

MANAGING NATURAL RESOURCES

RESOURCES

FOR POST-CONFLICT REINTEGRATION & RECOVERY



CSRS



MONTREUX, SWITZERLAND
27 FEBRUARY - 2 MARCH 2012

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Table of Contents

• INTRODUCTION	1
Background	2
Participants & Methodology	4
• The Role of Natural Resources in Conflict	5
• The Policy Landscape: UN Integrated DDR Standards & UN Employment Policy	7
• Approaches to Address Natural Resources in Post-Conflict Reintegration & Recovery	10
• Integrating Natural Resources into Reintegration & Recovery Programmes - Lessons Learned & Recommendations	13
Post-Conflict Analysis	13
Implementation	15
• CONCLUSION & NEXT STEPS	20
• Annex 1: Agenda	22
• Annex 2: Facilitator Biographies	26
• Annex 3: Participant List	28

“A better understanding of the complex relationship between conflict and natural resources, including how it can be addressed to support the reintegration of ex-combatants and associated groups, can contribute to the sustainability of reintegration programmes.”

- Paragraph 25, Secretary General's Third Report on DDR, 2011 (A/65/741)

CSRS

The Center for Stabilization and Reconstruction Studies (CSRS) is a practitioner-oriented teaching program located at the Naval Postgraduate School in Monterey, California. The purpose of the Center is to provide educational opportunities for the full-spectrum of actors that become involved in peacebuilding, peace & stability operations, and relief & development activities. CSRS accomplishes this purpose through a wide variety of short programs, including workshops, games/table top exercises, conferences and applied research initiatives. The Center also enriches the regular graduate degree programs at the university.

UNDP

Since 1966, the United Nations Development Programme (UNDP) has been partnering with people at all levels of society to help build nations that can withstand crisis and drive and sustain the kind of growth that improves the quality of life for everyone. UNDP works in four main areas: poverty reduction and achieving the Millennium Development Goals (MDGs); democratic governance; crisis prevention and recovery; environment and sustainable development.

UNEP

The United Nations Environment Programme (UNEP) is the voice of the environment within the United Nations system. UNEP's mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations. Addressing the environmental causes and consequences of disasters and conflicts is one of UNEP's six priority areas. This workshop was conducted as part of UNEP's Disasters and Conflicts Sub-programme. Visit www.unep.org/disastersandconflicts.

IAWG

The Inter-Agency Working Group (IAWG) on DDR represents a distinctive and functional application of the “UN Delivering as One” concept. The IAWG is composed of 20 UN entities that have come together and produced a common set of DDR policies and guidelines, recognized as the Integrated Disarmament Demobilization and Reintegration Standards (IDDRS), which include a shared vision and approach to DDR. The IAWG strives to build synergies based on the added value and comparative advantages of each member entity, thus globally improving the planning, design and implementation of DDR on the ground in complex peacekeeping operations, special political missions and non-mission contexts.



Introduction:

Violent conflicts inevitably result in damage to the very same natural resources upon which post-conflict recovery depends, whether through direct damage to ecosystems and wildlife or through indirect destruction caused by coping strategies and survival mechanisms. At the same time, conflict weakens the institutions responsible for the management of these resources and diverts financial support from the mechanisms that may have been in place to manage a state's natural resources.

The international community has only recently acknowledged the crucial role that natural resources play in post-conflict peacebuilding, reintegration and recovery. This evolution of thought advances the idea that post-conflict interventions must carefully consider and address natural resources and environmental management issues to effectively consolidate peace. Although this important linkage has been recognised in peacebuilding and reintegration policies, moving from this acknowledgement to practice is not instantaneous.

The Managing Natural Resources for Post-Conflict Reintegration & Recovery workshop represents a first step to bridge this gap. Bringing practitioners together to share their collective experiences and knowledge on the risks and opportunities presented by natural resources, the workshop endeavoured to improve the responsiveness of post-conflict interventions in a more conscious and deliberate manner.

Introduction: Background

To address the issue of natural resource management in post-conflict settings, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (IAWG), the Center for Stabilization and Reconstruction Studies (CSRS), the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) designed and hosted an interactive workshop on Managing Natural Resources for Post-Conflict Reintegration & Recovery. The workshop was held from 27 February – 2 March 2012, in Montreux, Switzerland, and joined post-conflict actors with varying expertise from the disarmament, demobilization and reintegration (DDR), recovery and natural resource management communities to consider and share experiences regarding ways in which natural resources can be used to support sustainable reintegration and recovery to ensure long-lasting peace and economic, socially and environmentally sustainable development. Co-funded by UNEP, UNDP, IAWG, CSRS, the Government of Finland and the European Union, the workshop provided participants with policies, tools and good practices to integrate natural resource considerations into their post-conflict reintegration and recovery programming.

The workshop grew out of the UNDP-UNEP Joint Initiative on DDR and Natural Resources (UNDP-UNEP Joint Initiative), which seeks to understand the role of natural resources in DDR programmes and to illustrate how they can be utilised to promote more effective and sustainable reintegration. The UNDP-UNEP Joint Initiative is currently finalising a policy report entitled “Sustaining Peace and Security: The Role of Natural Resources in Disarmament, Demobilization and Reintegration (DDR) Programmes.” This policy report will serve as the basis for the development of the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS) module on DDR and Natural Resources. The workshop was also a direct spin-off from the UNEP policy reports “From conflict to peacebuilding: the role of natural resources and the environment”¹ and “Greening the blue helmets: environment, natural resources and UN peacekeeping operations.”²

Agriculture start over in Zubeir after mine-cleaning. (Mine Action by Jamal Penjweny, 2011 - Irrigation project in Zubeir.)



¹ http://www.unep.org/pdf/pcdmb_policy_01.pdf

² http://postconflict.unep.ch/publications/UNEP_greening_blue_helmets.pdf

DDR Definitions

The official United Nations definition of DDR, as provided by the Secretary-General in his Note to the General Assembly on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (A/C.5/59/31), 24 May 2005, is as follows:

Disarmament

Disarmament is the collection, documentation, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. Disarmament also includes the development of responsible arms management programmes.

Demobilization

Demobilization is the formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilization may extend from the processing of individual combatants in temporary centres to the massing of troops in camps designated for this purpose (cantonment sites, encampments, assembly areas or barracks). The second stage of demobilization encompasses the support package provided to the demobilized, which is called reinsertion. Reinsertion is the assistance offered to ex-combatants during demobilization but prior to the longer-term process of reintegration. Reinsertion is a form of transitional assistance to help cover the basic needs of ex-combatants and their families and can include transitional safety allowances, food, clothes, shelter, medical services, short-term education, training, employment and tools. While reintegration is a long-term, continuous social and economic process of development, reinsertion is a short-term material and/or financial assistance to meet immediate needs, and can last up to one year.

Reintegration

Reintegration is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.

UN-supported Reintegration Programmes within the DDR Context

As of the Third Report of the Secretary-General on DDR of 21 March 2011 (A/65/741), in 2010, United Nations agencies, funds and programmes were supporting reintegration programmes in 18 countries and territories: Bosnia and Herzegovina, Burundi, Colombia, Comoros, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Haiti, Indonesia, Kosovo, Liberia, Nepal, Nigeria, Serbia, Somalia, Sri Lanka, Sudan and Uganda. This list includes reintegration programmes supported by the International Organization for Migration. These reintegration programmes were providing assistance to an estimated 257,000 ex-combatants (of whom approximately 10 per cent were female), 9,000 women associated with armed forces and groups (WAAF), as well as 11,393 children associated with armed forces and groups (8,624 male and 2,769 female). Over the five years from 2006 to 2010, the United Nations has completed reintegration programmes in four countries (Angola, Liberia, Niger and Timor-Leste), which have provided reintegration support to approximately 234,000 participants. During the same period, the United Nations began supporting new reintegration processes in nine countries and territories (Afghanistan, Chad, Comoros, Guinea-Bissau, Iraq, Nepal, Nigeria, Somalia and Sri Lanka).

“ I feel that I have come away with much more information and practical knowledge that I can apply to our program in Burundi. In my opinion, the four learning objectives were met. I had a personal objective as well: develop networks in this new area, which I believe that I have also accomplished.”

– Craig Castro, UNDP Burundi

Introduction: Participants & Methodology

The workshop was structured to maximise input from participants' personal experiences and lessons learned using a combination of presentations, group activities and facilitated panel discussions. The workshop also aimed to strike a balance among presentation of key material, group work and networking time to allow participants to follow-up on topics of interest with each other as well as workshop organisers and facilitators on a one-on-one or group basis. A detailed agenda is included as Annex 1.

Thirty-eight participants chosen from over 360 applicants participated in the workshop. Participants hailed from over thirty different countries including Belgium, Bosnia and Herzegovina, Brazil, Burundi, Canada, Chad, Congo, Democratic Republic of the Congo, Ecuador, France, Germany, Ghana, Indonesia, Iraq, Israel, Italy, Nepal, Netherlands, Nigeria, Papua New Guinea, Portugal, Slovakia, Sri Lanka, South Sudan, Sudan, Switzerland, Uganda, United Kingdom, United States and Zambia. A list of participants is included as Annex 3.

This diverse group included representatives from government, United Nations agencies, civil society organizations, private sector, academia and the armed forces. Participants brought forth a wide range of expertise, including in the areas of natural resources, DDR, recovery and peacebuilding.

This workshop report captures the overall outcomes of discussions and presentations along with specific examples from the participants' country and programme experiences. The ultimate objective of this workshop report is to highlight the key issues discussed and knowledge shared in the workshop, in order to present the best practices and lessons learned on integrating natural resources into reintegration and recovery programmes.

Workshop Learning Objectives

At the end of the workshop, participants were expected to be able to:

1 Analyze the relationships between natural resources and conflict and the role of natural resource management in contributing to reintegration, recovery, and peacebuilding in (post) conflict contexts;

2 Apply a range of policy and programmatic approaches for promoting reintegration and recovery through natural resource management for DDR, community security and post-conflict employment programmes;

3 Identify and develop innovative practices and tools based on lessons learned and good practices to integrate natural resources into reintegration and recovery programming;

4 Evaluate the opportunities to more effectively address natural resources through integrated programmatic approaches and institutional mechanisms.

Natural Resources Definition

Natural resources are actual or potential sources of wealth that occur in a natural state, such as timber, water, fertile land, wildlife, minerals, metals, stones, and hydrocarbons. A natural resource qualifies as a renewable resource if it is replenished by natural processes at a rate comparable to its rate of consumption by humans or other users. A natural resource is considered non-renewable when it exists in a fixed amount, or when it cannot be regenerated on a scale comparative to its consumption.

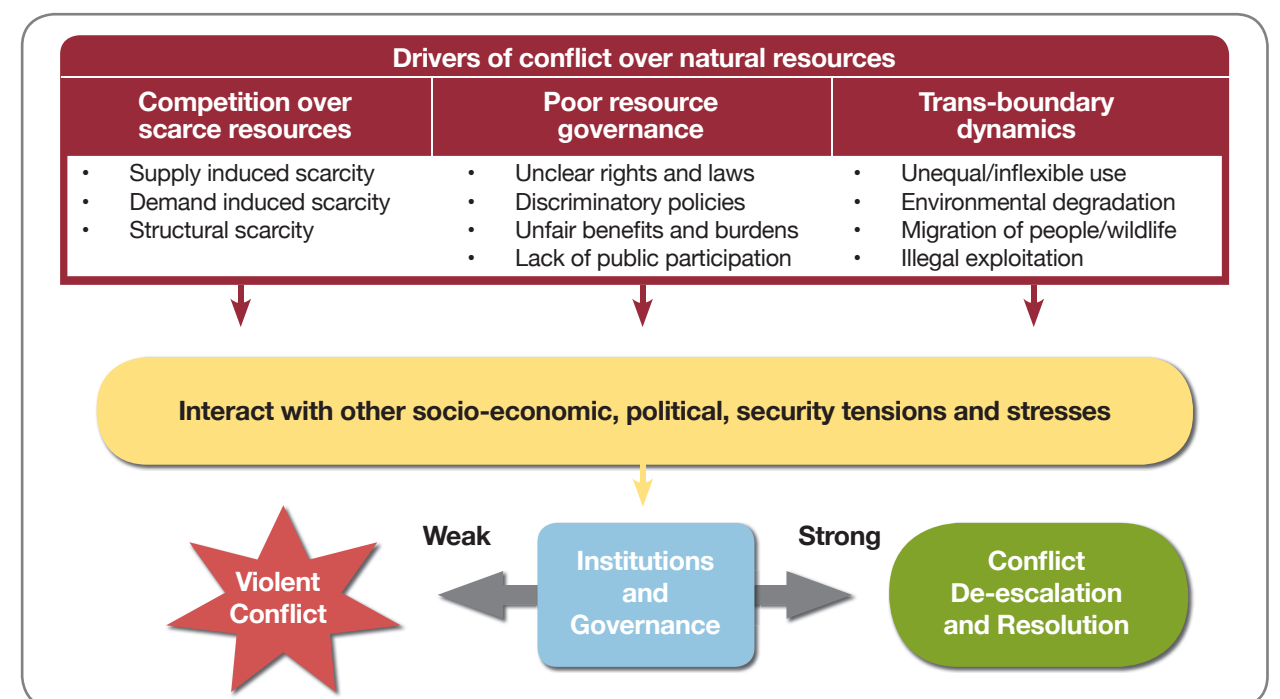
United Nations Environment Programme. 2009. From Conflict to Peacebuilding: The Role of Natural Resources and the Environment. UNEP, Geneva and Nairobi, p.7.

The Role of Natural Resources in Conflict

Often used to fund and sustain conflict through the political and military agendas of armed forces and groups, natural resources play an important role in peace, security and development in post-conflict settings. As seen in the analytical tool below, natural resources can become potential drivers to conflict in several different ways. These drivers of conflict are aggravated or mitigated by their interaction with social, economic and political tensions. By identifying the role that natural resources play in a conflict and in post-conflict settings, practitioners and donors can better structure their programmes to address these issues and to ensure that natural resources are used to contribute to peace and stability.

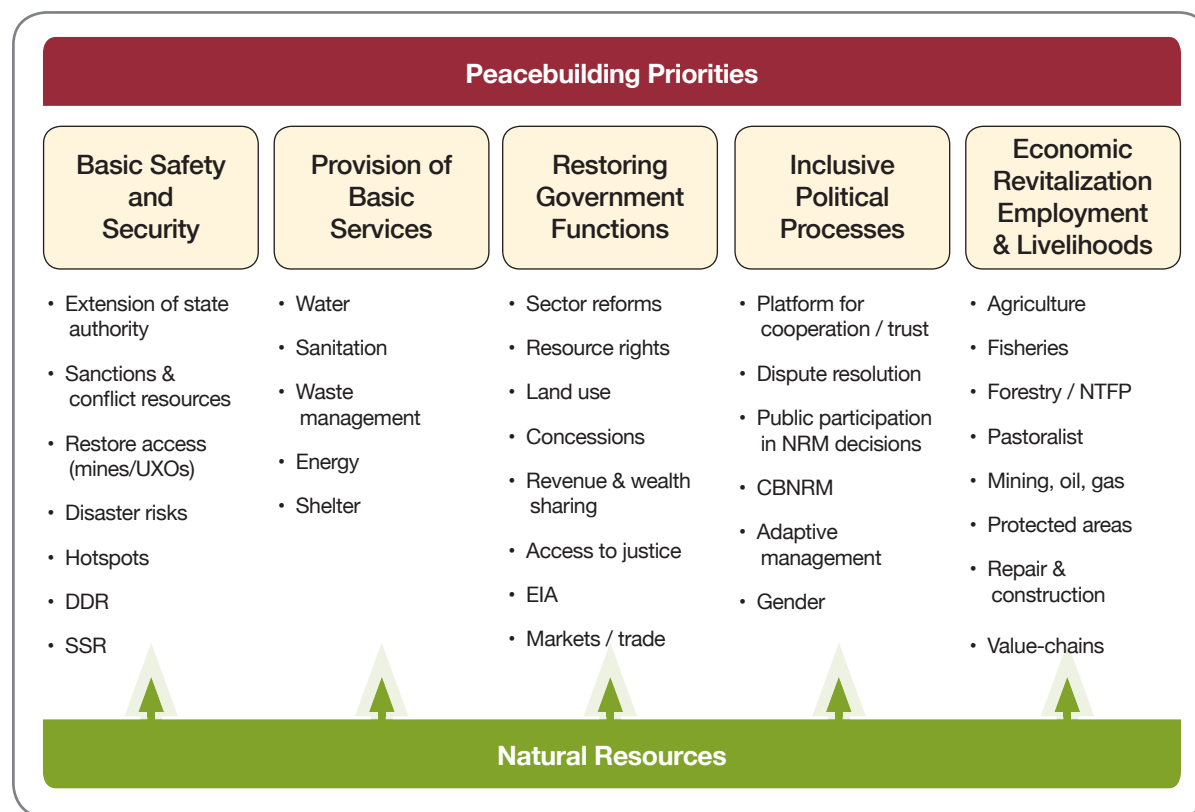
Although conflict over natural resources in and of itself is not negative, how this conflict is addressed through institutions and governance will influence the outbreak, longevity, de-escalation or resolution of violent conflict. If strong institutions and governance structures are in place, violent conflicts involving natural resources have a greater chance of de-escalation and resolution.

Figure 1: UNEP framework for understanding natural resources and conflict linkages



Statistically, over the last 60 years, at least 40% of internal conflicts have been linked to natural resources.³ Current thought and practice is evolving to recognize the significant role that natural resources play in conflict and peacebuilding. This is reflected in the facts that peace agreements are increasingly including provisions on natural resources and that policies now consider natural resource issues as integral to peacebuilding strategies and priorities which are indicated in Figure 2 below.

Figure 2: UNEP framework for understanding natural resources and peacebuilding linkages



The UN increasingly recognizes the role of natural resources in DDR programmes as well. In his third report on DDR of 2011 (A/65/741), the United Nations Secretary-General recognized the emerging need for guidance on natural resource management:

Closer attention should be paid to the linkages between reintegration and natural resources management. It is recognized that natural resources often play a role in fuelling conflicts and undermining peacebuilding efforts. Armed groups have frequently relied on the exploitation of natural resources to finance war efforts and to attract recruits. A better understanding of the complex relationship between conflict and natural resources, including how it can be addressed to support the reintegration of ex-combatants and associated groups, can contribute to the sustainability of reintegration programmes.⁴

³ Uppsala Conflict Data Program & Centre for the Study of Civil War. (2008). UCDP/PRIO Armed Conflict Dataset version 4.0 In Binningsbø, H. & Rustad, S.A. (2008). PRIO working paper: Resource conflicts, resource management and post-conflict peace. Uppsala University & International Peace Research Institute, Oslo.

⁴ Paragraph 25, Secretary General's Third Report on DDR, 2011 (A/65/741).

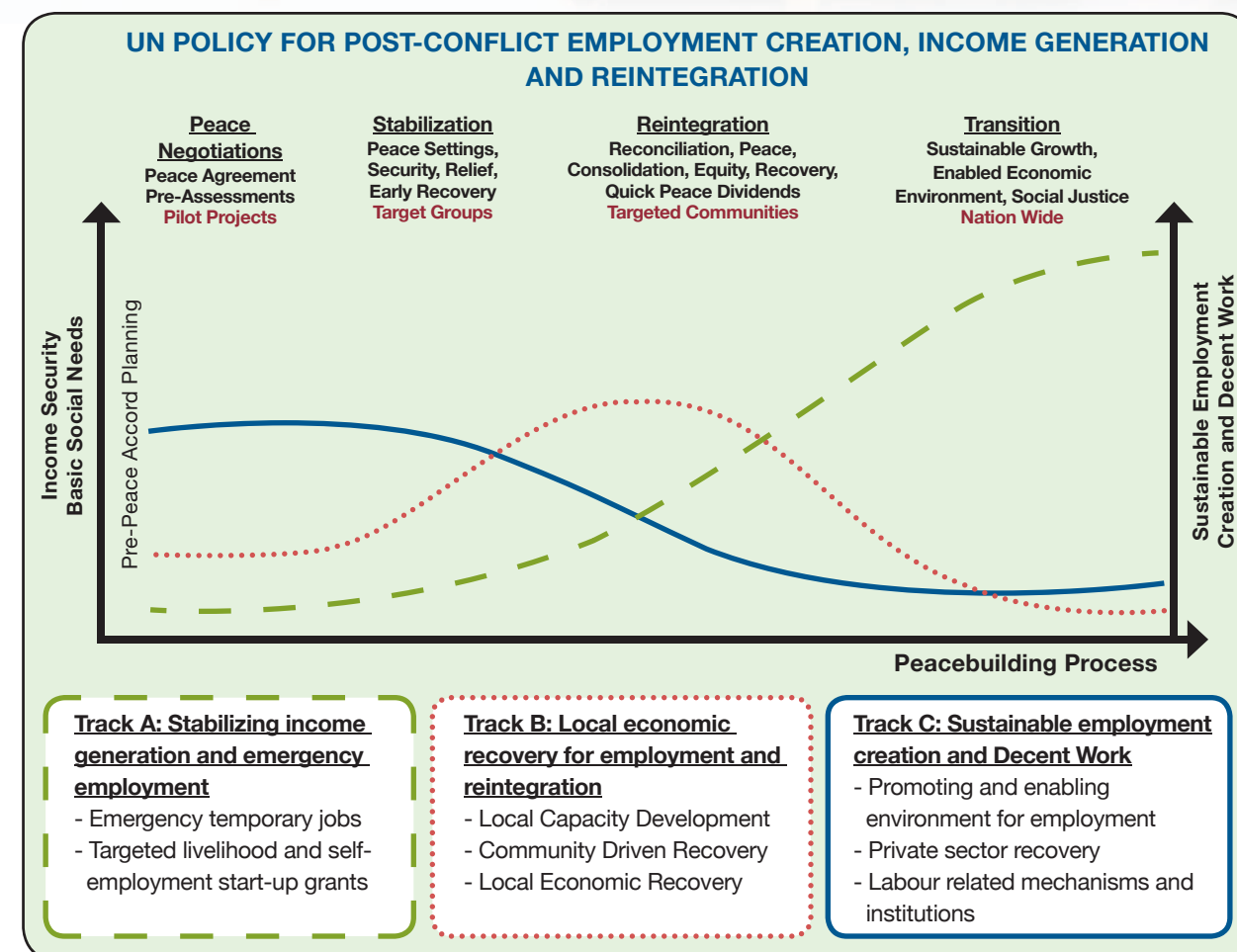
The Policy Landscape: UN Integrated DDR Standards & UN Employment Policy

The IDDRS are a comprehensive and detailed set of policies, guidelines and procedures for undertaking United Nations-supported DDR programmes. The IDDRS have three main objectives: i) to give DDR practitioners the opportunity to make informed decisions based on a clear, in-depth body of guidance across the range of DDR operations; ii) to serve as a common foundation for the start of integrated operational planning in Headquarters and at the country level; and iii) to serve as the basis for trainings of DDR practitioners.

The IDDRS was created through a participatory process by the IAWG member agencies based on over twenty years of UN experience in DDR worldwide. Since its launch in 2006, the IDDRS has been updated with new modules and the revision of the IDDRS Module 4.30 on Reintegration, which includes guidance on land and natural resource issues. Additionally, a full module of guidance on Natural Resources and DDR (Module 6.30) is being developed.

Key policy guidance for reintegration is also contained in the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration ("UN Employment Policy"), as depicted in Figure 3. This policy shows the importance of developing post-conflict employment interventions concurrently on three different tracks to ensure sustainability and impact: Track A (stabilizing income generation and emergency employment), Track B (local economic recovery for employment and reintegration) and Track C (sustainable employment creation and decent work).

Figure 3. UN Employment Policy



Throughout the workshop, participants discussed ways to ensure appropriate inclusion of natural resources along these different tracks. Results of these discussions identified Track A short-term employment projects as opportunities to restore the natural resource base following conflict, while Track B approaches can focus on broader community-driven sustainable employment options, including jobs in natural resource management, green economy and related sectors. Track C focuses on needed policy development and regulatory frameworks to facilitate sustainable employment for the long-term. All tracks can also support economic recovery approaches, as detailed in Figure 4 below.

Figure 4: Examples of Tracks A, B, & C
developed by the UNDP-UNEP Joint Initiative on Natural Resources and DDR.

UN Employment Policy Track A	Focus	Entry points for Natural Resource Management
Track A: Short-term stabilization for income generation and emergency employment; QIPs	Emergency temporary jobs <ul style="list-style-type: none"> Cash-for-work Public employment services 	<ul style="list-style-type: none"> Clearing debris, removal of waste Rebuilding damaged infrastructure for agriculture (roads, irrigation, communications) Restoration of ecosystems, including reforestation, rehabilitation of wetlands and river banks
	Targeted livelihoods and self-employment start-up grants	<ul style="list-style-type: none"> Replenishing nurseries, seeds, livestock for rural agriculture-based livelihoods Supporting small enterprises based in agriculture or harvesting of non-timber forest products Supporting small enterprises for recycling and recycled products
<p><i>Activities initiated in Track A will constitute the basis for the employment opportunities articulated in Track B. Provisioning of basic services in Track A will also underpin the local economic recovery programmes of Track B. Focus on infrastructure development in the following natural resource sectors will facilitate the physical capital needed for employment creation and broader economic recovery.</i></p>		

UN Employment Policy Track B	Focus	Entry points for Natural Resource Management
Track B: Local Economic Recovery for Employment Opportunities and Reintegration	Capacity development <ul style="list-style-type: none"> Basic service delivery Dispute resolution Business services 	<ul style="list-style-type: none"> Support for extension services, cooperative support mechanisms and business development services Development of Community Environmental Action Plans (CEAPs) to support locally-identified needs Support for technical assistance and training for CEAPs
	Community-driven recovery programmes <ul style="list-style-type: none"> Social and economic capital 	<ul style="list-style-type: none"> Community infrastructure development (water, sanitation, irrigation, schools, health centers, markets); also transportation to link communities Ecosystem rehabilitation (to reduce risks of disaster – including effects of drought, floods and landslides)
	Local economic recovery measures <ul style="list-style-type: none"> Value-adding activities Financial development 	<ul style="list-style-type: none"> Engagement of private sector in natural resource-based value chains and BioTrade Make available capital for agriculturalists Support extension services and technical assessments and assistance for processors of agricultural goods and forest resources
<p><i>Track B will focus on employment creation and income generation activities in line with Local Economic Recovery Guidelines. Building on the infrastructure investments made in Track A, Track B will emphasize employment and income generating opportunities related to natural resource management in services, SME's, and value chains and will identify opportunities to revitalize and scale-up public and private sector activities necessary to ensure recovery and sustainable development.</i></p>		



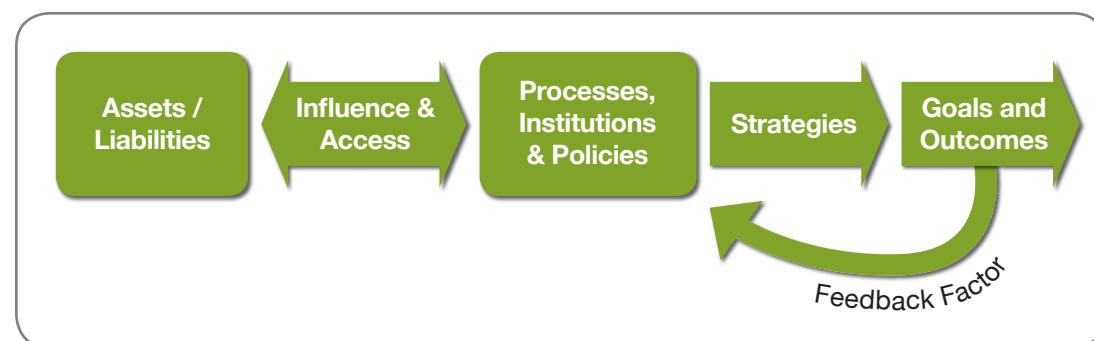
UN Employment Policy Track C	Focus	Entry points for Natural Resource Management
Track C: Sustainable Employment Creation and Decent Work	Support for employment policies	<ul style="list-style-type: none"> Include environmental standards promoting job growth with the private sector and require EIAs for new projects Support development of good labor policies in extractive resource sectors to ensure that foreign firms source local labor and promote decent work Ensure that land and property rights are addressed and provide fair and just adjudication procedures Support rights of indigenous groups, ex-combatants, women and other vulnerable populations to be able to access employment and income generating opportunities in natural resource management sectors Promote the use of sustainable technologies through policy incentives and partnership development

Approaches to Address Natural Resources in Post-Conflict Reintegration & Recovery



Referring to experience of UNEP in Sudan and South Sudan, workshop participants discussed the role natural resources in livelihoods and how natural resources can be used to support reintegration and peacebuilding activities during recovery. Applying a livelihoods approach to the context analysis of a post-conflict setting can help to identify areas of intervention to be addressed by the programme. Such interventions can include community and individual-level livelihoods support, as well as support for natural resource management by local and national government institutions.

Figure 5: Livelihoods framework⁵



⁵ Lautze, Sue and Anglea Raven-Roberts. 2006. Violence and complex humanitarian emergencies: Implications for livelihoods models. *Disasters* 30 (4):383-401. This livelihoods framework was specifically adapted to be relevant to violent settings and recognizes that livelihood inputs may be either assets or life- and livelihood threatening liabilities. See Young, Helen; Osman, Abdal Monium; Abusin, Ahmed Malik; Asher, Michael and Egemi, Omer. "Livelihoods, Power, and Choice: The Vulnerability of the Northern Rizaygat, Darfur, Sudan." Tufts University, 2009. p. 21-22.

South Sudan: Reintegration, Livelihoods and Natural Resources

The International Organisation for Migration (IOM) found that in South Sudan livelihoods are mainly based on renewable natural resources, such as fish or land, and may require minimal processing. Performing such an inventory of the natural resource base, including whether there is a cultural significance to a certain natural resource, contributes to the analysis of alternative, diversified livelihood opportunities, and will inform potential opportunities. This inventory can be created on its own, but can also be informed by the results of the application of the Assets and Liabilities portion of the livelihoods framework.

As a post-conflict environment is a window of opportunity for business investment, other approaches can also serve to address natural resource issues in programmes, including value chain approaches and engaging the private sector. The challenge is to sustainably develop the institutional/governance framework balancing the need to facilitate the business environment with appropriate regulation that protects and benefits the population of the country.

Participants noted that the private sector is extremely powerful and has strong leverage beyond jobs; it can be considered a political actor and partner to reach development goals, including in natural resource management. It is important to recognise that if investing in a post-conflict country, businesses have an interest in the stability and long-term development of that country, as a thriving country will provide the infrastructure and local skills necessary for the growth of business. Companies are also becoming more and more concerned with issues of development, environmental sustainability and in engaging with the community as consumers are taking note of and interest in from where their products come and how they are produced.

Participants discussed a general reluctance of the United Nations and Non-Governmental Organisations to engage with the private sector. However, participants agreed that post-conflict interventions need to move past this basic reluctance.

Sudan: Partnering with the Private Sector

Within the framework of the DDR programme, UNDP recommended a reverse value-chain analysis in order to identify from where waste is coming and where there are opportunities to improve profit margins and the environment, and to potentially create jobs. In Sudan UNDP identified a problem of excessive PET bottles. Although the job-creation expectations were not fulfilled, by engaging the private enterprise that is the bottler of Coke products using a phased approach (asking for a reasonable initial commitment with the potential for growth), UNDP matched an environmental problem with a solution – addressing an excess of trash in communities without good waste management practices with a PET collection system. The benefit to the bottling company, as being responsible for a certain portion of the creation of that waste, was that with little input it could demonstrate that it is an industry leader with a clear social commitment.

When engaging private industry, participants identified the importance of having a common goal. For example, in a reintegration program using BioTrade, all actors working within a value chain in a region/country collaborate towards a common goal: to create income-generating opportunities that are economically, socially and environmentally sustainable. By ensuring these equitable ends, private industry can market its sustainable production and consumption. When approaching the private sector, it is important to identify these win-win opportunities.

Putting projects and their goals into the context of the larger interventions planned in a post-conflict country may also inform priorities and opportunities for reintegration. Workshop participants discussed this using the case in the Democratic Republic of the Congo (DRC), where UN-Habitat's programme addressed land tenure. Since the success of that programme created another need to address housing, workshop participants noted that a reintegration or recovery project could build on that and provide training opportunities for developing technical building skills, including construction, plumbing, and electricians; developing businesses which could provide building materials; developing local supplier capacity for building materials; and/or developing providers of alternative energy options which will be needed for the housing plan or programme.

- Ex-combatants are already participating in NRM activities, though not intentionally
- Successful cooperatives run by ex-combatants in water/sanitation

What is BioTrade?

BioTrade programmes seek to promote products that are derived from native species and which protect the biodiversity of the surrounding area through a value chain approach. BioTrade specializes in niche products that are economically competitive and which are specialty products of a given region and culture. The principles and criteria of BioTrade specify the socio-economic sustainability of the programmes, the equitable sharing of benefits, and respect for the rights of actors involved in BioTrade activities.



Integrating Natural Resources into Reintegration & Recovery Programmes – Lessons Learned & Recommendations

The following topics were discussed throughout numerous facilitated sessions and group work during the workshop to achieve better understanding of how natural resources can be incorporated into programming.

Post-Conflict Analysis

Incorporating natural resources in conflict analysis requires a thorough understanding of the role that natural resources have played in the motivations or drivers leading up to the conflict, as well as ways in which they might have been used by armed forces and groups to support their activities. Furthermore, the role of natural resources in the conflict economy should be thoroughly analysed in order to inform the development of post-conflict employment and economic programming.

In terms of conflict actors and the relationship with the conflict economy, military-owned businesses (or “Milbus”) are often ignored actors in the post-conflict setting. Transparency International presented their experience as to how Milbus can play a major role in the handling of natural resources. Accordingly, programmes will benefit from an analysis of the role and impact of military and paramilitary organisations in relation to natural resources. This assessment should also include the role, if any, that private security is playing in the conflict.

Another important consideration for the context of post-conflict economies discussed in the workshop is that the informal economy⁶ often dominates the economy – especially in those countries that have been in conflict for long periods of time. A viable livelihoods analysis must take into account the informal sector.

In the DRC, UNEP identified healthy uses of the informal sector, such as water associations, that are community-owned and managed and that could be legitimized as part of a recovery programme. Unhealthy uses of the informal sector, such as artisanal mining with mercury, also exist and should be identified so that these sectors can be transformed and/or viable alternative livelihoods offered.

⁶ There is no internationally agreed upon definition of the informal economy. The ILO describes the informal sector as economic activities “that are not recognized and protected under the legal or regulatory frameworks... informal workers exposed to a high degree of vulnerability and exploitation” (ILO Conference, 90th Session, 2002). Six criteria (1. Firm Size; 2.Registration; 3. Compliance with regulations; 4. Honest and transparent accounts; 5. Existence of a fixed location; and 6. Access to bank credit) have also been applied to identify informal activities, although these criteria restrict the informal sector to non-agricultural sectors. (Benjamin and Mbaye; Kanbur, 2009).



Assessments

Engaging in comprehensive assessments prior to programme design is crucial to the development of reintegration and recovery programmes that are responsive to the risks and opportunities posed by natural resources. Workshop participants discussed these issues in depth in numerous different contexts. The types of assessments that are needed to inform programmes in order to ensure that natural resources are properly taken into account can be vast, though workshop participants believe that natural resources and sustainability issues could be integrated into existing assessments.

Key points to consider:

- Livelihoods assessments to identify the key natural resources needed to support livelihoods and to identify areas where programme interventions can provide the most impact. Such assessments must include the role of natural resources in social dynamics, including gender issues and access to natural resources and decision-making processes in natural resource management by women;
- Land tenure assessments to ascertain whether there are potential conflicts over land and other natural resources in the area and to know whether there are sufficient land resources available to support the particular programme intervention;
- Employment skills assessments: In South Sudan the IOM found value in performing an assessment of available skill sets. This assessment can be referred to throughout the development of a programme ensuring a match between the reintegration options offered and the profile of the project participants. Such an assessment not only allows for a more effective tailoring of training programmes, but also can provide baseline information for any subsequent impact evaluation;
- Project feasibility study: A lesson learned from UNDP's experience in Sudan is the importance of performing a feasibility study. According to UNDP, a feasibility study performed at the outset of programming, would have helped to minimize unrealistic expectations concerning job creation and the achievement of two results through one programme. Feasibility studies are important whenever programmes are working with market-based opportunities and the private sector;
- Environmental impact assessment: Ecological mistakes have been made in the past, such as providing cattle or livestock which are inappropriate for the area or beginning a massive tree planting campaign without an understanding of the availability of water to ensure the survival of the seedlings. To avoid future oversights, participants suggested that an environmental impact assessment (EIA) be required once a reintegration programme has been conceived.

Participants noted that good natural resource management practices should be taken into account for every project. However, these do not always need to be a project objective. It is not always possible or desirable to ensure projects have reintegration or recovery objectives and natural resources management objectives at the same time. At the minimum, appropriate natural resource management practices need to be adopted in reintegration and recovery interventions.

Where possible, opportunities should be seized where they exist to overcome such blockages and achieve win-win outcomes for both the reintegration or recovery and the natural resources management communities.

“Entrepreneurs need investment and a trusted partner, not charity.”

– Yago, Roveda, White, 2007⁷

Implementation

Participants realised through the workshop that they were already developing programmes and projects related to natural resources, but just not intentionally or with the added benefits that conscious acknowledgement bring.

Community-based programming:

The shift of focus from individual assistance to community-based support in DDR over the past years brings opportunities and requirements to better integrate natural resource management in programmes. Community-based reintegration, or reintegration programmes that have a balance between ex-combatants, displaced persons and refugees on the one hand and families and communities of return on the other require holistic interventions that are inevitably linked to access and use of natural resources. For example, access to land was identified as an issue that may create or impede reintegration and the wider stability of a community. As UN-Habitat explained, once there is access to land and the security of tenure, rebuilding can begin, as access to land provides “authority, legitimacy and sense of belonging to a moral community.”

Government engagement and capacity:

Engagement of government as a partner and leader of the programme is critical to its success and sustainability. In most natural resource sectors, reliance on government's actions is critical, such as in contract transparency in mining. Government engagement is also an important exit strategy, making exit more achievable if the ownership of and commitment to programmes and projects are already established.

The success of a programme and certainly the sustainability of reintegration and/or employment creation may rise or fall on whether there is a good, functioning governance structure, at local, regional and national levels. In South Sudan, IOM noted that low capacities of government and local organisations must be factored into programming and can only be addressed with longer-term governance support mechanisms, often beyond the scope of reintegration and recovery programmes.

South Sudan: Moving towards a Community-Based Approach

IOM, from its experience in South Sudan, is strategically moving away from programmes providing “seeds and tools” into community-based reintegration offering agricultural and livestock production. This means a shift in paradigm to no longer look at every individual as someone who can subsistence farm, but rather at what production and viable industry the community can create together. This also reflects a change of focus from thinking only about livelihood assets to looking at the holistic livelihood within the livelihood framework, including policy, institutions and processes.

Policy first or action first?

One of the rich debates during the workshop was the dilemma of policy first or action first. In the end, it was agreed that a balance must be reached. In the experience of the DRC, action had to come first as there was not enough time to start from the top down, and land issues feed naturally into this bottom up approach. This led to the policy being developed from the action, however this must be the intent from the outset in order to be successful and engage the appropriate actors. As in the experience of UNDP in Burundi, action needs to be taken vis-à-vis getting people to work (Track A stabilizing income and emergency employment). However, at the same time as action is being taken, a holistic policy needs to be developed with the input of government, civil society and private sector. The Sudan and Liberia experiences both supported the need to address at the same time the employment creation aspects as well as the institutional/governance framework to ensure an enabling environment to support the employment that is being created.

⁷ Yago, G., Roveda, D. & White, J. (2007). *Transatlantic Innovations in Affordable Capital for Small- and Medium-Sized Enterprises*. The German Marshall Fund of the United States. Washington, DC. (quoting Ben Powell, Managing Partnerships, Agora Partnerships USA, from a 19 April 2007 interview).

Large Presence of International Aid Workers:

Complicating the on-the-ground situation and the impact of programmes is the large presence of international aid workers which creates artificial, temporary demand and puts additional pressure on the natural resources of an area. The impact of this presence may not be immediately noticed. In Sudan, for example, mango groves which provide long-term livelihoods for local populations were destroyed to make kilns for the short-term livelihood of brick making in order to respond to the increased housing needs of international aid workers. This is considered a mal-adaptation of livelihoods.

However, this presence may also offer opportunities. In South Sudan, for example, the influx of international aid workers and the consequent need for informal taxi drivers, prompted IOM to include driver training as a livelihoods option – an option which was not previously on offer and will leave the reintegration participants with a transferrable skill.

Engaging local actors:

The engagement of all actors from civil society to private sector to government is a time-consuming but critical process for the success and sustainability of a programme. UN-Habitat in DRC

incorporated such a process that included a monthly meeting of all the key actors to discuss locally how to harmonize the methodologies to solve disputes. In addition UN-Habitat included three land and natural resource coordination mechanisms with multi-sector representation. The work from these meetings not only informed project implementation, but then seamlessly fed into the development of land policies and the sustainability of the programme.

Not only does such engagement make a programme stronger and more sustainable, but it provides a cadre of project advocates within the different structures. This is important because use of natural resources and livelihoods can be politically charged issues, and keeping people involved and informed can avoid the escalation due to misinformation or guesswork. International Alert UK advises dialogue around the table between “the holy triangle”, or civil society, government and private sector. However, in order for the holy triangle to work, it is critical to ensure that civil society be representative of the relevant community interests. Such work is akin to organizational change, which takes time and therefore should be afforded a realistic timeframe.

Funding:

The limitation of available funding brings the heavy hand of realism to the perfect project concept. But funding limitations may also force project managers to look at cost effective measures, innovations and partnering. For example, in DRC rebuilding the registration system to address land issues would have been too costly and taken too much time, which forced UN-Habitat to innovate and develop a more responsive, bottom-up project.

Funding limitations should not sacrifice project quality. Participants noted that agricultural employment projects must follow through several cycles of harvest; in the face of funding limitations it is therefore preferable to scale-down in order to have a sustainable and successful project. Similarly, BioTrade projects require 3-5 years to create a sustainable industry. UNCTAD recognises and plans for this reality, while instituting a policy to never provide 100% financing, asking their partners to contribute resources to demonstrate commitment to and ownership of the project.

Partnering:

Including partners in the programme who have experience, local knowledge, links to the community, and/or sectoral expertise, allows resources to be leveraged and contributes to the overall sustainability of the programme. In BioTrade, partnering is found to be an essential component of any given intervention. UNCTAD, as a practice, engages partners with the specific expertise in the commodity and/or geographical location at the different stages of the value chain.

Women Empowerment and Gender Equality

For purposes of reintegration, it is important to recognise and understand the specific needs of female ex-combatants, women associated with armed forces and groups, and female dependents and the respective roles that they played in the conflict. In Burundi UNDP, through a social-economic profiling exercise, identified within the gender analysis that widow-headed households were an especially vulnerable population, including in gaining access to natural resources. Participants also recognized that a much better understanding of linkages between reintegration, natural resources and gender is needed.



Women entrepreneurs in DRC: Farmers from an organization based in Uvira, South Kivu, have received two acres of land, machinery, seeds and hens to start their business as part of a UNDP project.

“ [The workshop] showed me how the international communities are well-engaged, well-organized in helping to create and develop universally accepted policies that will help promote and foster peace, prosperity through the re-development process with the use of natural resources and its local resources to all post conflict or war-torn countries. I am so excited to share the training that I received with the U.S. Air Force in particular in providing the necessary skills, knowledge, training, experience, and understanding in order to accomplish any mission that may arise; current world wide conflicts, situations, and or any global outreach that maybe required.”

– Major Marissa Marquez, United States Air Force

Monitoring & Evaluation:

Participants agreed that monitoring and evaluation should be performed consistently and the results should be fed back into project design during implementation and as new projects are designed. In South Sudan, there is currently a Phase 2 reintegration process. UNDP brought in an external reviewer regarding Phase 1 which has in fact informed Phase 2. To the knowledge of the participants this is the only completed external review of a DDR programme. Participants also noted that it is not standard practice of the United Nations to systematically conduct impact evaluations once programmes are completed. This practice could help better understand levels of sustainability achieved, including from a natural resource management standpoint.

BioTrade in Indonesia, Aceh Province

In post-conflict Aceh Selatan, a joint initiative between UNDP, UNEP and UNCTAD, together with the district government, is helping to revive economic activity by working with the value chains of culturally significant products and taking into consideration BioTrade principles and criteria.

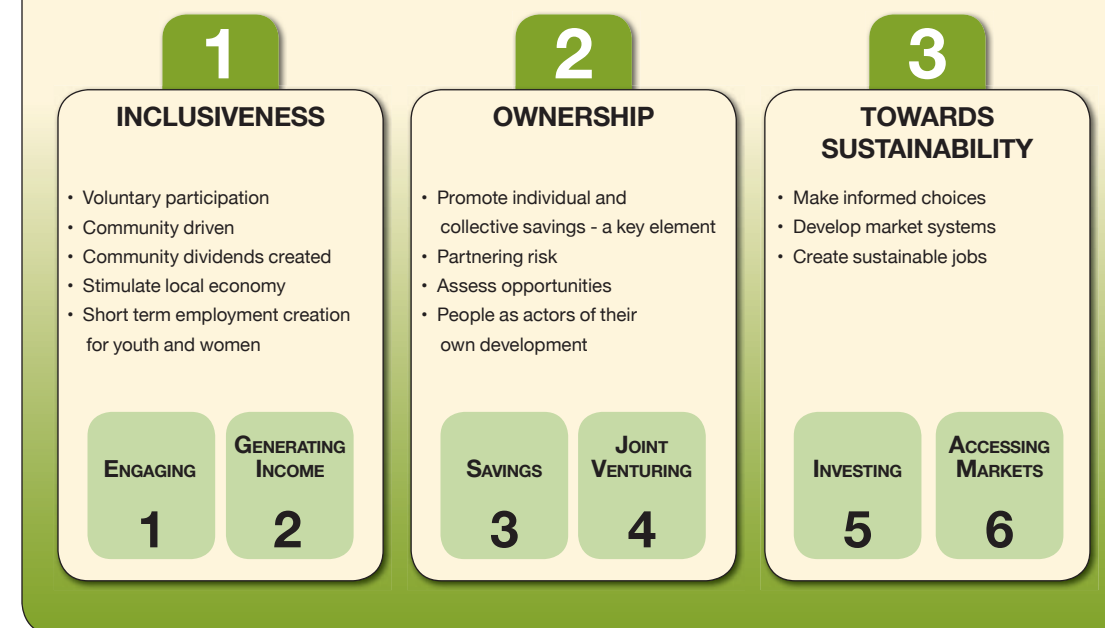
In Aceh Selatan nutmeg forms part of the biologically diverse forest gardens that have been tended by communities for generations. Today, nine of the sixteen sub-districts in the area grow nutmeg, producing several products made from the nutmeg fruit and seed including sugared candies and syrup, spice and essential oil. Each of these products forms part of the overall value chain and is important to the economic livelihood of specific groups in the communities. By supporting multiple aspects of the value chain through a holistic approach, the UN partnership with the local government hopes to target marginalized groups, including women, and to provide much-needed resources and technical assistance to strengthen the overall value chain through improved processing practices, quality standards and linkages to national and international markets.



**Innovation Moving Towards Best Practice
Burundi's 3x6 Approach**

In 2010, UNDP Burundi developed the 3x6 approach an innovative methodology to develop reintegration and recovery programmes. UNDP Burundi has had great success with this approach and it is now being looked at as a best practice. By using community-based reintegration combined with a natural resource-based methodology, UNDP Burundi was able to develop this holistic approach. The key to the 3x6 approach, shown below, is its use of a simple and multi-disciplinary manner to address the complex reality.

The 3x6 Approach



“ [Participating in the workshop] was like reading a dozen world history books and 100 personal memoirs about world conflicts, their linkages with natural resources and current debate over how to settle them.”

– Youbaraj Acharya, UNDP Nepal

Conclusion & Next Steps

As states emerge from armed conflict, natural resources present significant risks and important opportunities. When managed transparently, a country's natural resource base has the potential to provide communities with economic and social benefits, green jobs and sustainable livelihoods.

The sustainability of reintegration and recovery interventions is largely dependent on adequately integrating good natural resource practices into programming. This requires well-developed policy guidance, appropriate tools, adequate levels of human and financial capacity as well as in country pilot initiatives to test programme interventions.

- 1. Policy guidance:** Workshop participants acknowledged the importance of having clear and unambiguous policy guidance on integrating natural resources management in DDR and recovery. They also had the opportunity to review the draft IDDRS module on natural resources and DDR and make strategic and technical recommendations on how to strengthen the document. This consultative approach has helped ensure the policy guidance is adequate for country level application and should continue to be used as a policy basis for further development and improvement through the Inter-Agency Working Group on DDR.
- 2. Practical tools:** Translating policy on reintegration, recovery and natural resources into practice is facilitated when quality practical tools are available to practitioners. Workshop participants noted that such tools are useful and necessary to successfully integrate natural resource issues into post-conflict reintegration and recovery programmes. These could form part of larger assessment tools in the form of how-to-guides, assessment forms and checklists. Such tools should only be developed through collaborative work that brings together both reintegration and recovery and natural resources practitioners and that provides opportunities to test and refine the tools as needed and as noted in point 4 below.
- 3. Capacity development:** Learning events such as this workshop should be held on a periodic basis to bring together reintegration, recovery and natural resource practitioners so as to enhance common knowledge, skills and behaviours which will enable collaborative work. These events can: i) sensitise practitioners to natural resource and peacebuilding issues throughout the entire programme lifecycle; ii) address sector-specific issues; iii) target different user-groups such as governments, civil society, the private sector and donors. An important outcome of such events is to enable learning from previous experiences and to share good practices between and among countries.
- 4. Country pilots:** Approaches to integrating natural resources in reintegration and recovery programmes should be piloted at the country level on a more systematic basis to identify what works, what does not work, how to make it work and how to replicate it in other countries and contexts. These comparative analyses and documentation of lessons learned and good practices are fundamental prior to scaling up approaches to larger reintegration programmes. Workshops and practitioner meetings are important venues to jointly review and share such information, as well as to identify common needs in terms of capacity and programme support.

- 5. Research:** Further research needs to be performed, including the collecting of case studies, on the long-term sustainability of reintegration and recovery programmes dependant on natural resources. Key issues such as what are the core natural resource challenges should be identified and then incorporated into practice.
- 6. Community of Practice:** A community of practice should be established to support, encourage and continue the work in the area of reintegration and recovery and natural resources. All workshop participants recognised the benefits of bringing two separate communities together to establish common language amongst practitioners and share common experiences; such knowledge can be retained and enhanced through a community of practice.
- 7. Integrated Approach:** The important role that natural resources play needs to be thought about at the outset of any DDR programme and not just at the time that reintegration and recovery begin. DPKO, as the main coordinator of the disarmament and demobilization stages, as well as other key actors, should be involved in and sensitized to these important issues and linkages and incorporate them into upstream strategy as possible.
- 8. Gender:** Reintegration needs for men and women vis-à-vis access to natural resources are different. Gender issues need to be analysed and incorporated into programming from the outset. Research should be performed specifically looking at case studies of how these gender dimensions practically play out and then incorporated into tools and guidance.

Lessons Learned on Natural Resources and Peacebuilding

To collect lessons learned on natural resources and peacebuilding, a global research partnership was established by UNEP, the Environmental Law Institute and the Universities of McGill and Tokyo. The programme has collected over 150 case studies from 60 conflict-affected countries and territories, written by more than 225 scholars, practitioners, and decision makers. The case studies will be published in seven books. All of the case studies will be made freely available on line at www.environmentalpeacebuilding.org:

- **High-Value Natural Resources and Post-Conflict Peacebuilding.**
Edited by Päivi Lujala and Siri Aas Rustad (Earthscan, 2011)
- **Land and Post-Conflict Peacebuilding.**
Edited by Jon Unruh and Rhodri Williams (Earthscan, 2012)
- **Water and Post-Conflict Peacebuilding.**
Edited by Jessica Troell, Mikiyasu Nakayama, and Erika Weinthal (Earthscan, 2012)
- **Livelihoods and Natural Resources in Post-Conflict Peacebuilding.**
Edited by Helen Young and Lisa Goldman (Earthscan, 2012)
- **Assessing and Restoring Natural Resources in Post-Conflict Peacebuilding.**
Edited by David Jensen and Steve Lonergan (Earthscan, 2012)
- **Governance, Natural Resources, and Post-Conflict Peacebuilding.**
Edited by Carl Bruch, Carroll Muffett, and Sandy Nichols (Earthscan, 2012)
- **Post-conflict peacebuilding and natural resources: The promise and the peril.**
By Carl Bruch, David Jensen, Mikiyasu Nakayama, and Jon Unruh (Cambridge University Press, 2013).

Annex 1: Agenda

MONDAY, DAY 1: 27 February 2012

TIMELINE	CONTENT	NOTES
5:00 - 8:00PM	Registration: Venue TBA	CSRS Staff
8:00 - 10:00PM	Opening Reception & Dinner Welcome, Overview, Introductions Participants' Introductions & Expectations	Hotel Eden Palace au Lac, Montreux Chaired by: Kees Steenken, IAWG David Jansen, UNEP Glaucia Boyer, UNDP Graselah Coolidge, CSRS

TUESDAY, DAY 2: 28 February 2012

TIMELINE	CONTENT	NOTES
9:00 - 9:30 AM	Workshop Objectives & Programs	Nick Tomb, CSRS Monterey
9:30 - 10:30AM	Peacebuilding, DDR, Recovery, NRM Barometer	Kees Steenken, IAWG New York Glaucia Boyer, UNDP/BCPR Geneva
10:30 - 11:00AM	Coffee/Tea Break	Hotel Eden Palace au Lac
11:00 - 12:00AM	TOPIC I: Natural Resources in Conflict & Peacebuilding	David Jensen, UNEP-PCDMB Geneva
12:00 - 1:30PM	Lunch	Hotel Eden Palace au Lac
1:30 - 2:30PM	TOPIC II: DDR, Employment: Policy & Practice	Kees Steenken, IAWG Glaucia Boyer, UNDP/BCPR
2:30 - 3:45PM	Group Activity I: Natural Resources Challenges	Nick Tomb, CSRS
3:45 - 4:15PM	Coffee/Tea Break	Hotel Eden Palace au Lac
4:15 - 4:45PM	The Role of Natural Resources in DDR: Report Findings	Adrienne Stork, UNDP/UNEP Geneva
4:45 - 6:00PM	TOPIC III: Integrating Natural Resources in Recovery Discussion	Brendan Bromwich, UNEP Sudan

WEDNESDAY, DAY 3: 29 February 2012

TIMELINE	CONTENT	NOTES
1st Panel: Addressing Natural Resources & Reintegration Programmes		Panel Lead: Glaucia Boyer, UNDP
9:00 - 10:00AM	Panelist 1: Natural Resources in Reintegration Programmes Panelist 2: Liberia Rubber Plantation Task Force Panelist 3: Access to Land for Reintegration and Recovery Q&A / Panel Discussion Natural Resources and Reintegration Programmes	Adrienne Stork, UNDP/UNEP Teresa Krafft, UN Mission in South Sudan Florian Bruyas, UN Framework Team New York
10:00 - 10:45AM		
10:45 - 11:15AM	Coffee/Tea Break Group Photo	Hotel Eden Palace au Lac
11:15 - 11:45PM	Special Issue: Military-Owned Businesses & Natural Resources In Post-Conflict Contexts	James Cohen, Transparency International UK
11:45 - 12:15PM	Group Activity 2, Part 1: Risks & Opportunities Analysis	Exercise Introduction: Leontine Specker, UNDP/BCPR New York
12:15 - 1:45PM	Lunch	Hotel Eden Palace au Lac
1:45 - 3:45PM	Group Activity 2, Part 2: World Cafe: Programmatic Responses	All hands Chaired by: Leontine Specker, UNDP/BCPR
3:45 - 4:15PM	Coffee/Tea Break	Hotel Eden Palace au Lac
2nd Panel: Promoting Livelihoods and Employment through NRM in Post-Conflict Settings		Panel Lead: Fernando Calado, IOM Geneva
4:15 - 5:15PM	Panelist 1: Natural Resources & Reintegration in IOM's Programmes Panelist 2: Post-Conflict Natural Resource Management for Employment – Sierra Leone Panelist 3: Informal Economic Sectors and Natural Resource Management in DRC Discussion Q/A	Lana Oh, IOM South Sudan Oli Brown, UNEP Sierra Leone Hassan Partow, UNEP/PCDMB Geneva
5:15 - 6:00PM		
8:00 PM	Film: Lord of War	Salon – Hotel Eden Palace au Lac Facilitated by: David Jensen, UNEP/PCDMB

THURSDAY, DAY 4: 1 March 2012

TIMELINE	CONTENT	NOTES
3rd Panel: Private Sector Initiatives and Green Jobs		Led by Srijana Rana, UNDP/BDP
9:00 - 10:00AM	Panelist 1: Green Jobs in Burundi: 3x6 Approach to Reintegration Panelist 2: BioTrade in Reintegration & Peacebuilding Panelist 3: Sudan DDR - Employing Ex-Combatants in Recycling Projects	Craig Castro, UNDP Burundi Lorena Jaramillo, UNCTAD BioTrade Initiative Geneva Nancy Archer, UNDP Sudan
10:00 - 10:45AM	Open Discussion (Q&A)	
10:45 - 11:15AM	Coffee/Tea Break	Hotel Eden Palace au Lac
11:15 - 12:30PM	Preparatory Work for Group Activity 3: Practical Application of IDDRS 6.30	David Jensen, UNEP-PCDMB Glaucia Boyer, UNDP Kees Steenken, IAWG
12:30 - 4:30PM	Lunch Meet-up Group & Team-Building: Tour of Chateau de Chillon	Hotel Eden Palace au Lac Self-Funded
8:00 PM	Participants' Audiovisual Presentations	Salon – Hotel Eden Palace au Lac

FRIDAY, DAY 5: 2 March 2012

TIMELINE	CONTENT	NOTES
4th Panel: Governance, Social Cohesion and Natural Resource Management		Led by: David Jensen, UNEP
9:00 - 10:15AM	Panel 1: Private Sector, Governance and Natural Resource Management in Post-Conflict Settings Panel 2: Opportunities and Challenges for DDR from Natural Resource Certification Schemes Panel 3: Mining Sector in Conflict and Reintegration in PNG Open Discussion (Q&A)	Diana Klein, International Alert UK Gerald Pachoud, PBSO NY Hon. Patrick Nisira, Vice President of PNG
10:15 - 10:45AM	Open Discussion (Q&A)	
10:45 - 11:15AM	Coffee/Tea Break & Announcements	Hotel Eden Palace au Lac, Montreux
11:15 - 12:30PM	Group Activity 3: Develop Strategies for Incorporating NRM in DDR/Recovery Programs	David Jensen, UNEP-PCDMB Glaucia Boyer, UNDP Kees Steenken, IAWG
12:30 - 1:30PM	Lunch	Hotel Eden Palace au Lac
1:30 - 3:30PM	Group Activity 3 - Continued	David Jensen, UNEP-PCDMB Glaucia Boyer, UNDP Kees Steenken, IAWG
3:30 - 4:00PM	Coffee/Tea Break	Hotel Eden Palace au Lac
4:00 - 4:45PM	Facilitated Plenary Discussion & Parking-Lot Questions	Kees Steenken, IAWG
4:45 - 5:00PM	Workshop Evaluation	Nick Tomb, CSRS
5:00 - 5:30PM	Ceremony & Presentation of Certificates	Graseilah Coolidge, CSRS and Kees Steenken, IAWG

Annex 2: Facilitator Biographies

Natalie Barefoot, Programme Officer United Nations Environment Programme

Natalie Barefoot is a Programme Officer with the United Nations Environment Programme's Post Conflict and Disaster Management Branch based in Geneva, Switzerland. Ms. Barefoot handles general legal and environmental law issues on behalf of the branch and manages several projects, including a project in Côte d'Ivoire which addresses hazardous waste management issues and a project addressing the integration of environment into humanitarian action. Prior to joining UNEP, Ms. Barefoot was an Associate with Hogan Lovells, LLP, focusing her law practice on environmental litigation in U.S. state, federal and appellate courts and litigating, among other issues, intra-state water rights involving various environmental, federal and state laws. In addition Ms. Barefoot spent four years based in Harare, Zimbabwe implementing USAID-funded democracy and governance projects through her work with Pact, Inc., an international NGO.

Glaucia Boyer, Conflict Partnerships Specialist United Nations Development Programme

Glaucia Boyer works as a Conflict Partnerships Specialist at the United Nations Development Programme/Bureau for Crisis Prevention and Recovery (UNDP/BCPR) in Geneva, Switzerland and co-leads the UNDP-UNEP Joint Initiative. In this position she 1) formulates policy and tools in the areas of employment creation, income generation and reintegration in partnership with the International Labour Organization (ILO) and other UN agencies; 2) develops inter-agency partnerships in the field of DDR with focus on capacity development, natural resource management and reintegration; and 3) acts as the UNDP focal point for the Transition Solutions Initiative (TSI) with the United Nations High Commissioner for Refugees. Glaucia has worked with the UN since 1994 in different agencies (OCHA, DPKO, ILO, UNDP and UNU) and has supported DDR programmes in different countries (Angola, Burundi, Central African Republic, Democratic Republic of Congo, Rwanda, Sri Lanka and Sudan). She has a Law Degree from the University of Sao Paulo, Brazil, and a PhD from The Graduate Institute of International Studies, in Geneva, Switzerland. She is married and has two children.

Graseilah Coolidge, Program Coordinator & Facilitator Center for Stabilization and Reconstruction Studies

Graseilah Coolidge recently joined the Center for Stabilization and Reconstruction Studies (CSRS) as Program Coordinator and co-leads the Joint Initiative on Linking Reintegration and Natural Resource Management with the United Nations Environment Programme (UNEP). She previously served as international security analyst for the US Government at Los Alamos National Lab. She also served a research consultant for the Center of Nonproliferation Studies in Monterey, CA. Her research projects have directly supported nuclear export practices managed by the US Department of Defense, State and Energy. After finishing her graduate studies, she moved to Europe where she continued foreign language studies in French and Italian. Additionally, she took part in the 'Semester At Sea' journey where she worked and studied onboard of the SS Universe Explore throughout Asia, Eastern Europe and Northern Africa. All throughout her travels she wrote and published numerous pieces on preventive diplomacy and conflict resolution. In addition to her graduate work, Ms. Coolidge has extensive experience in project management, strategic planning and program evaluation. She holds a Master Degree in International Policy Studies and BA in Economics and International Relations. Her languages are Spanish, Italian and English.

David Jensen, Head of Programme, Environmental Cooperation for Peacebuilding United Nations Environment Programme

David Jensen heads the Environmental Cooperation for Peacebuilding Programme of the UN Environment Programme. Since 2000, he has worked on 15 post-conflict operations assessing post-conflict environmental damage and natural resource degradation together with their implications for human health, livelihoods, and security. His portfolio of work now focuses on how natural resources contribute to conflict, and how they can be managed in ways that create jobs, sustain livelihoods, and contribute to economic recovery and peacebuilding, without creating new grievances or significant environmental degradation. In addition to fieldwork, he also focuses on integrating natural resource risks and opportunities across UN policies on conflict prevention, mediation, peacekeeping and peacebuilding. He is the co-editor of a new book *Assessing and Restoring Natural Resources in Post-Conflict Peacebuilding* and the managing co-editor of a UNEP policy series on environment, conflict and peacebuilding. He holds a bachelors degree in geography from the University of Victoria and a master's degree in biology from the University of Oxford.

Leontine Specker, Livelihoods and Environmental Specialist United Nations Development Programme

Ms. Specker is currently working for the Livelihoods and Economic Recovery Team in the Bureau for Crisis Prevention and Recovery (BCPR) in UNDP NY, as a Livelihoods and Environmental Specialist. Before that, she worked for the DDR Unit of UNDP BCPR in NY (focusing on country office support and gender) and for the Conflict Research Unit of the Clingendael Institute, the Netherlands Institute for International Relations as a research fellow on socio-economic recovery and reintegration issues in post conflict and crisis contexts. The research was primarily tailor made and policy-oriented research for the Peacebuilding and Stabilization Unit of the Netherlands Ministry of Foreign Affairs.

Cornelis Steenken, Coordinator UN Inter-Agency Working Group on DDR

Kees Steenken is the Coordinator of the United Nations Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. A former Canadian Naval officer he started with DDR in El Salvador 1991. He co-created the Disarmament Demobilization and Reintegration training courses at the Pearson Peacekeeping Centre (PPC) which have been taught in many different versions ranging from short half day seminars to full two week courses in English, Spanish and French in Europe, Africa, South and Central America. As the Director of DDR Programmes at the PPC, he continued the development of the DDR Course and is the co-author of the DDR Handbook: A Field and Classroom Guide. He has conducted numerous field and document studies into DDR Operations across the world and incorporated the updated information into the DDR Training. As the Coordinator of the 22 member, UN IAWG on DDR he helps maintain the Integrated DDR Standards and develop UN policy on DDR while keeping an active interest in DDR Training and facilitation.

Adrienne Stork – Project Advisor UNDP-UNEP Joint Initiative on DDR and Natural Resources UNDP-UNCTAD Partnership on BioTrade and Reintegration

Adrienne has served as the substantive expert for the design of the workshop on "Managing Natural Resources for Post-conflict Reintegration and Recovery". She has a background in environmental science and policy with a focus on the role of natural resources in conflict, peacebuilding and sustainable development. Since 2009, she has worked in Geneva with UNDP, UNEP and the UNCTAD BioTrade Initiative on integrating natural resources and BioTrade into DDR, reintegration and livelihoods programmes. Prior to that, she has worked with Environmental Defense, the National Marine Protected Areas Center and Global Majority in the US, as well as with the Yachana Foundation's ecotourism and community development project in Ecuador. She is originally from the US and holds a Bachelor of Science in Environmental Studies from the University of North Carolina at Asheville and a Master's of Arts in International Environmental Policy from the Monterey Institute of International Studies. She speaks French and Spanish in addition to her native English.

Nick Tomb, Program Coordinator & Facilitator Center for Stabilization and Reconstruction Studies

Nicholas Tomb serves as a Program Coordinator at the Center for Stabilization and Reconstruction Studies at the Naval Postgraduate School in Monterey, California. He concurrently holds the faculty position of Lecturer at the Naval Postgraduate School. As Program Coordinator, he helps with the design and delivery of educational events focusing on cross-community education in the field of civil-military relations and post-conflict reconstruction. Mr. Tomb is also a faculty member at the Monterey Peninsula College where he teaches American Government. He is a co-founder and serves as President on the Board of Directors of Global Majority, an international, non-governmental organization that promotes non-violent conflict resolution through education and training, networking, publications and advocacy. He also serves on the Board of Directors of the United Nations Association of the USA, Monterey Bay Chapter, the largest UNA chapter in the United States. He formerly served as President of the Arcata/Camoapa Sister City Project, a sister city relationship between Arcata, California and Camoapa, Nicaragua. He led several delegations to and from Camoapa, delivering supplies and working on water projects in the sister city. Nick received a BA in Political Science from Humboldt State University, earning the distinguished "Man of the Year" award in 1999. He also received an MA in International Policy Studies from the Monterey Institute of International Studies with certificates in Conflict Resolution and Commercial Diplomacy in 2002.

Annex 3: Participant List

Mr. Praveen Abhayaratne
Instructor
Henley-Putnam University

Mr. Yuvraj Acharya
National Coordination and Liaison Officer
UN Development Programme Nepal

Mr. Tonie Agyenta
Chief Technical Advisor
UN Development Programme, Papua New Guinea

Mr. Sam Ajufoh
Executive Director
Action For Community Development

Ms. Nancy Archer
DDR Field Coordinator
UN Development Programme Sudan

Mr. Ciprian Balaya
Senior Project Associate
UN Development Programme Congo

Ms. Natalie Barefoot
Programme Officer
Post-Conflict and Disaster Management Branch
UN Environment Programme Geneva

Mr. Moussa Batraki
DDR and SSR Officer
United Nations Operation in Côte d'Ivoire

Ms. Glaucia Boyer
Conflict Partnerships Specialist
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Ms. Lejla Bratovic Mavris
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Global Majority

Mr. Brendan Bromwich
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Post Conflict and Disaster Management Branch
UN Environment Programme Geneva

Mr. Oli Brown
Environmental Affairs Officer
Democratic Institutions Unit
UN Integrated Peacebuilding Office in Sierra Leone

Mr. Florian Bruyas
Programme Manager
UN Framework Team
UN Secretariat

Ms. Carrie Castro
Area Sales Director
Waste Management Inc

Mr. Craig Castro
Programme Advisor, Early Recovery Unit
UN Development Programme Burundi

Mr. Tahir Cevik
Acting Team Leader
Civil Affairs
United Nations Mission in Darfur, Sudan

Mr. James Cohen
Project Officer
Defence and Security Programme
Transparency International, UK

Mrs. Graseilah Coolidge
Program Coordinator
Center for Stabilization and Reconstruction Studies
US Naval Postgraduate School

Mr. Helder Costa
DDR/RR Officer - Team Leader
UN Stabilization Mission in the DRC, Bukavu

Major Clint Hanna
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Graduate School of Operations & Information Science
US Naval Postgraduate School

Mr. David Hunsicker
Conflict Specialist
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US Agency for International Development

Mr. Sylvain Teddy Ilunga Sulu
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UN Mission in South Sudan

Ms. Lorena Jaramillo-Castro
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UN Convention on Trade and Development

Mr. David Jensen
Head of Programme
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Ms. Diana Klein
Project Manager
Economy & Peacebuilding Team
International Alert, UK

Ms. Teresa Krafft
SSR Officer
Security Sector Reform Office
United Nations Mission in South Sudan

Dr. Seth Kumi
UN Head of Office,/State Coordinator
United Nations Mission in South Sudan

Mr. Rodger Lutalo
Programme Officer
Bureau for Crisis Prevention and Recovery
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Ms. Marie Mainil
Special Assistant to Country Director
UN Development Programme Burundi

Major Marissa Marquez
Clinical Nurse/International Health Specialist
752nd Medical Squadron
US Air Force Reserves

Ms. Tanja Mirabile
Director
Institute for Conflict Transformation and Peacebuilding

Mr. Alexis Mvuyekure
Programme Specialist - DDR
UN Development Programme South Sudan

Hon. Patrick Nisira
Vice President of Bougainville
Autonomous Bougainville Government
Papua New Guinea

Ms. Lana Oh
DDR Programme Coordinator
IOM Mission in South Sudan

Mr. Mohamed Omar
Project Coordinator
Center for Peace and Governance

Mr. Gerald Pachoud
Senior Advisor
UN Peacebuilding Support Office

Mr. Hassan Partow
DR Congo Programme Manager
Post-Conflict and Disaster Management Branch
UN Environment Programme

Ms. Srijana Rana
Policy Specialist-Integrated Value chains
UN Development Programme New York

Ms. Ana Ruhanawati
Project Coordinator
UN Development Programme Indonesia

Mr. Daniele Senzanonna
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Ms. Leontine Specker
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Mr. Kees Steenken
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Mr. Nick Tomb
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Center for Stabilization and Reconstruction Studies
US Naval Postgraduate School

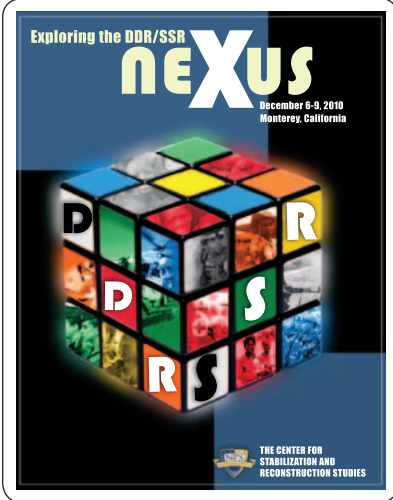
Ms. Manu Torre
DDR Officer
DDR/SSR Division
UN Operation in Cote d'Ivoire

Mr. Zihan Zarouk
Programme Officer
Transition Recovery Programme
UN Development Programme Sri Lanka

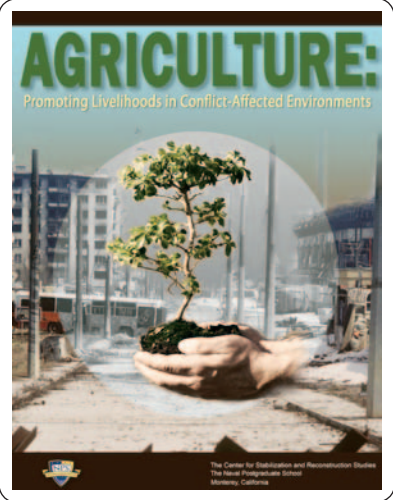
CSRS Courses:



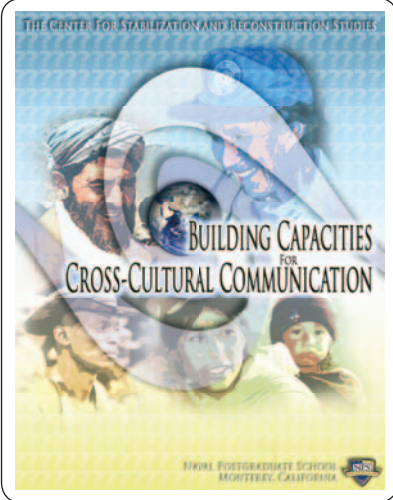
*Exploring The
DDR-SSR Nexus*



*Agriculture:
Promoting Livelihoods
In Conflict Affected
Environments*



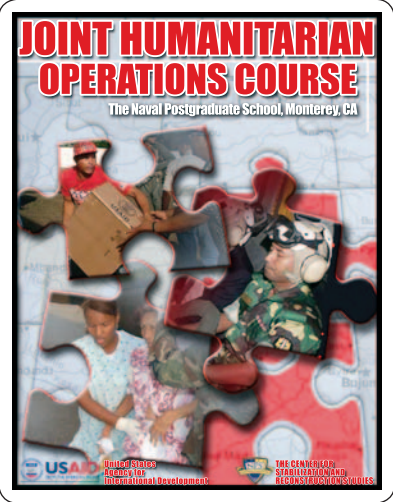
*Building Capacities
For Cross-Cultural
Communication*



*Working In The
Same Space*



*Joint Humanitarian
Operations Course*



*An Expansive
Approach to DDR*



