

David and Goliath

How Goliath's failures generated David's successes

By Yvan CONOIR, MA, MBA
DDR Evaluation Specialist
Chaire Raoul Dandurand (UQAM) and Universalialia



Organisazational Change in DDR Programming and Implementation: DRC and Burundi (2004-2011)

THE MESSAGE IS IN THE ORGANIZATIONAL STRUCTURE

KEEP IT LEAN – EFFECTIVE – WITH STRONG TECHNICAL
SKILLS

YOUR ORGANIZATION WILL GROW/DO/
MONITOR AND EVALUATE BETTER

How Do You Get Into Nightmare ?

- **ENDLESS CIVIL WARS**
 - **DRC – FIRST « AFRICAN WORLD WAR »**
 - **BURUNDI – ENDLESS REPETITION OF AN ETHNIC CONFLICT**
- **IN COMMON**
 - **INTERNATIONAL INTERVENTIONS**
 - AU – UN – BILATERALS – INGOs
 - **NATIONAL POLITICAL SETTLEMENTS**
 - LUSAKA
 - SUN CITY
 - ARUSHA
 - GOMA

Commonalities and Differences

- **COMMON POINTS**

- WEAK AND FRAGILE STATE
- BAD/WRONG GOVERNANCE
- YEARS OF HATE
- GOOD AND « BAD » FRIENDS...

- **UN MISSIONS** – MONUC and ONUB (post AMIB)
- **INTERNATIONAL COMMITMENT** (« Friends of », South Africa, Regional Implications)

- **SIGNIFICANT DIFFERENCES**

- GEOGRAPHY, POPULATIONS
- INTERNAL LOGISTICS & COMMUNICATIONS
- INTERNATIONAL COMMITMENT/INVOLVEMENT
- REGIONAL INTEREST/CONNECTIONS

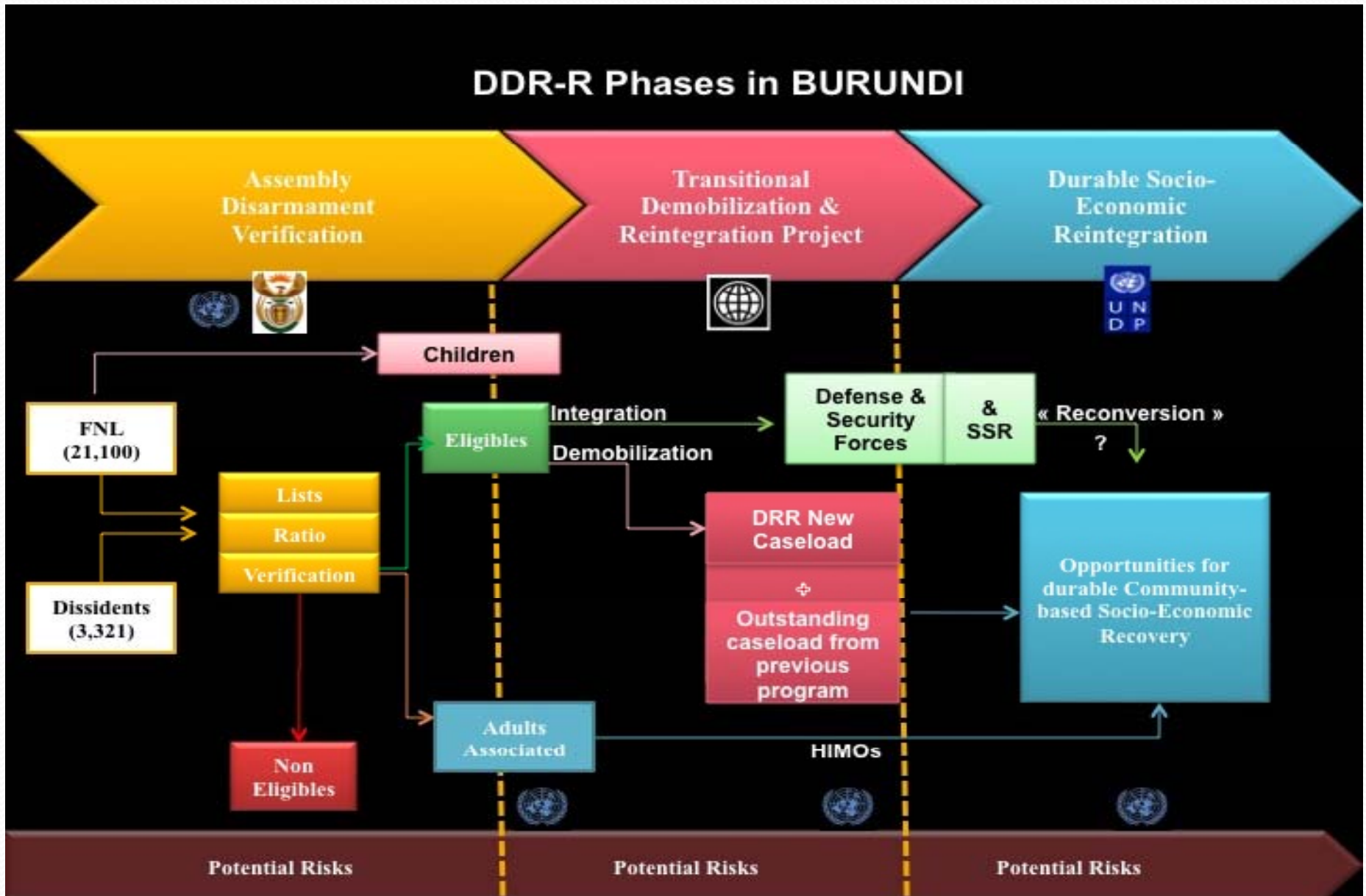
Governance of the DDR Programs

(1)

- **THROUGH MDRP – BIRTH OF « DDR ELEPHANTS » REPRESENTING**
 - « **SOVEREIGNTY** » AND « **OWNERSHIP** » OF NATIONAL DDR PROCESSES
 - DDR PROCESSES COLLATERAL OF « *REAPPROPRIATION OF NATIONAL POLITICS* »
 - REPRESENTATION OF NATIONAL POLITICAL **COMMITMENTS AND INTERESTS** (DRC: « 1+4 » Formula/ Burundi – Arusha Agreements)
 - TERRITORIAL CONTROL OF LOCAL POLITICAL/WAR PROCESSES
 - PARTICIPATION TO AN INTERNATIONAL **PEACEBUILDING/RECONSTRUCTION ARCHITECTURE**

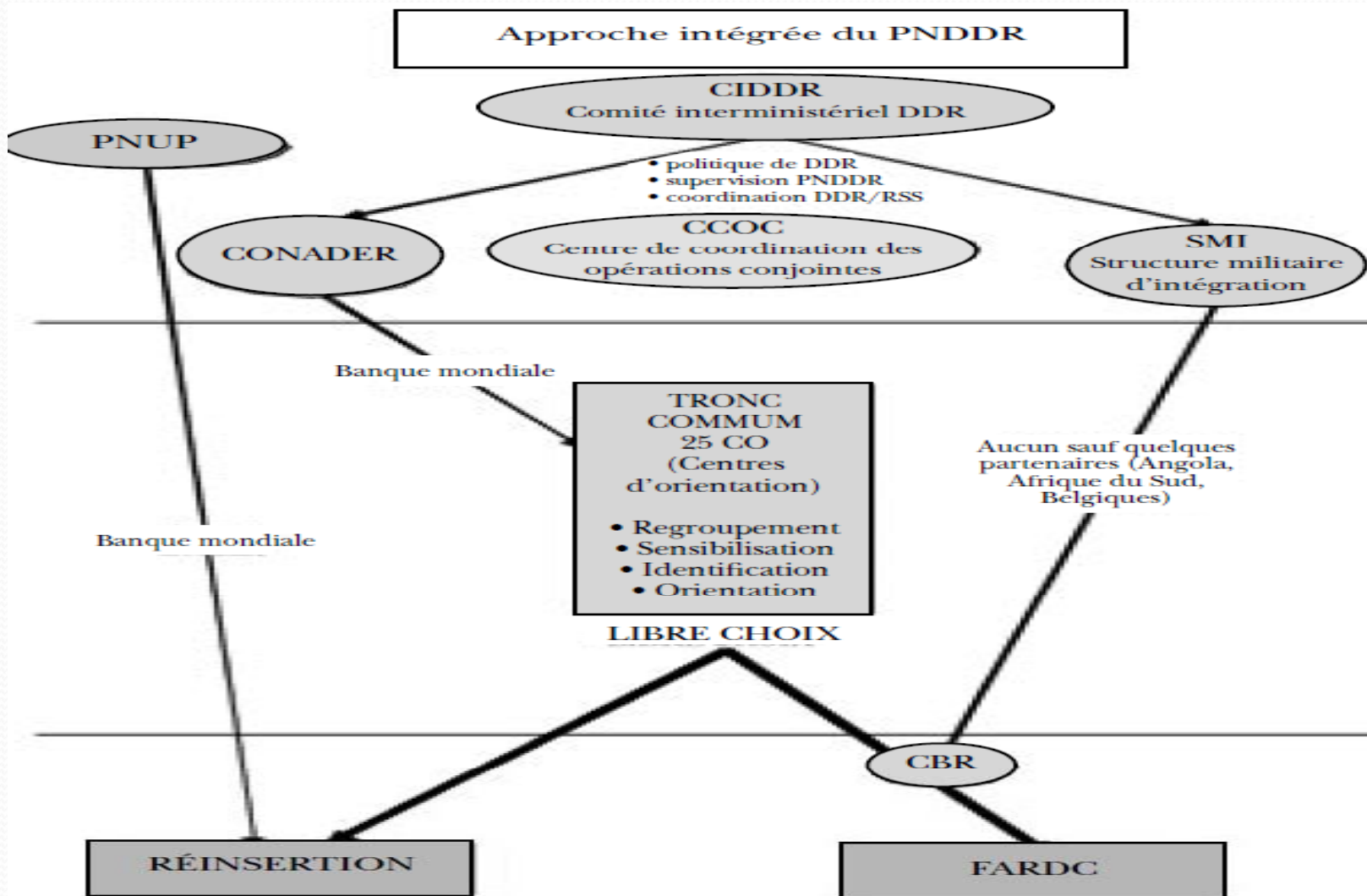
BURUNDI

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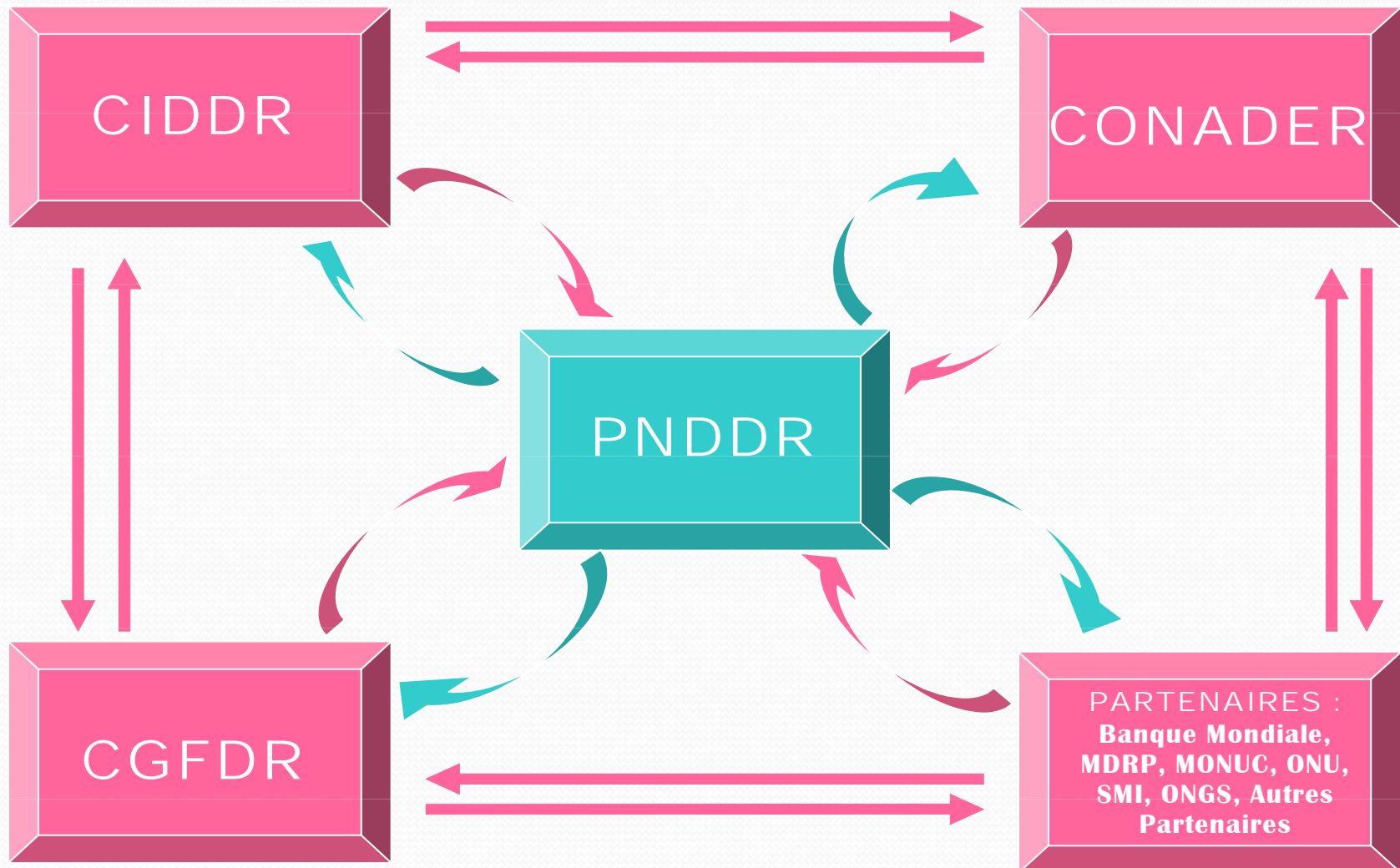


Governance of the DDR Programs

« D » AND « SSR » (DRC)



Institutionalization Leads to Cacophony (DRC)



GOVERNANCE ISSUES

- **MAIN PARADIGMS**

- **FIRST PHASE: « SUPERSTRUCTURES »**

- POLITIZATION - NEPOTISM - CORRUPTION
- PLANNING/COORDINATION/M&E INSUFFICIENT
- HYPER CENTRALIZATION OF DECISION MAKING
- LACK OF CONFIDENCE OF INT. STAKEHOLDERS/DONORS

- **SECOND PHASE: « TECHNICAL TEAMS »**

- IMPLEMENTING PARTNERS AS PROXIMITY/PROFESSIONAL ACTORS
- IMPROVED ACCOUNTABILITY/MANAGERIAL PROCESSES & PROFESSIONAL EXPERTISE
- IMPROVED « HANDS OFF » POLICY FROM THE W/BANK = BETTER OWNERSHIP/FLUIDITY OF PROCESSES
- IMPROVED M&E = BETTER MEASURE OF RESULTS/IMPACT

Results Programming Improved Accountability (1)

- **FROM POLITICAL TO RESULTS BASED OBJECTIVES**
 - **SSR**
 - COMPLEMENTARY OF DDR/SSR OBJECTIVES – PARTIALLY COMPLETED (DRC « Brassage » and BURUNDI SSR – FAB/Police)
 - **PEACE AND SECURITY**
 - DDR/SSR LED TO IMPROVED PEACE AND SECURITY WHICH SECURED/PREPARED
 - NATIONAL ELECTIONS (DRC/2006, BURUNDI/2005/2010)
 - RESTAURATION OF NATIONAL/LOCAL ADMINISTRATIONS
 - STABILIZATION IN MOST PARTS OF DRC/BURUNDI
 - POSITIVE INTEGRATION OF EXC. INTO COMMUNITIES

Results Programming Improved Accountability (2)

- **REINSERTION/REINTEGRATION OF EX-COMBATANTS**
 - **DEMOBILIZATION**
 - FROM « CO » (Orientation Centers) to « Mobile Teams » ---> Flexibility/Proximity proved to more Effective/Efficient
 - **REINSERTION**
 - Innovative (DRC with CELPAY) and efficiently driven (DRC/BDI)
 - **REINTEGRATION**
 - 4/5 benefited (DRC) and more than 90% in Burundi
 - Key Role of Decentralized International/National Implementing Partners in both countries
 - M&E improved through « Lead M&E » Agency (Burundi)

Vulnerable Groups (1)

- **WOMEN**

- Victims of the
 - « One man/One Gun » rule
 - National « DDR Women Policies » (DRC's will come.... in 2012)
 - Discrimination from State and Armed Groups = « Omission » in many places
 - Lack of Community Oriented Programming
 - Lack of Professional « Gender Focal Points » in Nat.DDR.Organ.
 - Benefits in Organized Women Productive Associations
 - So : Lower ratios of reinsertion (DRC) and local discrimination (Burundi)
 - Gender DDR Attention = « Last Call Policy » = LEAP (W/Bank)

Vulnerable Groups (2)

- **CHILDREN (CAAFG)**

- + 30,000 CAAFG (DRC) - +/- 4,000 CAAFG in Burundi
- From a « Special Projects » approach to a « National » approach
 - Effectiveness vs Efficiency/Accountability/ Sustainability
- International Responsibility (UNICEF/ILO) led to quick/ immediate/ positive results
- Problem of « nationalizing » CAAFG policies (DRC)
- Number of implementing partners = lack of data consolidation /national ownership
- Lack of a « Children » to « Youth » policies – Frustrations in regard to R/R processes/objectives/results

Vulnerable Groups (3)

- **DISABLED/WOUNDED**

- Lack of national policies (for D/W – Civilians and/or from the DDR processes)
- Lack of programmatic interest led to
 - Humanitarian Failure (DRC)
 - « Programmatic Surge » in Burundi (On-Going)

- **Lessons learnt**

- Lack of Policy/Methodology at the inception of any DDR process will lead to.... close to nothing (DRC/Burundi) !
- Proximity/ Involvement of key health structures is key
- Decentralization is key to
 - Mapping of services/institutions
 - Individual medical M&E of D/W cases
 - Involvement of local implementing partners

CONCLUSIONS

- **LESSONS LEARNT FROM DRC/BURUNDI DDR**
 - **TECHNICAL/PROFESSIONAL TEAMS > TO POLITICALLY DRIVEN PROCESSES**
 - **NATIONAL SOLUTIONS NEED NATIONAL OWNERSHIP AND INTERNATIONAL SUPPORT**
 - **INTERNATIONAL SUPPORT/M&E EFFECTIVE IN CORRECTING – « CONSTRUCTIVE ACCOMPANYING » SEEMS BETTER THAN « CLOSE CONTROLLING »**
 - **HARMONIZATION OF INTERNATIONAL/NATIONAL DDR/SSR AGENDAS KEY TO DDR SUCCESS**
 - **ACTIVE/INTERESTED LOCAL IMPLEMENTING/ TECHNICAL PARTNERS KEY TO SUCCESS/LOCAL OWNERSHIP**