	3,000.00
	Development of AU DDR Training Manual																		
	Commission 1 Expert to compile draft AU DDR Training Manual									x								7,900.00**	7,900.00**
	Review and editing of DDR Training Manual by DDRCP Core Team										x								
	Review and inclusion of comments from RECs/RMs/Member State document review as well as input from the African Centres of Excellence											x							N/A
	Document and translation into 4 AU languages											x						11,500.00	11,500.00

	Consultation with RECs/RMs/Member States AU Consultation with RECs/RMs/Member States on DDR (flights and DSA)	x	x	x	x	x	x	x	x	x	x	x	x	100,726.00**			100,726.00**
	5 DDR Experts Commissioned to Assist Member States AU will provide DDR expert assistance to member states for a period of 6 months upon request (Salary and Flight)	x	x	x	x	x	x	x	x	x	x	x	x			170,749.50	170,749.50
SUB TOTAL														100,726.00	60,000.00	449,251.5	549,977.50

BUDGET SUMMARY	AU	TDRP*	OUTSTANDING	TOTAL
Component A: Institutionalisation of DDR Capacities for the African Union established	210,953.00	189,500.00	2,015,328.98	2,415,781.98
Component B: Establish and operate the AU DDR Resource and Research Centre and development of AU DDR Documents	40,500.00	160,297.00	590,995.08	631,495.08
Component C: Engagement and Support of DDR Activities of Member States	100,726.00	60,000.00	449,251.50	549,977.50
TOTAL	352,179.00	409,797.00	3,055,575.56	3,597,254.56
AU Bank and Administrative Fee (3%)				107,917.64
GRAND TOTAL				3,705,172.1968

* TDRP budget lines are expected contributions but have not yet been approved by the World Bank

**AU Regular Budget funds approved for 2013

SECTION 7: RISKS AND MITIGATING MEASURES

Risk factor	Description of risk	Mitigating measures
DDR implementation capacity constraints	The Project will be under pressure to address current and emerging DDR needs of the RECs, RMS and Member States while building up its own capacity.	★ The project will draw on existing capacities in the AU, RECs, RMS. The project will ensure linkages with existing complementary initiatives being undertaken by partners. ★ Assessment missions will be conducted to determine needs and identify realistic areas where AU support can be directed and scaled up incrementally as the project rolls out. ★ Additional projects, funded by bilateral donations or through partner organisations, may be developed with the requisite stakeholders to address gap areas
	Constrained administrative and DDR implementation capacity at the AU, RECs, RMS and Member States.	★ Strong emphasis on building implementation capacity, through targeted trainings, of AU, RECs, REMs and Member States initiated already at the project design phase and further refined as the project rolls out. Establishment of experts' roster with experts that also have the language skills needed to work in the various regions of Africa. This will enable the provision for technical back stopping to AU HQ, RECs, RMS and Member States when necessary and while project activities build capacity of core staff.
Financial management	The project is dependent on securing the bulk of its funding from donors during the first phase of its implementation as it progressively attempts to secure more regular funding from the AU. This may result in varying donor requirements with regard to financial management and possibly modifications in the funding modalities.	★ Assessment of experience to date of the AU with regard to financial management so as to identify best practices and suggest a preferred funding option ("pooled funding") when mobilizing resources. ★ Tailored training of administrative support staff to enhance capacity with regard to different donor requirements will be designed and conducted so as to improve project staff capacity for parallel reporting. ★ Particular attention will be paid to establish an overview of various funding tranches against planned activities of a yearly work plan to foresee potential delays in funding of crucial activities and adapt accordingly – also from a procurement perspective.
Procurement	Constrained planning capacity and oversight	★ A plan providing an overview of the challenges that the various areas of operations pose will be created and efforts will be made to streamline and priorities procurement efforts. Overview of various funding sources' procurement procedures will be developed and staff assigned to monitor progress on a regular basis.
DDR sector, AU and Member State policies	The focus on DDR in the AU is new. Accordingly, there is a lack of AU policy and guidance that is DDR specific and that reflects DDR experiences by Member States.	★ The DDRCP is framed within the PCR and APSA both of which urge the AU to develop DDR capacities. More specific policy guidelines will be developed through a consultative process over the implementation of the project and several documents including the DDR Operational Guidelines, Compendium on DDR and the creation of the DDR Resource and Research Centre will provide a basis for further policy development if it is deemed necessary.
Multi-stakeholder involvement	Limited or inadequate involvement in planning, implementation by all stakeholders.	★ In order to mitigate risks to shared ownership during the project, the project design phase has been informed by a series of consultative workshops involving multiple stakeholders such as RECs, RMS, Member States, as well as non-governmental organizations and community level actors when necessary. ★ There was also a final project document validation workshop in September 2012 for all concerned stakeholders. ★ The hiring of 5 staff to be situated within the DDR programs of Member States and AU missions will also assist in maintaining the engagement of key stakeholders.
Monitoring and evaluation	Low M&E capacity to measure results is compounded by the fact that the project will have to deliver results already during the project design phase. This makes the development of an M&E Framework more challenging.	★ Early and important attention is given to M&E at the AU HQ level with a view of expanding this investment to REC and member state level ★ Guidance notes on M&E will be developed in the initial phase of the project. ★ Given the multitude of stakeholders and likely donors it is recommended that an expert be brought in during project design to ensure appropriate M&E framework for the project and its activities. ★ Baselines developed in order to monitor progress and evaluations at mid-term and end of project. This will also help inform and determine whether future DDR should be continued in a given context or whether other activities related to peace-building and/ or community

		violence reduction are more warranted. ★ The Steering Committee will ensure that Monitoring and Evaluation studies are completed in a timely manner and review the results. ★ UNOAU to provide assistance to the PSD on Monitoring and Evaluation.
Recurring conflicts	Recurring and/or relapse into conflict can disrupt and/or temporarily/permanently halt operations in a given area.	★ As the goal of the project is to strengthen the capacities of the AU and its regional and national partners, delays due to the resumption of conflict may disrupt specific DDR programming but should not disrupt the development of capacities. ★ The project will to the extent possible link up to existing reconciliation processes and mechanisms from the outset to reduce risk of relapse into violent. ★ The project will to the extent possible link up to resource sharing mechanisms that develop capacities for concerned stakeholders to anticipate and respond to emerging issues related to resource sharing in a constructive manner that promotes and sustains peace building efforts of different actors on the ground. ★ An assessment of existing or planned mechanisms/initiatives that address reconciliation and/or mitigate resource based conflict issues in areas of operations will be developed and shared with relevant project staff in order to ensure effective coordination, maximize impact and sustainability of efforts.
Challenges (access and other operational risks) posed by environmental factors and climate change	Environmental factors in various areas of operations can severely hamper the work of the project's activities. For example the rainy season in C.A.R and South Sudan effectively causes most operations to grind to a halt.	★ An assessment resulting in guidelines for project activities is developed in areas where environmental factors are deemed to pose significant threat is conducted as part of the project design phase. This will also help guide procurement activities where applicable and the pre-positioning of assets. ★ As a bare minimum a telecommunications strategy related to radio, internet, computer access and phone needs to be in place to support core activities in these periods.

SECTION 8: MANAGEMENT ARRANGEMENTS

8.1 AU Project Management Capacity

The AU Commission takes an inter-departmental approach to all peace and security issues, and the same will apply to the AU DDRCP. However, the management of the program will be handled by the Defence and Security Division (DSD) of the Peace and Security Department. The Head of DSD has designated one member of the Division as the AU DDR Focal Point who shall be responsible for the day-to-day running of the project. In the short term, the DDR Focal Point will be assisted by 3 other PSD staff members who together form the AU DDR Core Team. The long term aim is to have a fully fledged DDR Unit.

The AU DDRCP will also be guided by the AU steering committee on small arms and DDR which will look at the wider aspects and implications of DDR initiatives on the African continent.

The Head of DSD reports to the Director of the PSD on all activities related to this and all other projects being implemented by DSD staff. The Director of the PSD reports to the Commissioner for Peace and Security for project administration and for the allocation of funds for each project activity. Only the Director of the PSD and/or the Commissioner for Peace and Security can sign any contract with partners relating to this project.

8.2 Financial Management

The finances of the project will be controlled by the Finance Division of the Peace and Security Department of the African Union Commission. The Head – PSD Finance Division will be responsible for the financial aspects of the project and will designate an existing Finance Officer to manage the funds. The Head of the Finance Division reports to the Director, Peace and Security Department and to the Director Programming, Budgeting, Finance and Accounting on the utilization of project funds. Disbursement of funds for each project activity has to be approved by both the Commissioner for Peace and Security and the Chairperson of the Commission.

The financial modality for the DDRCP project will depend on the preferences of the donor. If the donors wish to provide financing jointly for the project, a Joint Funding arrangement (JFA) can be established. However, if the donors wish to fund each budget item separately a separate accounting process can be negotiated.

The project financial reports are audited by public auditors and are made available to all funding partners.

8.3 Procurement, Consultancies and Contracts for Services

Procurements and contracts for services are governed by the 2006 *AU Financial Rules and Regulations* and the 2009 *AU Procurement Manual*. The AU Headquarters Tender

Board (HTB) is the decision making and coordinating body on procurement and has overall responsibility for the direction and development of AU procurement procedures. The HTB is also responsible for approving the Suppliers List for purchases between \$10,000 and \$50,000. Local Tender Board will be responsible for procurements for costs of \$5,000-\$10,000.

At the HQ level, open tendering, with a minimum bidding period of 4 weeks, is the preferred method of procurement for procurements over the value of \$50,000. For Peace Support Operations at the HQ level, restricted tendering or selective tendering by direct invitation to a shortlist is appropriate for procurements between \$10,000 and \$50,000 unless a waiver is granted by the HTB in which case, due to the specialised nature of the procurement, a lower number of pre-qualified suppliers can be chosen. Direct procurement from one supplier, without competition, is possible when the estimated cost is less than \$5,000 or if there are specific justifications such as the purchase being an emergency or a requirement, which due to technical reasons, can only be supplied by one specialist. Otherwise, for procurements up to \$10,000 will require a minimum of tenders from three suppliers.

On the procedure for hiring consultants, the PSD will prepare a TOR, cost estimates and confirmation of available budget funds followed by a request for proposals through open tender. After the proposals from candidates are received, a shortlist will be prepared. After the shortlist is prepared the AU will follow a Quality and Cost Based Selection (QCBS) system wherein candidates selected from the short list are graded according to their technical qualifications.

A contract for services or works for use to contract an NGO or private organisation to provide services on behalf of the AU is supervised by a Project Manager within the PSD but the contract and financial supervision is done by the Building Equipment and Transportations Services (BETS) Unit. The BETs will also review the Payment Certificate issued by the Supplier and submit a request for payment, with the necessary supporting documents, to the Programming, Budget, Finance and Accounting (PBFA) Directorate who will process and issue the payment.

8.4 Fundraising and Project Sustainability

The AU will endeavour to make the infrastructure created during the three years AU DDRCP financially sustainable by seeking to include staffing and programming requirements into the AU regular budget so as to diminish the need for extra-budgetary funds. Negotiations for the AU regular budget are held between March and July. Already, in 2013, the AU has allocated \$141,226 of its regular budget to the DDRCP. The AU will seek to increase this amount in subsequent years by including DDRCP budget items into the PSD work plan and budget.

The AU Core Team will also work to include DDRCP budget items into other existing funding mechanisms. This includes working to progressively include staffing costs, including short-term consultancies, under the JFA pool fund as well as into the APSA

Support Program for which work plan discussions are generally finalised in November every year.

In regards to those costs that cannot be covered by the AU regular budget or for additional projects to be undertaken by the AU and its partners, extra-budgetary funding will be sought from external donors. In seeking extra-budgetary support, the AU will attempt to diversify its funding base in order to decrease reliance on individual donors. The funding relationship with the TDRP World Bank, which has been particularly important in the start-up phase as well as in the first six months of implementation, will be continued and additional funding opportunities with the World Bank will be explored.

SECTION 9: MONITORING AND EVALUATION

9.1 Monitoring and Evaluation

The DDR core team in the PSD will be responsible for the Monitoring and Evaluation and will gather the information from the respective RECs, RMs and Member States. The AU DDRCP will follow a Results-Based Management approach in regards to monitoring and evaluation. The DDR Core Team will assess whether the project has accomplished the DDRCP Activities as set out in 4.2; Section 5 and Section 6.

After identifying the Activities conducted, the Core Team will evaluate whether the Results and Indicators as set out in Section 4.2 of the project document have been achieved. These are the main quantifiable indicators of progress.

The Core Team will then make an evaluation of how these results have contributed to the three main outcomes set out in the project proposals. These outcomes include the ability of the DDRCP to:

- (a) Institutionalize African Union capacity to support national and regional DDR related initiatives
- (b) Establish an AU DDR Resource and Research Centre to document national DDR experiences, best practices and develop DDR specific guidance resources
- (c) Effective AU Engagement in DDR Activities of Member States to enhance their capacity to consolidate peace, security and development

Evaluations of the trainings will also be made from those participating and feedback from the main stakeholders, particularly the RECs/RMs and affected Member States, will be solicited and reflected in the reporting process.

9.2 Project Reports

Unless otherwise required by the donor, starting from January 2013, project progress reports will include a narrative report and a financial statement, and will be produced on an annual basis as follows:

1. First report – for the period ending 31 December 2013
2. Second report – for the period ending 31 December 2014

During the third year, in June 2015, the DDR Core Team will conduct a Strategic Review to make an in depth evaluation of project performance and conclusions on the ability of the project to achieve the outcomes of the project. This report will include feedback from the DDRCP key partners, including in particular the RECs and RMs as well as the AU Member States implicated in the project. The report will also include recommendations as to if the project should continue and, if so, in what manner

The narrative report will be written by the DDR team in DSD, while the Financial Report will be written by the Financial Division within the PSD. The DDRCP Steering Committee will review the annual progress reports as well as the Strategic Review before submission to the partners.

These reports will be disseminated to all donors and DDRCP key partners.

ANNEX A: CONCEPT NOTE FOR THE DDR RESOURCE AND RESEARCH CENTRE

The DDR Resource and Research Centre will serve as a repository for DDR knowledge and innovative research for all AU staff, the RECs/RMs, its Member States as well as members of academic community interested in issues related to DDR on the African continent and DDR at large. The Centre will be located in the AU HQ and will continually collect DDR-related data and information from DDR programs on the continent making them available locally to interested users and internationally through a web link on the AU website and by email.

The Centre will initially be established as a library and information centre equipped with specialized publications, journals as well as guidance and training materials on DDR. As the Centre develops it will progressively become a forum for public discussions, conferences and/or trainings courses. Among the future objectives is to invite prominent personalities and experts in the area of DDR from the AU and other institutions to conduct workshops as well as training on all aspects of DDR planning and implementation. The Centre will also become networked with other DDR information hubs and research centres including the UN DDR Resource and Research Centre and other centres.

The development of the Centre will be phased due to imminent temporary relocation of the PSD to a temporary building and a future transfer to the permanent building now under construction. Initially, the Centre will be located in a transitional space sufficient to create a hard copy library as well as place several computers and worktables. During the initial phase, materials will not be permitted to leave the Centre. However, in the future a barcode system may be created to allow for tracing should clients wish to use the materials off-site. One of the computers in the centre will be used as a local client-server network to store electronic copies of the information. A virtual server will also be identified off site in order to provide a back-up for the files. Existing AU staff, who are already maintaining the AU website, will also be tasked with creating a link to a DDR page which will be populated by DDR projects, documents and activities.

One Research Assistant will be hired to manage the collection and organisation of the materials as well as to assist the 10 experts who will be researching case studies for the Compendium. The Centre will also assist in compiling materials for the DDR Guidance Notes and for the DDR Training Manual. The Research Assistant at the Centre will also be responsible for maintaining and updating the DDR Expert Database. The Research Assistant will be supported and backstopped by the AU DDR Core Team.

When the PSD moves to the new Peace and Security building, which is currently scheduled for completion in 2013, assessments to see if space can be provided in the new building for the Centre with space sufficient to hold seminars and discussion groups will be explored. The Centre may be expanded to include materials from other projects and initiatives being conducted by the PSD including on SSR, mine action and peace keeping

operations. This will avoid duplicating costs and it will assist in the cross fertilisation of these overlapping subjects.

ANNEX B: CONCEPT FOR THE COMPENDIUM OF DDR IN AFRICA

The idea for a Compendium of DDR experiences and programmes in Africa was identified as a need during the initial consultative workshop with the AU RECs and RMs held in Addis Ababa in February 2012. Until now, there is no research document that has collected the vast and varied DDR experiences on the African continent and no document which contains the past and current national DDR strategies and programs. Such a document would provide a repository for these experiences and provide researchers and policy makers with material to provide comparative analysis of the different DDR experiences. This document will assist in providing lessons learned, allowing countries to avoid repeating mistakes as well as to learn what worked.

The types of documents to be collected in the Compendium include:

- Copies of national DDR Strategies and program documents both current and historical
- End of program evaluation and lessons learned documents
- Case studies of 10 situations in Africa
- Examples of Monitoring and Evaluation documents

A preface to the Compendium will provide an overview analysis of the development of DDR programs and processes on the African continent. Highlighting key achievements and common challenges faced by national governments and regional efforts during implementation.

Methodology

The DDRCP will begin collecting these documents from the outset of the implementation. Assessment missions will collect the documents from the field, a desk study will be made to collect documents available from open sources, official requests will be made to select Member States to send their national DDR strategies and 10 experts will be hired to conduct case studies in 10 different countries.

Dissemination

The Compendium will be published by hard copy and disseminated from the DDR Resource and Research Centre. Electronic versions of the Compendium will also be created and published on the AU's DDR website as well as disseminated by email.

The Compendium will also be shared with the IDDRS and other research centres.

ANNEX C: CONCEPT FOR THE AU DDR TRAINING MANUAL

The AU DDR Training Manual is intended to support efforts by Member States, AU missions as well as the training for the regional African Stand-by Force. The Manual will standardize DDR training within the AU security infrastructure. It will be developed from the annual DDRCP trainings; the Operational Guidelines; the DDR Compendium as well as taking best practices from the African Centres of Excellence as well as the UNDPKO DDR Office and international think tanks.

The Manual will contribute to harmonizing DDR practices by disseminating and training DDR practitioners on the best practices and the most recent innovations in DDR tools. The Manual will be developed by the DSD Core Team on DDR and will be translated by AU translation services.

The Manual will be disseminated to the Africa Standby Force regional headquarters, the RECs/RMs, and Member States and will be utilized in a training of trainers' initiatives.

Dissemination

The Manual will be published by hard copy and disseminated from the DDR Resource and Research Centre. Electronic versions of the Manual will also be created and published on the AU's DDR website as well as disseminated by email.

The Manual will also be shared with the UN DDR Office and other research centres.

ANNEX D: CONCEPT FOR THE AU DDR OPERATIONAL GUIDELINE DOCUMENTS

The AU DDR Operational Guidelines will provide guidance to DDR practitioners on key issues pertaining to DDR on the African continent. It will also provide guidance to the AU, AU missions and the RECs and RMs in regards to their role in supporting DDR efforts.

The guidelines will draw from the Compendium on DDR practices as well as insights gathered from subject experts, the African Centres of Excellence and international standards. Although the guidelines will be developed specifically for the African context, they will draw from and be in line with the universal principles of DDR as laid out in the IDDRS and DPKO's Second Generation DDR Practices in Peacekeeping Operations

Guidelines will provide guidance on the following issues:

1. Frameworks for National DDR Initiatives
2. DDR Program Design, Planning and Implementation
3. Financing, Budgeting, Administration and Human Resources
4. Disarmament and Arms Management
5. Demobilisation and Reinsertion
6. Reintegration
7. Women, Gender and DDR
8. DDR Modalities in Conflict and Post Conflict Situations (2nd Generation DDR)
9. DDR and Foreign Combatants
10. Cross cutting Issues: Peace Processes, SSR, Special Needs Groups, Health and HIV/AIDs
11. Detention in AU Peacekeeping Operations
12. Monitoring and Evaluation
13. The Role of the AU, AU Missions, RECs/RMs in Support of DDR Initiatives¹²

Dissemination

The Guidelines will be published by hard copy and disseminated from the DDR Resource and Research Centre. Electronic versions of the Guidelines will also be created and published on the AU's DDR website as well as disseminated by email.

¹² This guideline will also describe the relationship between the AU HQ and the RECs/RMs. This relationship will be in accordance with the 2008 *Memorandum of Understanding on Cooperation in the Area of Peace and Security between the African Union, the Regional Economic Communities and the Coordinating Mechanisms of the Regional Standby Brigades of Eastern Africa and Northern Africa*. In particular, the guidelines will draw from Articles V and X whereby the parties agree "to work together to promote and encourage the implementation of continental, regional and other relevant instruments pertaining to arms control and disarmament."; article VII which states that the Parties will work together to implement regional and continental instruments relevant to the promotion of peace, security and stability in Africa; and Articles XIII and XIV which state that the Parties will work together to enhance their mutually reinforcing capacities and cooperate in the mobilisation of resources.

The Guidelines will also be shared with RECs, RMs, Member States as well as the UN DDR Resource and Research Centre and other research centres.