

Transitional Demobilization and Reintegration Program for the Great Lakes Region

Program Paper and Operational Procedures

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Acronyms and Abbreviations

ADF	Allied Democratic Forces (of Uganda)
AFTCS	Africa Region's Fragile States, Conflict and Social Development Unit (at the World Bank)
CD	Capacity development
CAR	Central African Republic
COFS	Combatants on foreign soil
D&R	Demobilization and reintegration
DDR	Disarmament, demobilization and reintegration
DDRnet	Inter Organizational Network on DDR in the Great Lakes Region
DRC	Democratic Republic of Congo
FARDC	DRC Armed Forces of the DRC (<i>Forces Armées de la République Démocratique du Congo</i>)
FDLR	Rwandan Liberation Democratic Forces (<i>Forces Démocratiques de Libération du Rwanda</i>)
FNL	National Liberation Forces (of Burundi) (<i>Forces Nationales de Libération</i>)
FPA	Fiduciary Principles Accord
GLR	Great Lakes Region
IDA	International Development Association
LEAP	Learning for Equality Access and Peace
LOR	Letter of representation
LRA	Lord's Resistance Army
M&E	Monitoring and evaluation
MDRP	Multi Country Demobilization and Reintegration Program
MDTF	Multi donor trust fund
MONUC	United Nations Mission to the DRC (<i>Mission de l'Organisation des Nations Unies en République démocratique du Congo</i>)
NGO	Non governmental organization
RoC	Republic of Congo
TA	Technical assistance
TCG	Technical Coordination Group
TDRP	Transitional Demobilization and Reintegration Program
TF	Trust fund
TTL	Task Team Leader
UN	United Nations

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1. Introduction

1. This program paper sets out the Transitional Demobilization and Reintegration Program (TDRP) for the Great Lakes Region (GLR), a regional facility that follows on the Multi-Country Demobilization and Reintegration Program (MDRP). The MDRP was established in 2002 and closed in June 2009. Over its lifetime, the MDRP, the largest disarmament, demobilization and reintegration (DDR) program in the world,¹ succeeded in demobilizing some 300,000 ex-combatants in seven countries in the GLR. Despite these achievements, DDR activities have not yet been completed in the region.

2. The TDRP aims to support the demobilization and reintegration (D&R) of ex-combatants and related activities in the GLR of Africa. Consistent with the MDRP, the ultimate strategic objective of the TDRP is to enhance the prospects for stabilization and recovery in the GLR. This said, the scope and scale of the TDRP will be reduced significantly, consistent with the current needs of the region. The MDRP was a comprehensive framework and large-scale program that responded to Africa's nine-country regional war waged out in the Democratic Republic of Congo (DRC). Ten years after the Lusaka peace agreement that marked the end of the war and was the basis for the MDRP, the region's security situation has improved significantly. Some conflict persists but is generally localized; elected national governments are in place; and social and economic indicators have improved across the region. While disarmament, demobilization, and reintegration (DDR) programs have yet to be completed, leadership over these programs has shifted to the country level.

3. The TDRP responds to country clients' demands for continued support while they complete their DDR activities, as explicitly expressed in the MDRP Advisory Committee meeting in December 2007 and March 2009. The TDRP also directly responds to the Trust Fund Committee meeting of MDRP donors that took place in Paris in May 2008 during which donors endorsed the principle of a transitional period to allow DDR activities in the GLR to be phased out. As such, the TDRP will allow for a limited set of support activities beyond the closure of the original trust fund in June 2009, and will last for three years (July 2009 to July 2012), by which time most current and planned DDR activities in the region are expected to have come to an end. Specifically, the TDRP will support a small technical and financial facility to address the lingering needs related to D&R, and assist countries to move away from targeted transitional support to ex-combatants and into broader recovery and development programs that support other war-affected groups and the population at-large.

¹ While the MDRP was a framework for DDR, the program itself did not finance disarmament. MDRP Partners (country governments, UN Department of Peace Keeping Operations) were responsible for disarmament.

2. Background and Rationale

4. The MDRP was established in 2002 with the goal of contributing to stability and peace in the GLR. With a framework provided by the Lusaka ceasefire agreement in 1999, the MDRP addressed one of the key components of the peace process in the DRC, namely the DDR of the then estimated 350,000 Congolese and non-Congolese fighters associated with the two wars waged in the former Zaire in the late 1990s, in which nine countries participated. The MDRP had three objectives: (a) to provide a comprehensive framework for DDR efforts; (b) to establish a consistent mechanism for donor coordination and resource mobilization; and (c) to serve as a platform for national consultative processes leading to the formulation of national DDR programs.

5. From 2002 to 2009, the MDRP became the largest program of its kind in the world and supported the demobilization of some 300,000 ex-combatants and the reintegration of about 230,000 ex-combatants in seven countries: Angola, Burundi, the Central African Republic (CAR), the DRC, the Republic of Congo (RoC), Rwanda and Uganda. It generated over \$230 million in financing from IDA and more than \$260 million in contributions and income for a regional multi-donor trust fund (MDTF),² which in turn funded national D&R programs in Angola, Burundi, DRC, RoC and Rwanda.³ In addition, the MDRP supported special projects targeting specific needs and groups (e.g. “reporters” in Uganda, child soldiers in Burundi and the DRC) and regional activities.

6. After approximately seven years of operating, the MDRP closed on June 30, 2009. Changing priorities of MDRP donors meant the trust fund could not be extended beyond that date. Moreover the emerging security environment in the region indicates that a large scale comprehensive MDRP is no longer necessary. Civil conflicts and militarized trans-border wars that scarred the region throughout the 1990s, for the most part, have abated. Core states of the GLR – Burundi, DRC, Rwanda, and Uganda – have witnessed significant improvements in peace and security due to political settlements among former foes. And in the contiguous states of Angola, CAR, and the RoC, previous widespread challenges to central authorities have gradually weakened. As a result, economic, social and governance indicators have generally improved across the region.

7. Despite the positive security and development trends in the GLR, DDR has not yet been completed. In the DRC, for example, about 23,000 members of the army remain to be demobilized, some 40,000 ex-combatants have yet to receive reintegration support and militia

² Of the overall income received, 66 percent has been disbursed to Governments for national D&R programs and 23 percent to UN agencies and NGOs for special needs groups (children associated with fighting forces) and urgent activities in the early phase of the MDRP. Remaining funds have been used for regional analytical and advisory work, overall project management and the MDTF administrative fee.

³ Namibia and Zimbabwe were also originally identified as target countries but programs never materialized for different reasons.

in the eastern Congo will also require some form of support; similarly in Burundi, reintegration begun through the MDRP is incomplete and FNL combatants have only started to disarm and demobilize in April 2009; in Uganda, up to 5,000 are expected to demobilize from the LRA and ADF⁴ and 1,800 have already reported, but are still awaiting their reinsertion support. In Rwanda, the remaining caseload includes an estimated 5,500 combatants of Rwandese armed groups returning to Rwanda, and a further 4,000 soldiers of the Rwandan Defense Force; and in CAR, the pending caseload arising from the Libreville Accord in May 2009 is about 4,500 ex-combatants. But unlike the immediate post-conflict period in 2002, new democratically elected governments are in place and the leadership of DDR programs is firmly in their hands. As such, the emerging pattern is country-level programs financed by a blend of single purpose trust funds and IDA resources, examples of which are as follows:

- **DRC:** an IDA ‘additional financing’ operation of \$50 million and parallel financing of \$25 million from the African Development Bank (AfDB) to fund the completion of the national program and a smaller multi-donor trust fund (MDTF) of \$12 million to meet emergency D&R needs in eastern DRC;
- **Uganda:** a single purpose MDTF of \$8.2 million has been established to assist the government continue operations with focus on northern Uganda;
- **Burundi and Rwanda:** Bank-assisted D&R follow-on operations were approved in June and August 2009 respectively, with a blend of IDA and MDTF financing at country level.

8. Given the closure of the MDRP, exit strategies were discussed at the December 2007 Advisory Committee meeting and subsequently in May 2008 at an MDRP donors’ meeting. At the latter, two options were considered: (a) full closure of the MDRP in June 2009, meaning that the MDRP Partnership, MDRP regional activities, MDRP Secretariat and MDRP Trust Fund and all activities funded by it would close; and (b) a small regional structure to support the completion on-going national level D&R operations and consolidate MDRP achievements in the GLR leading to the full closure of the program in three years time. Consistent with the views of country counterparts at the December 2007 meeting, donors agreed that the continuation of a regional facility was justified, albeit much more modest in scope and scale.

9. The broad rationale for the decision to have a regional facility is the unfinished DDR agenda in the GLR, namely the existing caseload of combatants that remain to be demobilized or reintegrated and the potential new caseloads of combatants (see Table 1.1). Lessons from the MDRP also point to the value of a regional facility to:

- Maintain a regional forum for discussing and addressing cross-border issues related, for instance, to the FDLR⁵ or LRA, and to support learning, information sharing and exchange between stakeholders, and training of national program staff;

⁴ LRA is the Lord’s Resistance Army; ADF is the Allied Democratic Forces.

⁵ FDLR is the Democratic Liberation Forces of Rwanda.

- Provide technical assistance and support to country clients, which has been essential to the success of D&R programs in the past; and
- Harmonize and coordinate activities and approaches.

10. However the consensus among MDRP partners is that the TDRP would represent the end of a regional facility to coordinate DDR in the region; that DDR needs to have an end-date so as to avoid risks related to moral hazard; and that the region needs to move beyond transitional programs targeting ex-combatants to broad-based recovery and development that benefits the general population and addresses the needs of other victims of war.

11. Given the above considerations, the World Bank agreed to design the TDRP, which is set out in the pages that follow.

Table 1. Estimated ex-combatants across the GLR that would benefit from a transitional D&R facility (direct and indirect beneficiaries)

Country	Estimated Number ⁶
Angola	tbd
Burundi	19,600 ⁷
CAR	8,000
DRC	96,000 ⁸
RoC	tbd
Rwanda	5,500
Uganda	28,800

Source: MDRP Staff estimates

⁶Including ex-combatants settling in third countries and ex-combatants demobilized in areas outside government control.

⁷Includes 1,100 already demobilized that require reintegration support only.

⁸Includes reintegration of about 19,000 militia armed group members in the East of the country – mapping currently in process; completion of socio-economic reintegration support for 40,000 demobilized ex-combatants (old caseload); D&R of some 23,000 FARDC who did not go through the DDR process before the Dec 2006 deadline (new caseload), reintegration support to 9,000 children from armed forces; and specialized support to disabled ex-combatants (5,000)

3. Objectives and Guiding Principles

12. **Objectives.** The TDRP aims to support the D&R of ex-combatants and related activities in the Great Lakes region of Africa. The ultimate strategic objective of these activities is to enhance the prospects for stabilization and recovery in the GLR, consistent with the goal of the MDRP.

13. Specific program objectives are:

- a. To support the successful implementation of existing D&R programs in the region through the provision of financial and technical support;
- b. To expand D&R programming coverage by providing emergency response financing for new or ongoing D&R operations where funding gaps have been identified and the Government concerned has requested assistance; and
- c. To facilitate a platform for dialogue, information exchange and learning on D&R in the sub-region with a view to addressing the regional aspects of conflict, improving the quality of on-going D&R efforts, reducing duplication of efforts across the GLR, strengthening coordination on D&R policy and programming, and generating policy advice for future programs.

14. **Guiding Principles.** The MDRP's original guiding principles included national ownership, confidence building through transparency of DDR efforts, knowledge sharing across programs, and coordination with reconstruction efforts. As a follow-on program, the TDRP would build on these but focus on the following:

- **Country program ownership:** As the focus of D&R has now shifted to the national level (see Section 8 below on institutional arrangements), the TDRP will support existing approaches and activities on D&R that have been established at the country level. Activities will also be implemented on the basis of demand for financing and quality enhancement related to D&R.
- **Reintegration of ex-combatants into civilian life:** The TDRP will support social and economic reintegration – defined as the process through which formerly disenfranchised ex-combatants are reincorporated into, and accepted by, mainstream society as community members. Reintegration does not attempt to fully repair the social, political and economic fabric in post-conflict environments, which is a long-term process and requires addressing the needs of all vulnerable and war-affected populations. Reintegration support similarly does not aim to achieve sustainable economic livelihoods for ex-combatants, which would put ex-combatants at an

advantage over their community counterparts and which is beyond the scope of a D&R transitional program.

- **Phasing out of DDR in the GLR:** The TDRP will assist governments in the GLR to phase out of, and transition from, DDR to broader recovery and development programs that benefit communities and war-affected populations. This will entail, inter alia, working with governments to complete their D&R programs, as well as to identify and build capacity of national institutions or ministries that will be responsible for providing services to vulnerable ex-combatants after the close of the TDRP.
- **Financing of D&R Operations:** The TDRP will be used as a source of financing of last resort for existing D&R operations or new D&R operations. Countries requesting financing must demonstrate that all other funding options have been exhausted.
- **Inter-organizational harmonization:** The TDRP will support collaboration among key actors in DDR in the GLR with a view to harmonizing approaches, reducing duplication of efforts, creating synergy and building on comparative advantages of organizations involved in different aspects of D&R.
- **Knowledge management:** The TDRP will generate, disseminate and share knowledge across participating countries and the development community at large.

4. Eligible Countries

15. The original seven countries that participated in the MDRP – Angola, Burundi, CAR, DRC, RoC, Rwanda and Uganda – are eligible to participate in TDRP-supported activities. Grant financing to Governments, however, will only be available to countries that meet the eligibility criteria of all contributing donors to the TDRP MDTF. Other countries outside the GLR may be eligible for technical assistance on an exceptional basis but such support must be approved by the TDRP Trust Fund Committee.

5. Beneficiaries

16. The TDRP will have three types of beneficiaries:

- **TDRP participating governments:** governments that request and receive TDRP support will benefit from financial or technical support that will enhance the impact of their D&R

programs, as well as from general advisory services, and learning and coordination activities.

- **New caseloads:** the TDRP is expected to be the sole financier for only one program in the region, i.e. CAR, where an estimated 8,000 ex-combatants are expected to be direct beneficiaries.
- **Indirect beneficiaries:** By providing co-financing, technical assistance and other support, TDRP will assist national programs in supporting their entire beneficiary caseloads.

6. Program Activities

17. The TDRP will support two types of activities:

- Financing of new or ongoing D&R operations, where funding gaps have been identified and the government concerned has requested financing; and
- Regional cross-border and cross-cutting activities related to D&R, including analysis and research, sub-projects and technical assistance; with a focus on serving as a platform for dialogue, information exchange and learning on D&R in the sub-region.

These two types of activities are further explained below.

6.1 Financing of D&R Programs

18. The TDRP will co-finance or finance D&R operations that have identified funding shortfalls. Two types of operations are envisaged: (a) projects that have been established and financed (including through IDA, single country trust funds or both), have already gone or are going through the Bank's standard project processing, but have identified a funding shortfall; or (b) new projects that have yet to be put in place or be processed in the Bank system. In the case of the latter, once a potential project has been identified, the proposed project must go through Bank standard processing, in this case using the Operational Policy 8.0 for emergency operations. Proposals for financing need to be based on demand identified by task teams working in cooperation with country counterparts.

19. The following types of activities would be eligible for financing: (a) demobilization; (b) reinsertion; (c) reintegration; (d) support to special groups; (e) complementary community activities; and (f) program management and implementation. D&R operations will be executed by the respective government or an agency designated by that government.

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- **Demobilization** is the dismantling of the command and control structure of an organized fighting force, which includes verification of combatant eligibility, registration and verification, information and sensitization, and discharge. Main activities for this component will include: sensitization of ex-combatants (and communities), verification, registration and provision of ID cards, socio-economic profiling of ex-combatants, surveying expectations for reintegration, pre-discharge orientation programs, medical and psychosocial triage, voluntary counseling and testing for HIV/AIDS, and transport support to communities of return. Demobilization activities will prioritize the use of mobile teams to allow for fast and flexible response to emerging project needs.
 - **Reinsertion.** Reinsertion is the initial stage of the ex-combatant's longer-term social and economic return to civilian life, and can occur in parallel with initial resettlement into communities of destination immediately after discharge. Typically it includes a resettlement and unconditional cash transfer allowances to cover the basic reinsertion needs of ex-combatants and their families over a period of 6 to 12 months. Counseling and orientation during the pre-discharge orientation process encourage appropriate use of their reinsertion support. Sensitization of receiving communities as well as counseling for ex-combatants after arrival in the community of settlement (with household partners of ex-combatants also included) is also provided as part of the reinsertion package.
 - **Transitional Reintegration.** Transitional social and economic reintegration is the process through which formerly disenfranchised individuals reincorporate themselves into—and are accepted by—mainstream society as regular community members. The longer-term process of full repair of the social, political and economic fabric in a post-conflict environment takes years, and requires addressing the needs of all vulnerable and war-affected populations. D&R operations thus focus on the shorter-term needs of the demobilized, helping to equip them with the minimum social, material and skill capital necessary to effectively compete for scarce opportunities available, under the same conditions as the rest of the community. The two elements of reintegration are:
 - ✓ *Economic reintegration* including provision of information, counseling and referral services; micro-projects (including agricultural and non-farm income-generating activities); provision of access to vocational training, formal and informal apprenticeship schemes and educational opportunities; employment; housing; provision of seeds and tools; and facilitation of access to land.
 - ✓ *Social reintegration*, which seeks to foster reconciliation between ex-combatants and civilians in their communities of settlement, and includes activities such as: (i) information and sensitization of ex-combatants, communities and society-at-large through outreach services, including training of counselors; (ii) specialized counseling; (iii) strengthening of community services; and (iv) public awareness and sensitization campaigns.

- **Special Groups** include those ex-combatants who are female, children, disabled and dependents. Support to special groups would vary based on the needs of these groups. For the disabled, for example, the TDRP could reinforce relevant medical facilities to provide systematic prosthetic and physiotherapy services, including maintenance of prosthetic devices. In the case of female ex-combatants, measures could include ensuring that demobilization centers are sensitive to their needs (quarters, counseling, reinsertion packages); ensuring implementing partners provide reintegration support that facilitates the participation of female ex-combatants, etc.
- **Complementary Community Activities.** As noted above, support for social reintegration involving communities is often key to effective reintegration. At the community level, the program will support: (i) information and sensitization through outreach services, training, etc; (ii) specialized counseling; (iii) strengthening of community services; and (iv) public awareness and sensitization campaigns.
- **D&R Program Management and Implementation.** Implementation arrangements vary from country to country but typically include: (a) a coordinating body at the highest level of government with participation from key national stakeholders; (b) a program implementation unit reporting to the coordinating body responsible for managing the program, coordinating implementation of activities, procurement and financial management, contracting of implementing partners, and monitoring and evaluation; (c) implementing partners, including government entities, international organizations, civil society and private sector organizations, local and international NGOs as well as community-based groups. These partners may execute individual DDR activities that are consistent with the national program.

6.2 Regional Activities

20. Building on the experience of the MDRP, the TDRP will support various types of activities to address regional aspects of conflict, maintain engagement with other organizations active in D&R operations in the GLR, improve inter-organizational coordination and sharing of experiences, support capacity building and technical assistance to governments and implementing agencies, and further the analytical agenda and policy work on D&R themes.

21. Regional work will be mostly Bank-executed and managed by the TDRP Technical Team. However, strategic alliances with other organizations as well as discrete sub-projects implemented and managed by specialized agencies will be sought. By working with these organizations and specialized agencies, the TDRP will be able to leverage its resources, take advantage of comparative advantages of outside agencies, and enrich the discussion on D&R in the region with diverse viewpoints, experiences and backgrounds.

22. Activities of regional nature supported by TDRP will include:

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- **Analytical work.** The TDRP will take advantage of opportunities for learning that a unique regional multi-country D&R program offers, and deepen the understanding of D&R's contribution to security and development. A first step for the TDRP will be to carry out a stocktaking of the analytical work undertaken during the implementation of the MDRP, as well as consult with partners, to identify gaps and priorities. The TDRP will identify synergies with researchers in the Bank and with external research institutions to maximize available resources.
 - **Capacity building and training.** In the interest of sustainability, the TDRP will seek to identify the best placed regional institution to serve as the repository of knowledge and skills on DDR developed by the MDRP/TDRP, and seek to build its capacity to that end. The TDRP will also support regional capacity building activities for governments involved in D&R, following on the work of the MDRP's Technical Coordination Group.
 - **Study tours, meetings, conferences and other events.** The TDRP will support the gathering of D&R actors in various configurations depending on needs identified, following on the MDRP's Technical Coordination Group. The TDRP will support these activities by providing logistical support, travel to invited speakers, and other related costs.
 - **Pilots and other learning activities.** The TDRP will support sub-projects aimed at piloting new approaches to D&R and related activities, generating lessons and identifying successful approaches for scaling up. Some possible areas in which pilot programs have been considered include non conventional DDR approaches to violent youth and youth militia, D&R and transitional justice, following on the lessons of case studies recently prepared on the subject by the International Center for Transitional Justice, and psychosocial support to ex-combatants and their families.
 - **DDR inter-organizational network.** The program will finance a DDR inter-organizational network (DDRnet) comprising representatives of client governments, donors (contributing and non-contributing) and other DDR stakeholders in the GLR including UN agencies and implementing agencies (see Section 8.1.2 below). Activities to be financed will be aimed at coordinating and sharing information on D&R and related activities, including strategic matters related to D&R and the security/development nexus. They could include multimedia events for information exchange and learning, policy forums and discussions, strategic meetings, etc.
23. The TDRP's **thematic areas** in this regional agenda will include the following:
- **Combatants on foreign soil (COFS).** Following on the positive experiences of the MDRP, the TDRP will look at continuing COFS work in areas such as: cross-border information and sensitization campaigns to appraise combatant groups of D&R options, studies profiling COFS and institutional constraints to their repatriation; capacity building of local actors and governments on COFS; and participation in and facilitation of local and international meetings addressing COFS issues.

- **Non conventional DDR and youth.** As the dynamics of conflict have changed from larger scale civil and regional wars to urban violence and localized conflict perpetrated by young people and militia, approaches to DDR need to adapt. As a result, non conventional DDR have been emerging. The TDRP will examine the extent of this problem across the region and look at experiences to date on these new forms of DDR, and use its resources and leverage to pilot appropriate D&R mechanisms to address the issue.
- **Transitional justice and DDR.** DDR programs have traditionally focused on former combatants without much attention to the civilian victims of conflict. While it is clear that addressing the victims of conflict goes beyond the scope of what a DDR program can do, it is also clear that there are certain dimensions of transitional justice that a DDR program needs to recognize. The TDRP will look to pilot interventions on DDR and transitional justice following a recently completed multi-year international research project, with a view to document cases and success stories.
- **Disability.** Despite inclusion of disabled and chronically ill ex-combatants in most D&R operations financed by MDRP, there is still much to be done to ensure that these special needs ex-combatants are able to reintegrate successfully into society and have access to the necessary medical facilities. Following on a regional study carried out by the MDRP, the TDRP will look to finance pilot activities that enhance access of disabled ex-combatants to D&R services.
- **Psychosocial support to ex-combatants and their families.** The TDRP will build on an MDRP Technical Coordination Group meeting on psychosocial support held in Kigali in 2007, which found that almost all MDRP-supported programs in the region were lacking in terms of psychosocial support to ex-combatants.
- **Reinsertion and reintegration approaches.** The focus of the TDRP would be to gather empirical evidence on the impact of reintegration and reinsertion assistance across the region given the relatively limited data compiled during MDRP's implementation. Rwanda, Burundi, and the DRC, which already have baseline data, offer the most potential in terms of follow-up survey work.

24. Gender and D&R activities will be supported by the second phase of the Learning for Access, Equality and Peace (LEAP) program (which is now a separate program delinked from the TDRP), and are therefore not included in the thematic areas for TDRP support. However the TDRP and LEAP will collaborate closely to ensure coordination and cross fertilization. Other themes may be added based on identified needs.

7. Processing of TDRP Activities

25. To support the above activities, the TDRP has established guidelines for processing three types of activities: (a) financing of D&R projects; (b) regional cross-cutting and cross-border sub-projects; and (c) strategic alliances on D&R.

7.1 Financing of D&R Operations

26. The finalization of the MDRP and the development of the TDRP included an assessment of the outstanding caseloads for D&R operations in the Great Lakes region. These have since changed as IDA and single country trust funds have been established in some of the countries and/or countries have moved ahead with other financing sources. Thus the TDRP will be launched with an assessment of funding needs across eligible countries based on the current situation and the allocation of available funding for those programs still requiring resources. The assessment would be carried out by the TDRP Technical Team. The process for approving allocations from the TDRP is described in Annex 1. There would be a 3-tiered approval process:

- Technical vetting by the TDRP Technical Team and World Bank AFTCS Sector Manager, in consultation with the relevant Country Management Unit.
- Approval at an internal World Bank decision meeting chaired by the relevant Country Director (new operations only).⁹
- Endorsement by the TDRP Trust Fund Committee.

27. If co-financing of an existing national D&R operation is being considered after a significant time lapse between the original appraisal and approval of the IDA portion of the national project, a mission by the TDRP Technical Team would review, confirm or amend the initial assumptions and planning figures for the original project. World Bank procedures would apply to all new grant recipients.

7.2 Regional Cross-Cutting and Cross-Border Sub-projects

28. The TDRP will consider financing recipient-executed sub-projects on priority thematic areas, which would be implemented by specialized agencies or NGOs. Because of limited funds,

⁹ See World Bank Africa Region Trust Fund “Processing Guidelines for Programmatic Trust Funds” section on “Grants to Recipients.

<http://intranet.worldbank.org/WBSITE/INTRANET/INTCOUNTRIES/INTAFRICA/INTQUALPORT/INTAFRTRUSTFUNDS/0,,menuPK:5583673~pagePK:64168324~piPK:64168339~theSitePK:5583665,00.html>

the TDRP will identify relevant agencies/NGOs and if they are interested, ask these to prepare a sub-project proposal (see Annex 2). Sub-projects that will be co-financed or where other sources of funds can be leveraged will be favored.

29. Possible sub-projects include support for: facilitating the return of combatants on foreign soil to their home countries, assisting disabled ex-combatants to demobilize and reintegrate, disarming youth militia, providing psychosocial assistance to ex-combatants and their families, and addressing transitional justice in DDR programming. Annex 2 provides the procedure for processing sub-projects with approval taking place at three levels.

- Technical vetting by the TDRP Core Technical Team and World Bank AFTCS Sector Manager.
- Review and approval by a World Bank committee comprising the AFTCS Sector Manager, the TDRP Program Manager and representatives from the relevant county management unit(s) or the Bank's Africa Regional Integration Unit (for a regional program); and the Quality and Knowledge Unit.
- Endorsement by the TDRP Trust Fund Committee.

30. A legal agreement between the World Bank and the respective executing agencies will be established for the implementation of each sub-project. The following cost categories can be included in a given proposal: personnel and consultants, equipment needed to carry out the project, materials, training of staff or community groups, operating costs for offices, transportation, equipment, or other direct costs; and administrative costs for the operation.

7.3 Strategic Alliances

31. The TDRP will establish strategic alliances with external organizations in carrying out some of its regional activities. The goal of strategic alliances is to merge resources – financial, human, knowledge – between the TDRP and “ally” organizations with a view to creating synergies and advancing the impact of D&R in the region, as well as improving coordination, collaboration and efficiency of DDR. Strategic alliances could be established for activities such as: (a) co-financing analytical work, research and publications; and (b) co-organizing, co-financing and co-hosting events and discussion forums to generate learning and policy advances. Strategic alliances would be Bank-executed activities.

32. Terms of reference (TOR) or a memorandum of understanding (MOU) would lay out the conditions for the strategic alliance between the Bank and ally agency(ies). Such an MOU or TOR would include rationale for the alliance, objectives, activities, roles and responsibilities for the respective agencies, budget and timeframe. These MOU would not be legally binding but would serve to orient and monitor the strategic alliance as well as ensure clarity as to the inter-organizational relationship. Annex 3 provides a sample MOU that could be used for establishing a strategic alliance.

33. In terms of processing, the TDRP Technical Team would establish a work program that includes proposed strategic alliances, which would be discussed internally in the World Bank (AFTCS Sector Manager and other relevant staff) and shared with the TDRP Trust Fund Committee.

8. Institutional and Implementation Arrangements

8.1 Institutional Arrangements

34. The institutional framework for the TDRP will reflect the changing implementation arrangements for D&R programs in the sub-region, and in particular the emerging focus of D&R programs being coordinated at the national level (the first tier) with support from a continuing regional facility (the second tier).

8.1.1. National Level

35. As noted above, a number of countries have or will initiate new D&R programs financed by single-country multi-donor trust funds, IDA and other co-financiers (e.g. in Burundi, DRC, Rwanda and Uganda). Strategic decisions concerning the funding of these programs will be made by client governments and the World Bank in conjunction with relevant donors in the countries in which those D&R programs are situated. Implementation of these program activities will be the responsibility of national executing agencies that have been or will be established as part of the D&R programs. In general, standard Bank implementation procedures regarding procurement, disbursements, and supervision will apply except where UN agencies are recipients and have agreed to other arrangements under existing or to be concluded framework agreements.

36. Institutional arrangements in national level bodies have varied by country but typically have comprised a coordinating body at the highest level of government with participation from key national stakeholders to develop a D&R strategy and policies and oversee national program implementation; a program implementation unit reporting to the coordinating body responsible for program design and management, overseeing the implementation of program activities, procurement and financial management, contracting of implementing partners, and monitoring and evaluation; and implementing partners, including government entities, international organizations, civil society and private sector organizations, local and international NGOs as well as community-based groups that execute individual D&R activities consistent with the national program.

37. For example, Burundi's follow-on D&R program will continue to receive policy guidance from the national commission, and a project Technical Coordination Team will serve as the executing agency and recipient of the Government program; and the utilization of the single-country MDTF will be regulated by a trust fund committee comprised of representatives of contributing donors in Bujumbura and chaired by the government. This committee will closely follow project implementation progress and quality, advocate for adequate funds and seek additional contributions.

8.1.2. Regional Level

38. A transformation of the MDRP partnership is proposed to reflect the increased focus on national level decision making whilst continuing the value-added of a regional perspective. Drawing on the experience of the MDRP and given the scope and objectives of the TDRP, two regional entities will be established:

- **DDR Inter-Organizational Network (DDRnet).** Based on lessons from the MDRP, the TDRP will move away from a broad-based partnership (where roles and responsibilities are difficult to define and accountabilities illusive) to a network of organizations involved in DDR in the GLR. The DDRnet will include client governments, donors (contributing and non-contributing), UN partners, and implementing agencies of DDR. It will replace the MDRP Advisory Committee and will have the following characteristics:
 - ✓ It will be aimed at coordinating and sharing information on D&R and related activities, and discussing strategic matters related to D&R, security and development.
 - ✓ It will be a flexible virtual entity with activities designed based on need and demand, including: mapping exercises and capacity building to strengthen expertise, knowledge and policy related to D&R and security and development, multimedia events for information exchange and learning, policy forums, strategic meetings, etc.
 - ✓ It will replace some of the functions of the MDRP's Technical Coordination Group (TCG), e.g. technical capacity building activities to facilitate technical exchange, learning and knowledge exchange between countries, drawing on lessons of what worked well with the TCG.
- **Trust Fund Committee.** The TDRP Trust Fund Committee will comprise donors that have contributed to the TDRP Trust Fund (irrespective of the amount of the contribution). Original Trust Fund Committee members to the MDRP will be able to participate in the TDRP Trust Fund Committee as ex-officio members. This group will meet face to face at least yearly and via other means (audio or video conferences) as needed to discuss the financial status of the trust fund, discuss program performance and review annual work plans.

8.2 Secretariat Level

39. The TDRP will be managed by the World Bank Africa Region's Fragile States, Conflict and Social Development Unit, AFTCS. The TDRP will fund a small team of D&R specialists which will have the following overall responsibilities:

- **Program, trust fund and DDRnet coordination:** Program, trust fund management and coordination of the D&R network (including communications, outreach and reporting).
- **D&R operations support (technical assistance):** The TDRP will finance D&R Specialists at the country level, as well as national and regional consultants that will provide support and advice to operations and ensure complementarity and consistency across countries.
- **Research, M&E coordination and learning:** The TDRP will finance specialists/consultants to lead and coordinate TDRP research, knowledge management and learning.

40. Specific responsibilities of the core team will include:

- Providing enhanced supervision of D&R operations, through, inter alia, field presence in TDRP-financed countries.
- Providing and facilitating technical assistance and advice to country counterparts, with a view to increasing in-country capacity, and improving the quality and performance of D&R operations.
- Assisting country counterparts to identify and execute exit strategies that include establishing linkages with broad-based community recovery and development programs.
- Developing and implementing TDRP regional (cross-cutting and cross-border) activities, as well as working closely with LEAP II staff to ensure gender sensitivity in D&R programming.
- In cooperation with research partners internally and externally, developing and implementing research on D&R activities in the GLR.
- Managing the DDRnet, including liaising and coordinating with security and political stakeholders to ensure complementarity with TDRP activities.
- Identifying and liaising with regional actors to address the issue of TDRP sustainability after the close of the program.
- Managing the TDRP trust fund, including mobilizing resources as required.
- Reporting on the status of the TDRP trust fund to the TDRP Trust Fund Committee.

- Developing and executing a communication, sensitization and reporting strategy for the TDRP.

41. A larger TDRP Technical Team comprising the core team, task team leaders of D&R operations in the GLR, LEAP II staff and other related staff will meet regularly to coordinate work on D&R operations.

8.3 Fiduciary Responsibilities

42. TDRP fiduciary responsibilities will include monitoring of the trust fund, trust fund reporting, managing donor relations, establishing legal agreements with donors, planning and hiring of staff related to the trust fund, trust fund work planning and budgeting, ensuring compliance with audit requirements of individual trust funds and programs, etc. The Bank uses the following instruments to manage and ensure compliance to policies on trust funds:

- **Single Audit.** The Bank provides regular financial reports to donors in the form of statements of receipts, disbursements and fund balance for individual trust fund accounts. These statements are available through the Bank's Client Connection website accessible through authorized passwords provided to respective donors. The Bank also provides donors with an annual "single audit", which is an assertion by Bank management that the internal controls over financial reporting of trust fund activities have been adhered to; an external auditor independently attests to the report. The single audit report is due within six months following the end of the Bank's fiscal year (June 30). A hard copy of the TF single audit report is sent to the headquarters of the donor agency of the TDRP.
- **Letter of Representation.** Single audits require a Letter of Representation (LOR) to be signed yearly by the respective trust fund manager. The LOR provides that for each activity financed in whole or in part by the trust fund, the terms of the Administration Agreement have been complied with. Through the LOR, the trust fund manager affirms the compliance of the activities financed with the Bank's applicable policies and procedures and ensures that no ineligible expenditures have been charged to the trust fund in the period covered to the best of his/her knowledge. If the trust fund manager has qualifications or reservations about any transaction, these are recorded in the LOR.
- **Other Audits.** In certain circumstances, where the Office of the Controller so recommends, or where a donor requires it and it has been provided for in the Administration Agreement, the Bank arranges for a financial statement audit of an individual trust fund. In such cases, the donor(s) to the trust fund bear the full cost of the audit. Trust fund grant agreements signed between the Bank and recipients contain a clause requiring the recipient to arrange for an audit of its administration of trust fund resources. This audit and copies of the financial statements received from the recipient are transmitted to the donor.

- **Misuse of Trust Fund Resources.** If Bank Management determines that expenses are a substantive departure from the purpose for which a trust fund has been established, and that this departure falls within the Bank's exercise of its responsibilities, the Bank reimburses the relevant trust fund for these expenditures. Additionally, if despite the proper exercise of the Bank's responsibilities it appears that funds under a recipient-executed trust fund have been used by the recipient in a way that constitutes a substantive departure from the purpose for which the trust fund was established, the Bank may also take action to recover the relevant funds from that recipient. In such cases, the Bank may consult with the donor(s) on the course of action to be followed and the responsibility for the costs associated with such action. In addition, the Bank may exercise its suspension or cancellation remedies for undisbursed grant funds.

8.4 Safeguards, Financial Management and Procurement

43. Social and environmental safeguards, financial management and procurement will be addressed at the project and sub-project level. The Bank-executed portion of the trust fund will follow standard procedures for procurement and recruitment of consultants.

8.5 Regional Institutions and Sustainability

44. The role of the original regional MDRP framework was to respond to a regional conflict in the Great Lakes region. Given that the regional conflict is over and D&R activities are winding down and transitioning to broader development activities, a regional D&R body at the close of the TDRP will not be necessary. This point was discussed and made clear with all MDRP partners at the last MDRP Advisory Committee meetings in Washington DC on March 10-12, 2009. Indeed, most MDRP countries have begun to transition out of DDR to broader development activities; also this trend is reflected in the evolution of the MDRP (a large-scale US\$ 500 million facility) to the TDRP (a modest \$US32 million facility).

45. This said, the need for institutional knowledge preservation after the closure of the TDRP is clear. And in the unlikely event of a lingering need for some regional DDR facility for the Great Lakes region, the TDRP would transfer this role to an African institution. Thus the TDRP will: (a) identify the best placed institutional body to house the experience, expertise and materials gleaned over the last 6-10 years of D&R experience and continue any required regional coordination; and (b) build the capacity of that institution through involvement in partner meetings and specific technical activities and discussions, amongst other activities.

9. Program Financing

46. The TDRP is estimated to cost approximately \$US 32 million, but will complement the value of D&R operations it will help support (estimated at between US\$120-130 million).¹⁰ MDRP donors have indicated their general backing for a regional trust fund to phase out DDR operations that were supported by the MDRP, and others have committed to providing funding for the new trust fund. The African Development Bank (AfDB), Italy and Finland have already signed administration agreements with the Bank to contribute to the TDRP. Norway, Canada, the Netherlands and Belgium have also expressed interest in contributing to the fund; the TDRP technical team hopes to process most partner contributions by end 2009/early 2010.

¹⁰ Actual size of the TDRP will depend on the scope of operations in CAR and any other demands that emerge in the region, as well as funds made available to meet those needs. For example, due the crisis in eastern DRC, if there is a political breakthrough and/or if there is a repatriation of non-Congolese ex-combatants, financing needs will change.

10. Potential Risks and Mitigation

Type of risk	Description	How can risk be handled?	Rating (High, Substantial, Moderate, Negligible)
<u>Activity-related</u>	Lack of coordination at the sub-regional level	The MDRP and its successor TDRP were designed specifically for regional coordination; lessons from the MDRP will be taken into account to improve regional cooperation further.	M
	Capacity constraints of executing agencies for recipient-executed activities	The TDRP was designed specifically to address this risk through the provision of capacity-building and continued intensive supervisory and technical support; the TDRP will draw lessons from the MDRP on fiduciary questions and technical assistance.	S
	Localized conflict/violence	Continued opportunities offered for D&R operations supported by viable political agreements will be a means to prevent further violence. Program links to broader security sector reforms and political processes will also support incentives toward broader peace. However, the TDRP alone cannot mitigate this risk.	H
<u>Strategic Fit</u>	Lack of adequate economic opportunities to ensure desired reintegration results	Application of lessons from MDRP on reintegration, strong emphasis on communications will ensure expectations of beneficiaries, communities or public at large remain realistic, and ensure stronger linkages with existing or new national initiatives for recovery, vulnerable groups, and poverty reduction.	H
	Possible relapse into regionalized conflict	Close monitoring of peace processes/agreements by international community and dialogue with the concerned governments. Clear exit strategies are defined for individual projects in the event of regional conflict.	S
	Pressure to maintain regional support beyond transitional phase if risks to stability remain present at project close.	Clear language will be used in project and legal documents as well as an improved communication strategy informing on time frame of available financing and a stronger emphasis in implementation put on transitional strategies	S

		(to hand over any residual project responsibilities) in event of continued need both at national and regional levels. Most activities to be financed by the TDRP are well under way in terms of preparation and will be completed before the close of the program allowing it to eschew further pressure. Program emphasis will be on transitioning to broader development and recovery beyond DDR.	
<u>Financing Arrangements</u>	Problems associated in the past with use of Special Projects	Financial management and procurement problems have occurred in the past, particularly with UN agencies. It is anticipated that the new UN Bank fiduciary principles agreement will be important in mitigation.	M
<u>Donors</u>	Earmarking by donors and the effective use of the Bank as an implementation agency for donor agendas	The MDRP has developed well-established relationships with donors over the last seven years. The TDRP will establish specific technical criteria for financing recipient-executed activities and will consult with donors on a work-plan at the beginning of each year thereby staying accountable whilst mitigating against earmarking.	N
<u>Trust Fund Roles & Responsibilities</u>	Problems associated with the financial management of the trust fund, including possible over-commitments.	The Technical Team will manage the MDTF in accordance with Bank policies that do not allow for allocating funds beyond those received; a Bank staff member experienced in the financial aspects of trust fund management will be recruited to the TDRP Technical Team.	N
Overall Risk Rating:			S

11. Results Framework

DEVELOPMENT OBJECTIVE: Support D&R efforts and related activities in the Great Lakes Region (GLR)	
	Project Outcome Indicators
1. Improve the performance of existing D&R programs in the GLR.	<ul style="list-style-type: none"> • % of operations with rating MS (moderately satisfactory) or lower that receive support and improve their ratings • # of staff weeks of TA or enhanced supervision provided by the TDRP to existing operations
2. Expand D&R programming coverage.	<ul style="list-style-type: none"> • % increase in caseload supported through additional TDRP financing
3. Contribute to learning, coordination, alignment and synergy in DDR.	<ul style="list-style-type: none"> • # of donors supporting D&R operations through TDRP or other financing mechanism • % of D&R operations in the Great Lakes Region that establish synergies with recovery programming

Intermediate Outcomes	Intermediate Outcome Indicators
1. Activities that increase the impact of D&R programming in the region	
1a. performance or impact needs assessments	<ul style="list-style-type: none"> • # of assessments or reviews completed
1b. financial support for new activities in existing projects	<ul style="list-style-type: none"> • # of activities in existing projects that receive TDRP financial or technical support • % of TDRP resources contributed to existing operations to enhance quality of delivery • # of beneficiaries receiving services due to support provided by the TDRP

1c. technical assistance delivered	<ul style="list-style-type: none"> • # of consultant weeks of TA and capacity building financed by the TDRP • # of staff weeks of Bank supervision financed by the TDRP
1d. enhanced supervision	<ul style="list-style-type: none"> • # of staff weeks of Bank supervision financed
2. Financing for new or ongoing D&R operations where funding gaps have been identified and the Government concerned has requested assistance.	
	<ul style="list-style-type: none"> • # of eligible new or ongoing D&R operations facing a financing gap that receive TDRP financing • % increase of service or beneficiary coverage made possible through TDRP financing
3. Cross-border and cross-cutting activities	
3a. facilitation of a platform for dialogue	<ul style="list-style-type: none"> • # of meetings or events held per year that bring together a cross-section of the D&R community to discuss pertinent issues (GLR government technicians and representatives, donors, UN, practitioners, etc.)
3b. information exchange	<ul style="list-style-type: none"> • # of TDRP-organized events that present results on TDRP research to the D&R community. • # of TDRP-organized events that aim to achieve knowledge exchange among members of the D&R community • # of official communications (bulletins, press releases, etc.) disseminated to the D&R community
3c. learning and research on D&R	<ul style="list-style-type: none"> • # of studies completed • # of operations incorporating TDRP conclusions into their design or implementation

Transitional Program for Demobilization and Reintegration: Arrangements for Results Monitoring

Project Outcome Indicators	Baseline	Target Values			Data Collection and Reporting		
		YR1	YR2	YR3	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
Project Development Objective: Support D&R efforts and related activities in the GLR							
1. Improve the performance of existing D&R programs in the GLR							
1a. % of operations with rating MS or worse that receive support and improve their ratings	0	50%	75%	100%	Annually	WB Records	TDRP
1b. # of staff weeks of TA or enhanced supervision provided by the TDRP to existing operations	0	100	100	80	Annually	WB Records	TDRP
2. Expand D&R programming coverage							
2a. % increase in caseload supported through additional TDRP financing	0%	10%	10%	10%	Quarterly	TDRP records	TDRP
3. Contribute to learning, coordination, alignment and synergy in DDR							
3a. # of donors supporting D&R operations through TDRP or other financing mechanism	5	8	8	8	Quarterly	TDRP records	TDRP
3b. % of operations establishing synergies with recovery programming	0%	50%	75%	100%	Quarterly	TDRP records	TDRP

Intermediate Outcome Indicators	Baseline	Target Values			Data Collection and Reporting		
		YR1	YR2	YR3	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
1. Activities that increase the impact of D&R programming in the region							
1a. national-level impact and performance needs assessments <ul style="list-style-type: none"> • # of planned assessments completed: <ul style="list-style-type: none"> - economic reintegration reviews - social and reconciliation reviews - disability reviews - security and remobilization reviews 	0	7	0	0	One-time review	TDRP	Consultant(s)
	0	4	0	0	One-time review	TDRP	Consultant(s)
	0	0	3	0	One-time review	TDRP	Consultant(s)
	0	0	4	0	One-time review	TDRP	Consultant(s)
1b. financial support for improved activities within existing projects <ul style="list-style-type: none"> • # of activities in existing projects that receive TDRP financial or technical support • % of TDRP resources contributed to existing operations to enhance quality of delivery • # of beneficiaries receiving improved services due to support provided by the TDRP 	0	6	6	6	Annual	TDRP records	TDRP
	0	5%	5%	5%	Annual	Reports from implementing body or national program in question	Implementing body or national program in question; TDRP
	0	20,000	15,000	15,000	Annual	National program reports	National program; TDRP

		Target Values			Data Collection and Reporting		
Intermediate Outcome Indicators	Baseline	YR1	YR2	YR3	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
1c. technical assistance delivered <ul style="list-style-type: none"> # of consultant weeks of TA and capacity building financed by the TDRP 	0	100	100	80	Quarterly	TDRP records	TDRP
1d. enhanced supervision <ul style="list-style-type: none"> # of staff weeks of Bank supervision financed by the TDRP 	0	160	160	100	Quarterly	TDRP records	TDRP
2. Financing for new or ongoing D&R operations where funding gaps have been identified and the Government concerned has requested assistance.							
<ul style="list-style-type: none"> # of eligible new or ongoing D&R operations facing a financing gap that receive TDRP financing out of eligible requests received 	0	2	1	0	Quarterly	TDRP records	TDRP
<ul style="list-style-type: none"> % increase of beneficiary coverage made possible through TDRP additional or full financing 	0	10%	10%	10%	Quarterly	TDRP records; national programs	National program; TDRP
3. Regional cross-border and cross-cutting activities							
3a. facilitation of a platform for dialogue <ul style="list-style-type: none"> # of meetings or events held per year that bring together a cross-section of the D&R community to discuss pertinent issues (GLR government technicians and representatives, donors, UN, practitioners, etc.) 	0	1	2	2	Annually	TDRP records	TDRP

Intermediate Outcome Indicators	Baseline	Target Values			Data Collection and Reporting		
		YR1	YR2	YR3	Frequency and Reports	Data Collection Instruments	Responsibility for Data Collection
3b. information exchange <ul style="list-style-type: none"> # of TDRP-organized events that present results on TDRP research to the D&R community # of TDRP-organized events that aim to achieve knowledge exchange among members of the D&R community # of official communications (bulletins, press releases, etc.) disseminated to the D&R community 	0	1	1	1	Annually	TDRP records	TDRP
	0	2	2	2	Annually	TDRP records	TDRP
	0	5	5	5	Annually	TDRP records	TDRP
3c. learning and research on D&R <ul style="list-style-type: none"> # of studies completed # of learning events conducted # of studies disseminated to the D&R community and pertinent audiences 	0	2	2	2	Annually	TDRP records	TDRP
	0	2	2	2	Annually	TDRP records	TDRP
	0	2	2	2	Annually	TDRP records	TDRP
3d. strategic alliances <ul style="list-style-type: none"> # of strategic alliances established and/or maintained # of products, events or meetings resulting from strategic alliances 	0	3	5	5	Annually	TDRP records	TDRP
	0	3	8	5	Annually	TDRP records	TDRP

Annex 1: Procedures for Financing of D&R Projects

Total funds available for D&R financing gaps (as of November 1, 2009)	\$12.4 million
Eligible countries (as of November 1, 2009)	Burundi, CAR, DRC, Rwanda

Identification and Approval Process

- I. Assessment of overall needs across the region by the TDRP Technical Team.
- II. Request to eligible Task Team Leaders (TTLs) of D&R operations in the GLR to identify funding gaps (Burundi, CAR, DRC and Rwanda). Requirements for funding requests:
 - **Existing Operations:** Written expression of interest from World Bank Task Team Leader (TTL) with accompanying documentation (IDA grant Project Paper, MDTF Trust Fund Proposal).
 - **New Operations:** Project Concept Note and Identification Mission Aide Memoire. If concept is endorsed internally and by the TDRP Trust Fund Committee, standard Bank approval procedures for a new trust fund will be applicable.
- III. Criteria for funding
 - Country (Government) ownership of the project as expressed in the demand for the project and the Government's own contribution in terms of counterpart funding or other forms of support.
 - Contribution of proposed project to regional recovery and stabilization.
 - Contribution of proposed project to national peace processes and security in the respective country.
 - Financing of last resort.
 - Support for reintegration focuses on short-term social and economic reintegration of ex-combatants so as not to create tensions in the communities of return.
 - Project includes strategy for phasing out DDR to broader recovery and development.
 - Project includes harmonized approaches with other DDR actors.
- IV. Processing:

Existing Operations:

1. TTL provides expression of interest indicating funding gap and providing accompanying documentation
2. AFTCS Sector Manager and TDRP Technical team discuss request for financing and consult with Country Unit.
3. TDRP Program Manager prepares note to TDRP Trust Fund Committee for endorsement.

4. TDRP Trust Fund Committee reviews and endorses request.
5. TDRP Technical Team establishes a new child trust fund under the TDRP.
6. TTL drafts a legal agreement for the TDRP contribution or, if a trust fund is already in place, amends the existing grant agreement to include the new (TDRP) funding source.
7. Following clearances from relevant Bank units (AFTFM, AFTPC, CTRFC, LEGAF and TACT), amended/new grant agreement signed by the Country Director and grant recipient.

New D&R Operations:¹¹

1. Need for D&R financing identified within the TDRP Technical Team.
2. Launch identification mission.
3. Prepare project document.¹²
4. Carry out reviews of proposed Recipient's financial management and procurement systems.
5. Prepare Integrated Safeguards Data Sheet.
6. Hold decision meeting of program document chaired by Country Director.
7. Issue decision meeting minutes.
8. Incorporate comments from decision meeting into updated project document.
9. Request endorsement of project document from TDRP Trust Fund Committee.
10. Send updated project document to legal department for preparation of draft grant agreement.
11. Request that the loan's department prepare and clear the disbursement letter.
12. Prepare grant funding request (required for clearance of grant agreement).
13. Prepare package consisting of revised project document, draft grant agreement, disbursement letter, financial management and procurement reviews for clearance by relevant units (AFTFM, AFTPC, CTRFC, LEGAF and TACT).
14. Discuss draft grant agreement and disbursement letter with grant recipient.
15. Submit package (grant agreement and disbursement letter) for final review, clearance and signature to Country Director.

¹¹ See World Bank Africa Region Trust Fund "Processing Guidelines for Programmatic Trust Funds" Grants to Recipients.

<http://intranet.worldbank.org/WBSITE/INTRANET/INTCOUNTRIES/INTAFRICA/INTQUALPORT/INTAFRTRUSTFUNDS/0,,menuPK:5583673~pagePK:64168324~piPK:64168339~theSitePK:5583665,00.html>

¹² A Project Concept Note is not required for each Child Trust Fund (CTF). However, each CTF will require a decision meeting and a Project Document containing many but not all of a regular Project Appraisal Document (PAD). Given that several annexes of the PAD are being dropped, the main body of the Project Document should contain sufficient detail to make up for these lost annexes. For example, a table that summarizes the project costs by component (if applicable) should be included in the main body. Also, implementation arrangements and detailed project description should be clearly spelled out in the body.

Project Document Format

- I. STRATEGIC CONTEXT AND RATIONALE
 - A. Regional and sector issues
 - B. Rationale for Bank involvement
 - C. Higher level objectives to which the project contributes

- II. PROJECT DESCRIPTION
 - A. Financing instrument
 - B. Project development objective and key indicators
 - C. Project components
 - D. Lessons learned and reflected in the project design

- III. IMPLEMENTATION
 - A. Partnership arrangements
 - B. Institutional and implementation arrangements
 - C. Monitoring and evaluation of outcomes/results
 - D. Sustainability
 - E. Critical risks and possible controversial aspects
 - F. Grant conditions and covenants

- IV. APPRAISAL SUMMARY
 - A. Fiduciary
 - B. Social
 - C. Environment
 - D. Safeguard policies

Annex 1: Results Framework and Monitoring

Annex 2: Financial Management and Disbursement Arrangements

Annex 3: Procurement Arrangements

Annex 4: Safeguard Policy Issues

Annex 5: Project Preparation and Supervision

Annex 2: Regional Sub-Projects

Total funds available for regional activities (as of November 1, 2009)	\$4 million
Eligible countries	Angola, Burundi, CAR, DRC, RoC, Rwanda, Uganda

The TDRP will finance cross-border and cross-cutting activities led by the TDRP Technical Team and sub-projects managed by specialized agencies. By working with specialized agencies, the TDRP will be able to leverage its resources, take advantage of comparative advantages of outside agencies and enrich the discussion on D&R in the region by including diverse viewpoints, experiences and backgrounds.

Processing

1. Potential sub-project and executing agency identified by the TDRP Technical Team.
2. Consultation with executing agency, and relevant country unit(s), on possible sub-project.
3. Executing agency asked to prepare a sub-project proposal.
4. TDRP Technical Team carries out technical review.
5. Carry out reviews of proposed Executing Agency's financial management and procurement systems.
6. Prepare Integrated Safeguards Data Sheet (for feasibility studies or investment activities).
7. Internal World Bank/TDRP Committee convened to review and, as appropriate, approve proposal. Committee comprises the AFTCS Sector Manager and TDRP Program Manager and representatives from: the relevant county management unit(s) or the Africa Region's Regional Integration Unit (for a regional program); and the Africa Region's Quality and Knowledge Unit.
8. TDRP Program Manager transmits minutes of committee meeting.
9. Comments from review meeting incorporated into sub-project proposal.
10. Endorsement of project document requested by the TDRP Program Manager from the TDRP Trust Fund Committee.
11. Grant funding request and child trust fund established.
12. Financial and procurement reviews of executing agency carried out.
13. Updated sub-project proposal sent to World Bank Legal Department for preparation of draft grant agreement and to the Loans Department to prepare the disbursement letter.
14. Grant Funding Request prepared (required by TACT for clearance of grant agreement).
15. Draft grant agreement and disbursement letter discussed and agreed upon with sub-project executing agency.
16. Package consisting of revised sub-project proposal, draft grant agreement, disbursement letter and financial management and procurement reviews cleared by relevant Bank units (AFTFM, AFTPC, CTRFC, LEGAF and TACT).
17. Package submitted for final review, clearance and signature by Regional Integration Director.

Request for TDRP Financing

Basic Information

Title of Proposed Sub-Project	
Date	
Region	
Countries included (if applicable)	
Focus Area(s)	
Grant Amount Requested (USD)	
Grant Amount Approved (USD)	

Executing Agency

Organization	Department	Location

Recipient Contacts

Name	Location	Telephone

Program Scope and Results/Outcomes

Scope and Objectives

Link to TDRP and (if applicable) relationship to Bank operations

Relationship to country/recipient's development program

Description of the Sub-Project - Financed Components, Activities and Outcomes

(other paragraphs can be added to describe all project components)

1. COMPONENT:

Outcome

1.1 ACTIVITY:

1.1.1 OUTPUT:

1.2 ACTIVITY:

1.2.1 OUTPUT:

2. COMPONENT:

Outcome

2.1 ACTIVITY:

2.1.1 OUTPUT:

3. COMPONENT:

Outcome

3.1 ACTIVITY:

3.1.1 OUTPUT:

Key Monitoring Indicators

1. INDICATOR

Base Value:

Date:

Target:

Date:

2. INDICATOR

Base Value:

Date:

Target:

Date:

Other Contributors

Government/Recipient Contribution (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> Office Facilities | <input type="checkbox"/> Local Transportation |
| <input type="checkbox"/> Training Facilities | <input type="checkbox"/> Administrative Support |
| <input type="checkbox"/> Counterpart Staff Time | <input type="checkbox"/> Audit |
| <input type="checkbox"/> Trainee Staff Time | <input type="checkbox"/> Cash Contribution |
| <input type="checkbox"/> Other | Internet Connections |

Other Donor Financing (parallel or co-financing):

Institutional and Implementation Arrangements

(Implementation responsibilities etc.)

Proposed Use of Grant Funds

Expense Overview

Expense Category	TDRP Funds (USD)	% of Financing
<i>1. Consultants/Travel/Per Diem</i>		
<i>2. Training/Workshops</i>		
<i>3. Goods/Equipment</i>		
<i>4. Administrative Costs/Project management costs</i>		
<i>4. Other</i> (e.g. audit)		
Total		

Proposed Fiduciary Arrangements

A. Financial Management and Audit Arrangement

B. Procurement Arrangements

C. Risks and Mitigating Measures (if applicable)

D. Supervision Arrangements

Project Team Members

Please include team member and role in the sub-project.

Name	Title	Responsibility

Review and Clearances

(CD/SM confirm endorsement of request, consistency with the CAS, non-availability of other funds and allocation of supervision funds)

TDRP Program Manager :

Comment Date:

Sector Manager or Designee :

Decision made:

- Sent for Revision
 Approved
 Not Approved

Decision date:

Regional Committee Chairperson or Designee :

Decision made:

- Approved in Principle
 Approved
 Not Approved
 Sent for Revision

Decision date:

Detailed Financial Plan

Grant Amount Requested(USD): Grant Amount Approved(USD):

1. COMPONENT

TDRP Financing (USD):
Other Financing (USD):

1.1 ACTIVITY:

1.1.1 OUTPUT:

Budget Matrix

Preliminary Timetable: Month __ to Month __

Expense Category	Input	Qty	Unit Cost (USD)	TDRP (USD)	Other Financing (USD)	Total (USD)
<i>Consultants/Travel/Per Diem</i>						
Total						

1.2 ACTIVITY:

1.2.1 OUTPUT:

Budget Matrix

Preliminary Timetable: Month __ to Month __

Expense Category	Input	Qty	Unit Cost (USD)	TDRP (USD)	Other Financing (USD)	Total (USD)
<i>Consultants/Travel/Per Diem</i>						
<i>Training/Workshops</i>						
Total						

2. COMPONENT

TDRP Financing (USD):

Other Financing (USD):

2.1 ACTIVITY:

2.1.1 OUTPUT:

Budget Matrix

Preliminary Timetable: Month __ to Month __

Expense Category	Input	Qty	Unit Cost (USD)	TDRP (USD)	Other Financing (USD)	Total (USD)
<i>Consultants/Travel/Per Diem</i>						
<i>Equipment/Supplies/Materials</i>						
<i>Training/Workshops</i>						
Total						

3. COMPONENT

IDF Financing (USD):

Other Financing (USD):

3.1 ACTIVITY:

3.1.1 OUTPUT:

Budget Matrix

Preliminary Timetable: Month __ to Month __

Expense Category	Input	Qty	Unit Cost (USD)	TDRP (USD)	Other Financing (USD)	Total (USD)
<i>Other (e.g. audit)</i>						
Total						

Annex 4. Strategic Alliance Sample MOU

MEMORANDUM of UNDERSTANDING
BETWEEN
The TDRP and *Partner Agency*

- Purpose.** Defines, in as few words as possible, the purpose of the memorandum of understanding and outlines the terms of the MOU.
- Reference.** Lists the references that are directly related to the MOU.
- Subject.** Presents a clear, concise statement of the subject of the MOU and a brief background.
- Scope.** Provides a succinct statement specifying the area of the MOU.
- Understandings, agreements, support and resource needs.** Lists the understanding, agreements, support and resource needs, and responsibilities of and between each of the agencies involved in the MOU.
- Timeframe.** Provides the start and end date of the MOU, as well as any relevant target or delivery dates.
- Monitoring.** Provides a monitoring component to analyze progress and outputs. If terms of the MOU are not being fulfilled, allow for a termination clause.
- Effective date.** Provides the date the agreement will become effective.

SIGNATURE BLOCK
XXXXXXXX, XXXX
XXXXXXXX, XXXXXX

(Date)

SIGNATURE BLOCK
XXXXXXXX, XXXX
XXXXXXXX, XXXXXX

(Date)