



Towards the Effective Implementation of the ICGLR Network of Regional Mediators for Disarmament, Demobilization, Repatriation, Resettlement and Reintegration

## Strategic Planning Workshop Report



September 2019, Nairobi (Kenya)

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## Executive summary

The Strategic Planning Workshop, titled ‘Towards the Effective Implementation of the ICGLR Network of Regional Mediators for Disarmament, Demobilization, Repatriation, Resettlement and Reintegration’, held on 10 – 12 September 2019 in Nairobi, was attended by approximately 40 participants who assessed the role insider mediation can play in supporting existing Disarmament, Demobilization, Repatriation, Resettlement and Reintegration (DDR/RR) programmes in Rwanda, Uganda and the Democratic Republic of Congo (DRC).

Participants shared experiences and lessons and discussed gaps from a) existing mediation networks established in Africa and the Great Lakes region and b) DDR/RR and related initiatives and programmes in DRC, Rwanda, and Uganda, with an emphasis on reintegration.

The workshop outcomes will inform the ongoing implementation of the EU-funded regional program to support the International Conference on the Great Lakes Region (ICGLR) ‘Peace and Security Programme’, particularly Output 1.4: ‘Creation of a network of regional mediators specialised in the subject covered by DDR/RR’.

Participants:

- *Agreed* that insider mediators have been operating for many decades in the region and a large body of knowledge and experience on insider mediation exists, which can become an even stronger force if brought together in a network of insider mediators, supported in their work by external national and international actors.
- *Agreed* on the need for more women insider mediators in DDR processes, which will require a transformation of behaviours and attitudes in their own homes and communities.
- Participants *recommended* that the Project focus on capacity development (on ‘mediator’ and ‘context-specific’ skills) of the insider mediator *and* on supporting efforts to strengthen and improve the enabling environment to enhance his or her chances of success.
- Participants *agreed* insider mediators should only get involved in DDR processes if longer-term reintegration support is available.
- Participants *recommended* insider mediators act only when having a clear understanding of the broader conflict dynamics and access to regularly updated conflict analysis, including on the regional, national and international actors (particularly the potential ‘spoilers’) and drivers that impact on the violent conflict he or she mediates.
- *Agreed* to join a ‘Reference Group’, facilitated by UNDP and ICGLR for the use of insider mediation in support to DDR/RR.

Participants *proposed* a “roadmap” (see Table 1 in the report) for selecting and capacitating a group of insider mediators specialized for DDR/RR processes, as follows:

- Decide on whether external involvement is required;
- Consult with all relevant stakeholders;
- Carry out an initial analysis and select location(s);
- Based on the initial analysis, carry out a comprehensive analysis;
- Verify the choice of location; select inside mediator(s); and verify requirements for external support;
- Define levels of engagement;

- Identify and mitigate risks;
- Define and implement an engagement strategy;
- Define and implement a communications strategy;
- Agree on indicators for success;
- Regularly monitor the process.

Participants *proposed* the roadmap is first used in three locations:

1. Masisi territory, North Kivu, DRC – Specifically: Bashali--Mweso, Secteur Osso Banyungu (Kibabi, Matanda, Rubaya);
2. North and South Kivu, DRC and Rwanda – Areas with Democratic Forces for the Liberation of Rwanda (FDLR) presence; and
3. Uganda and DRC – Areas with Allied Democratic Forces (ADF) presence.

# Introduction

## The Strategic Planning Workshop

1. The report outlines the main discussions, findings and agreements of the Strategic Planning Workshop, titled 'Towards the Effective Implementation of the ICGLR Network of Regional Mediators for Disarmament, Demobilization, Repatriation, Resettlement and Reintegration'. The first three annexes contain the workshop concept note, agenda and participants list.
2. The workshop outcomes will inform the ongoing implementation of the EU-funded regional program to support the International Conference on the Great Lakes Region (ICGLR) 'Peace and Security Programme'. In fact, the workshop contributed in particular to Output 1.4 of this regional program: 'Creation of a network of regional mediators specialised in the subject covered by DDR/RR'<sup>1</sup>.
3. The workshop, held from 10 – 12 September 2019 in Nairobi, was attended by approximately 40 participants from regional organizations, mediation networks, CSO and NGOs, academia and private sector, Disarmament, Demobilisation and Reintegration (DDR) and/or mediation partners, donor community and the United Nations system.
4. Participants assessed the role insider mediation can play in supporting existing DDR/RR programmes in Rwanda (Rwanda Demobilization and Reintegration Programme), Uganda (Amnesty Act of 2000), and DRC (potential follow-up of PNDDR III). Participants also looked at other local level opportunities to contribute to the disarmament, demobilisation and reintegration of armed groups.
5. During the workshop, participants shared experiences and lessons and discussed gaps from a) existing mediation networks established in Africa and the Great Lakes region and b) DDR/RR and related initiatives and programmes in DRC, Rwanda, and Uganda, with an emphasis on reintegration. Participants also proposed a methodology and roadmap for selecting and capacitating a group of insider mediators specialized for DDR/RR processes.
6. Before presenting the discussions, agreements and next steps of the process in the following chapter, the remainder of this chapter will briefly outline the context for DDR and insider mediator process in the Great Lakes Region<sup>2</sup>.

## Conflict in the Great Lakes Region

*"In the DRC, we have focused on the commanders and members of armed groups, not on the groups' "Godfathers" and politicians who live opulent lives in Kinshasa. If we don't confront this group, we will not see peace"* – Participant discussing the context of DDR and insider mediation in DRC.

7. Complexity and diverse and inter-locking drivers characterise conflicts in the Great Lakes Region. Among the drivers are:

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<sup>1</sup> From here onwards, the 'Project'.

<sup>2</sup> Please refer to Annex X for an overview on the dynamics of violent conflict in the Great Lakes Region.

- Weak governance;
- Land and natural resource depletion and degradation exacerbated by the climate crisis;
- A dramatic rise in identity politics and the politicization of both identity and religion;
- Political and economic marginalization of youth and other vulnerable groups;
- Endemic gender inequality, enduring patriarchy coupled with the continued marginalization of women from political and economic power;
- Arms proliferation;
- Genocide ideology; and
- Violence associated with illicit economies.<sup>3</sup>

8. In this complex and highly dynamic conflict landscape, criminal and ideological interests overlap<sup>4</sup>. Armed groups operating in the DRC constitute an important source of instability to the entire Great Lakes region. The participant of the DRC DDR Commission informed that in Eastern Congo alone, over 150 armed groups are present and many of their members are part of a cycle of de- and remobilisation, with child recruitment on the rise. Their large numbers, fragmentation and in some cases regional dimensions and cross-border influence with Rwanda, Uganda and Burundi, challenge stabilization efforts. The military strategy led by the Armed Forces of the DRC (FARDC) supported by the Force Intervention Brigade/MONUSCO has so far proven insufficient in pressuring a meaningful number of members of armed groups into existing DDR/RR programmes in Rwanda (Rwanda Demobilization and Reintegration Programme), Uganda (Amnesty Act of 2000) and DRC (PNDDR III).

9. Most of the armed groups in DRC, particularly the Congolese ones in the eastern part of the country, are community-based. The groups were formed in a context of a lack of state authorities and built their “mandate” to ensure the protection of their own communities from attacks by FDLR<sup>5</sup> and other foreign groups. In many cases, they have also become part of the political settlement. Although the protection role created a relationship of confidence between the communities and the armed groups, repeated observations indicate that, once the FDLR were neutralized in some areas, the same armed groups would then harass and loot their communities. This behaviour is also driven by illegal exploitation of natural resources and political manipulations.<sup>6</sup>

10. The reality described above challenges the efficacy of the tools that the international community uses to address conflicts in this region. The broader processes of societal change required for a lasting peace cannot evolve within the confines of a formal peace process that is negotiated by a limited number of predominantly male, often armed, elites at the national level. The high failure rate of peace agreements - 40 per cent collapse in the first two years and 60 per cent in the first five years post-agreement – speaks to the limits of such an approach when not complemented by simultaneous efforts, particularly the local level. Real transformation occurs as part of a society-wide, sustained and inclusive effort to promote tolerance, diversity, understanding and cooperation.<sup>7</sup>

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<sup>3</sup> Adapted from: Report of the SG - UN Conflict Prevention and Preventive Diplomacy – 2017.

<sup>4</sup> Please refer to Annex X for a broad outline of the features of conflict in the region.

<sup>5</sup> French abbreviation for the Democratic Forces for the Liberation of Rwanda.

<sup>6</sup> Project - Towards the effective implementation of the ICGLR of regional mediators for DDR/RR.

<sup>7</sup> UNDP - Why engage with insider mediators? Insider mediation in the 21st century practice-policy landscape.

## Insider mediation for DDR/RR

*“We know your father, your mother and your tribe. Should you break our trust, we know where to find you...”* – Inside mediator sharing his experience in supporting a DDR process in Uganda.

*“They don’t know this terminology, but this is the work they are doing. We have some militia spouses who were working to sensitize their husbands to come back to the communities. Because they have been benefitting from the small trade economic activity, they called them to tell them that the family is stable now and that the husbands can come back. They are insider mediators, but they don’t know it. What is missing is the link to provincial and national mediators.”* – Inside mediator, forming part of an organisation facilitating DDR processes.

*“We need to find the existing insider mediators and support them instead of creating a new role, function or structure”* - Participant stressing that insider mediators are active in all areas of the region and require support.

11. Mediation is a process of assisted negotiation between two or more parties; wherein third parties help prevent, manage or resolve violent or destructive conflicts between stakeholders, such as Governments, opposition parties, armed groups, and civilians. Insider mediation processes preserve the essence of this definition. Insider mediators (either persons or organisations) also support negotiations – as well as a variety of other forms of dialogue - to prevent, manage and resolve conflict. What distinguishes insider mediation from other types of mediation is that it involves credible figures, groups or institutions internal to a conflict, who use their influence to play a role – mainly behind the scenes or in undefined capacities – which directly or indirectly influences the trajectory of conflict in a constructive manner. Credibility and influence are central to the concept and practice of internal mediation.<sup>8</sup>

12. Dealing with the type of violent conflict described in the previous section requires conflict prevention and mediation capacities at different levels, in diverse sectors, over sustained periods and amongst different groups.<sup>9</sup> This opens up and creates opportunities for well-placed insider mediators to play a critical role in changing the attitudes and behaviours that promote violence, fostering more inclusive norms, forge consensus for crucial reforms and create much-needed spaces for dialogue.

13. While insider mediation often takes place without external support, there are instances when the support of external actors can prove to be beneficial or even instrumental, whether in the form of

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<sup>8</sup> UNDP Guidance Note – Supporting insider mediation: Strengthening resilience to conflict and turbulence. Funded and supported by the European Union.

<sup>9</sup> Insider mediators mostly operate at track 2 and 3 levels. Track 2: Unofficial dialogue and problem-solving activities aimed at building relationships and encouraging new thinking that can inform the formal process. Track 2 activities typically involve influential academic, religious, and NGO leaders and other civil society actors who can interact more freely than high-ranking officials. Some analysts use the term track 1.5 to denote a situation in which official and non-official actors work together to resolve conflicts.

Track 3 diplomacy: People-to-people diplomacy undertaken by individuals and private groups to encourage interaction and understanding between hostile communities and involving awareness-raising and empowerment within these communities. Typically focused at the grassroots level, this type of diplomacy often consists in organizing meetings and conferences, generating media exposure, and political and legal advocacy for marginalized people and communities. Adapted from: Institute for Multi-track Diplomacy.

knowledge-building, skills-building or by serving as a sounding board for strategies and approaches used by insider mediators. Feedback from insider mediators emphasises that receiving peer-to-peer support from those with relevant experience in other countries can be helpful as would be the Project's support to a community of practice for insider mediators. External support can be also instrumental to ensure mutually reinforcing linkages between local and higher-level mediation in multi-track peace mediation formats.

14. Outsiders can support insider mediators by assisting with relevant training, initial material assistance, peer-to-peer exchanges, and resource mobilisation as they operate in usually under-resourced Infrastructures for Peace (I4P)<sup>10</sup>, such as local peace committees, civic networks, elders' councils, and grassroots advocacy groups.

15. Situations where insider mediators may benefit from external support include circumstances where there is, among others:

- Limited political will;
- Limited technical or non-technical capacities for mediation or facilitation;
- A lack of trusted forums or intermediaries;
- A lack of safe spaces; and
- A lack of critical momentum.

## **ICGLR support to insider mediation for DDR/RR**

16. Building on previous experiences of existing ICGLR and other mediators' networks and reintegration programs in the ICGLR Member States, UNDP and partners can provide instrumental support to the ICGLR's, MONUSCO's and national governments' DDR/RR efforts by complementing high-level political engagement with armed groups with insider mediations at local level. The latter emphasise gender and natural resources-related conflict management as well as sustainable reintegration strategies.

17. Strengthening the ICGLR regional mediator network, identifying strategies for insider mediation in support of informal, locally embedded DDR/RR as well as strategies for sustainable reintegration will enable partnering with civil society actors, national NGOs, women's groups, religious leaders, traditional leaders and opinion leaders for the engagement with armed groups. Some of these might already have long-standing relations with the armed groups and therefore be well positioned to improve the understanding of and facilitate the access to community-based incentives and opportunities involved for DDR/RR.

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<sup>10</sup> I4P can be defined as a network of interdependent systems, resources, values and skills held by government, civil society and community institutions that promote dialogue and consultation, prevent conflict and enable peaceful mediation when violence occurs in a society.

# Workshop discussions, agreements and next steps

## Summary of main discussions

*“We should only intervene if we understand the broader conflict dynamics and thereby avoid the dilemma of disarming and reintegrating the members of one armed group, and as a consequence making the area vulnerable to infiltration by other armed groups”* – Participant at the Strategic Planning Workshop, emphasising that local solutions can be found but insider mediators need to understand the broader conflict dynamics.

*“Don’t support an insider mediator if you cannot help her to bring the process to a positive ending”* – Insider mediator speaking to the requirement of long-term support to insider mediation processes in DDR contexts.

*“Stop seeing DDR as a linear process and don’t do ‘DD’ without knowing how to do the ‘R’”* – Workshop participant sharing his experience in mediating in a DDR process.

18. The workshop focused on understanding the role of the Project in providing support to localised DDR/RR processes that would benefit from externally supported insider mediation processes. This section therefore primarily summarises the discussion and agreements reached in the context of the Project, although participants suggested other insider mediation processes in the region could also benefit from the workshop’s findings and the project initiatives as these are implemented.

19. The participants emphasised many insider mediators have been operating for many decades in the region and **a large body of knowledge and experience on insider mediation exists**, which can become an even stronger force if brought together in a network of insider mediators, supported in their work by external national and international actors.

20. Participants coming from both the DDR and the mediation communities, agreed this was the first time they had the opportunity to interact and **create synergies between the two practice areas**. Several, with decades of related experience, noted this was also the first time they were participating in a consultation on insider mediation in the region. The first day created a foundation among the participants that would contribute to operationalising the synergy in the following days. Among the contribution and presentations on insider mediation and DDR experiences were:

- Two good practices on DDR processes by DDR Commission staff of Colombia and Rwanda (presentations in Annexes XIII a and b);
- Experience sharing by mediators and inside mediators working in DRC, Rwanda and Uganda (summarised in the following pages); and
- Insights from external support for insider mediation and reintegration of former combatants (FemWise-Africa, Peace Direct, FBA, Office of the UN Special Envoy for the Great Lakes, ICGLR, GIZ, UNDP, MONUSCO, Clingendael, Institute for Security Studies, among others).

**Insider Mediator Story: Victor Ochen**  
**(Founder and Executive Director, African Youth Initiative Network)**

*“We all experience that **turning point** in our life...  
it is the point that can bring hope and **change**”*

Since I was a kid, I spent most of my life in a displaced camp in Uganda, with hundreds of other Ugandan children sharing my same painful journey. We felt the whole world had forgotten us and we asked ourselves how we could fight against our disgraceful fate.

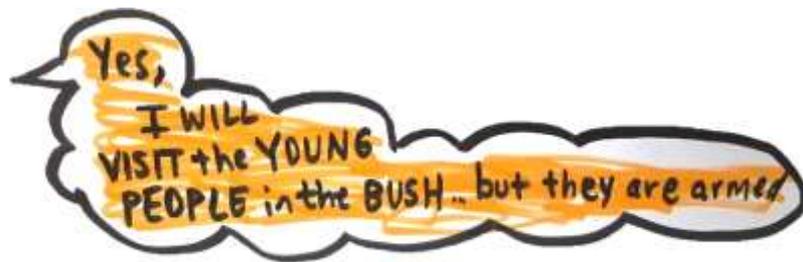


This is how we lost our childhood and we found ourselves with no one left to trust but us. I saw young people around me joining youth militias and reaching out for arms, and I realized I was at a turning point. I decided not to join armed groups, despite many I knew of my age had done so already. Instead, I chose to dedicate my life to changing that pattern of violence, in the hope that it will stop.

Years later, in 2017, this decision took me to the border areas between South Sudan and Uganda where youth militias continued to operate and recruit. I listened to them and I could relate to their frustrations, concerns, the need for their voices to be heard. They had requested to meet me because they had heard about my work and my background, and this made me more approachable and trustworthy, while they refused to interact with actors or the international community. They listened to my story, so alike theirs until that turning point, and were curious about the alternatives to violence. I listened to them, their stories and feelings. A real human connection was built.

*‘We had a common **soul**’*

The week after, a first vague of 50 elements disarmed spontaneously from the youth militias and returned to Uganda. More than 2,000 joined in the following year, encouraged by the stories they heard, and the options available. That human connection based on trust is still present, and it drives me to keep in touch and to support them in best possible ways during their journey from the bushes to their communities. This connection is not based on procedures and protocols but solely on the human element.



21. A group of participants brainstormed on selection criteria<sup>11</sup> for localised DDR processes that can benefit from insider mediation. While acknowledging further work is required, participants recommend **the selected pilot processes** for the Project:

- Focus on different ‘types’ of DDR processes (for example, cross-border ‘repatriation’ as well as single country processes);

<sup>11</sup> The brainstorm focused on processes that would benefit from support from the Project.

- Focus on different types of root causes of the violent conflict (for example, land conflict and mineral resources-driven conflict);
- Focus on areas where, at the minimum, a basic form of infrastructures for peace exists;
- Include a quota for women insider mediators;
- Focus on different ethnic groups and different type of armed groups;
- Are ‘ripe’ for insider mediation (i.e. the stakeholders express a minimum level of interest to solve the violent conflict);
- Focus on processes that have already received support from national and international partners (for example, the five locations where FBA has conducted activities);
- Focus on the ‘low hanging fruit’ (gain experience with less complex, local processes, before supporting larger, more complex DDR and insider mediation processes, possibly the cross-border ones); and
- Focus on processes where there is a reasonable level of certainty for longer-term external support.

22. Participants exchanged views on the **types of external support** insider mediators require to do their work. Participants emphasised the need for more women insider mediators in DDR processes, which will require a transformation of behaviours and attitudes in their own homes and communities. All insider mediators, women in particular, will benefit from being accompanied in facilitating this change, and from having access to mutual support.

23. While workshops, seminars and training courses on mediation were mentioned and recognised as being important, most comments centred on peer-to-peer support, summarised as follows in the UNDP Guidance Note:

- **Exchange visits** - One important way to strengthen insider mediators is to help them learn from each other. While it is useful to network at meetings and events, often the best way to learn from others is to visit them and experience their work as it unfolds.
- **Coaching, mentoring, and relationships** - Coaching and mentoring relationships allow actors to chart their capacity development trajectory, guiding, advising, giving feedback and serving as a sounding board for ideas. A challenge is finding the right balance between supporting individuals and simultaneously assisting the institutions of which they are part.
- **Accompaniment** - The accompaniment of skilled insider mediators during political processes is invaluable for ensuring success. Essential elements of such accompaniment are:
  - Providing technical support and accompanying insider mediators as they progress through a mediation process;
  - Advising and reflecting with them on strategies as the process unfolds;
  - Understanding how the process is going for them; and
  - Drawing out the best practices and lessons as they go along.
- **Shadowing** - Skilled insider mediators and emerging mediators can both be deployed to serve as “participant observers” in mediation processes. They can learn from observing high-level mediators at work and performing small supporting tasks as deemed appropriate by the mediator.

24. Annex XI outlines the skills and knowledge the insider mediators need to have. In addition to these ‘mediator’ skills, participants emphasised the requirement for **context-specific skills**, for example on

understanding how to find solutions for land conflict or conflict driven by the illegal exploitation and trade of mineral resources, such as gold or cobalt.

### Insider Mediator Story: (Henri Bora and Eddy Byamungu Lwaboshi - Peace Direct)

In North Kivu Province in the Democratic Republic of Congo we meet armed groups members and provide information on DDR process to convince them to renounce to violence and mediate for their demobilization and the immediate release of children. In these areas, natural resources management is a fundamental source for the armed groups and creates tension with the civilian populations.



We work with community leaders as entry points for reconciliation among armed groups and communities and we liaise with our local organization and other local actors for support with trauma counselling, job training and livelihood opportunities. When communities are involved in the mediation process and in the reintegration, this is more likely to be successful and its result more durable. If we answer to the local needs of the communities, we will create more sustainable opportunities. Communities can help with provision of information and negotiation support, they are our starting point and, in most cases, they face the same challenges as former combatants and other vulnerable groups.

*'Our approach needs to be **context-specific**,  
there is no one single size that fits all peace processes'*

Women are often exploited in the mines and used as spies for illicit trafficking. When they are included in the peace process, women play a pivotal role in sensitizing against the natural resources trafficking and illegal mining activities while promoting the respect for the environment. They help us advocate for the immediate release of children and the end to sexual abuse.

Despite the existing challenges and risks that our job includes, we will continue as best as we can. Some of the challenges are coming from an insufficient reintegration package in the DDR process, which may lead to re-recruitment. In many cases, we need strong monitoring and evaluation mechanisms to ensure that we learn what to avoid and what is actually working, and we tailor our work to the specificities of the context.



25. Participants agreed that besides the above-mentioned skills, the insider mediator also requires an **enabling environment** to function. In some circumstances, this enabling environment is missing. Examples of specifics include a lack of access to the stakeholders in the conflict; communities lacking social cohesion; or more generally: an absence of structures, mechanisms, resources, and values required for constructive engagement with the parties to the conflict. Participants recommended that the Project focus on capacity development of the insider mediator *and* on supporting efforts to strengthen an improve the enabling environment.

26. An important issue that consistently came up during the discussions was the exposure to various **types of risk encountered by insider mediators** as they engage with DDR processes. The risk participants considered most important is the **personal security of the mediator**, particularly when the insider mediator is a woman operating in a male-dominated context.

**Insider Mediator Story: Stella Sabiiti**  
**(UN Women Advisor to the African Union, FemWise-Africa)**

When I was expecting our first child in Uganda in 1976, I was abducted from my university room by soldiers of the government of the day. They tortured me while accusing me of having committed some obscure atrocities. I remember being terrified, but I didn't cry, I didn't feel any pain. At the end of the day, I finally mustered the courage to look into the eyes of one of the soldiers – that's when my tears came running out for the first time. From his eyes I could see that he did not want to do those things to us. This was the moment I decided that if



I would survive, I would work with armed groups for them to discover alternative ways to violence. And this is what I did, and still do.

In 2002, I was working with demobilized combatants in Mozambique when my Government called me back to Uganda to play a key role in the peace process between the Government and a rebel group in the North Western part of the country. This is the group that had been the military in the 1970s during the time of our abduction 26 years earlier - they had since turned into rebel activity over several decades. The situation was very tense when I arrived at the venue of the peace process. As a woman without military background, I felt that if I fail, the whole world would end up saying: 'You see? Women can't do it'.

*"A woman reaches out as a mother, any person would pay attention"*

*- former rebel -*

At the venue, I found that some of my favourite former negotiation and mediation trainees were actually the rebels all along, disguised as community members during the trainings. Now, during the peace process, their demands and positions were challenging but we worked to turn them into interests and needs. If an armed fighter decides to put down the weapons, there has to be trust in the process, in the 'future without weapons'. It is like the trapeze, you need to trust that the other person in the shadows throwing to you the rope will indeed throw the rope, and at the exact moment you have calculated to catch it. In my case, I was trusted because of my sustained engagement with women, community groups and other key actors.



*"DDR is not a linear process, nothing in life is."*

Demobilization is challenging and the DDR process is far from linear. Despite the difficult demands, an agreement was reached. I'm still in contact with some of those former rebels.

27. The risk of the insider mediator successfully mediating the community-based reintegration of an armed group without taking into account the risk of another armed group filling the power vacuum was repeatedly mentioned. Participants recommended insider mediators act only when having a **clear understanding of the broader conflict dynamics** and access to regularly updated conflict analysis, including on the regional, national and international actors (particularly the potential ‘spoilers’) and drivers that impact on the violent conflict he or she mediates.

28. To support the ICGLR insider mediation network, the majority of participants agreed to join a **‘Reference Group’**, facilitated by UNDP and ICGLR for the use of insider mediation in support to DDR/RR. Members of this group decided they would contribute to:

- Validating key documents (starting with this workshop report);
- Providing peer-to-peer support to insider mediators;
- Supporting insider mediator training;
- Mentoring and coaching insider mediators; and
- Participating in the ICGLR Insider Mediator network meetings.

## Roadmap for inside mediator support to DDR processes

29. Throughout the workshop, participants contributed to an improved understanding of the role of insider mediators in facilitating DDR/RR processes in the region. Day three focused on the steps required for operationalising the network. For this, participants met in the same working groups as on Day 2 for more in-depth and context-specific discussions on the below geographical areas, proposed as entry-points for the Project by the participants:

1. Masisi territory, North Kivu, DRC – Specifically: Bashali--Mweso, Secteur Osso Banyungu (Kibabi, Matanda, Rubaya);
2. North and South Kivu, DRC and Rwanda – Areas with FDLR presence; and
3. Uganda and DRC – Areas with ADF<sup>12</sup> presence.

30. Table 1 summarises the group work, presenting a roadmap for implementation of an externally supported insider mediation initiative that aims to facilitate a DDR process. Participants opted for the term ‘roadmap’, as it indicates a clear set of steps for action. It is clear from the group work that the summary roadmap will need to be adapted to each DDR process an insider mediator supports.

31. The three groups concluded that the process, to some extent, may be iterative in that some steps may need to be repeated to come to a satisfactory, location and process-specific roadmap. All groups also reinforced the critical point that final decisions about location determine the rest of the planning cascade, starting with local conflict analysis.

32. Participants noted that the Inside Mediation efforts at this point in time are complementary to the decision by the Heads of State to effect unconditional eradication of negative forces in the region. They also recommended fast tracking of support towards capacity building where inside mediation has already been established and ongoing especially through community based and participatory cross-border sensitization.

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<sup>12</sup> Allied Democratic Forces located in the mountainous DRC-Uganda border area.

33. In the working groups and plenary, various participants suggested refraining from use of the term ‘DDR’, due to bad associations from the past in some cases. Instead, participants recommended the insider mediator initiative consistently uses ‘transitions from armed groups to civilian life’.

*Table 1 - Roadmap for externally supported insider mediator facilitation of local DDR processes*

Step	Description
1. Decision on external involvement	<ul style="list-style-type: none"> <li>• Before deciding on involvement, the project (or programme) ensures human and financial resources are available to provide longer-term support to the insider mediator. Short-term support only may create expectations that will go unmet with the potential to threaten the reputation and security of the insider mediator and stall the DDR process.</li> </ul>
2. Consultations with all relevant stakeholders	<ul style="list-style-type: none"> <li>• To gain and gauge interest and support for the insider mediator support initiative.</li> </ul>
3. Initial analysis and selection of location(s)	<ul style="list-style-type: none"> <li>• Select an area where <i>initial</i> analysis indicates that armed group(s) are present and inside mediators require external assistance to initiate or accelerate the process of ending the violent conflict and facilitating a return to civilian life of armed groups members and associates.</li> <li>• Verify an insider mediator can ‘cover’ the selected area (in terms of size and accessibility) and the identified DDR process can be analysed comprehensively in a relatively short time.</li> </ul>
4. Comprehensive analysis	<ul style="list-style-type: none"> <li>• Continue the analysis (for example through a participatory, gender-sensitive local situational and conflict analysis) to comprehensively understand the root causes and drivers of local violent conflict as well as the interactions of the local conflict with regional, national and international dynamics.</li> <li>• The analysis will contain possible entry-points for insider mediation and identify insider mediators.</li> </ul>
5. Verify choice of location; select inside mediator(s); and verify requirement for external support	<ul style="list-style-type: none"> <li>• Based on local situational and conflict analysis, confirm the violent conflict in the proposed area is ‘ripe’ for a DDR process.</li> <li>• In close coordination with local networks and influencers, select the insider mediator.</li> <li>• Confirm the insider mediation process will benefit from external support.</li> </ul>
6. Define levels of engagement	<ul style="list-style-type: none"> <li>• The inside mediation will typically focus on transforming the local level violent conflict and facilitate a return to civilian life of armed group members and associates.</li> <li>• Should the insider mediator need to engage with the broader regional, national or international level, the Project will provide logistical and political support.</li> </ul>
7. Identify and mitigate risks	<ul style="list-style-type: none"> <li>• Analyse the security and other risks for the insider mediator.</li> <li>• Undertake action to mitigate the risks.</li> </ul>

*Table 1 - Roadmap for externally supported insider mediator facilitation of local DDR processes*

Step	Description
8. Define and implement an engagement strategy	<ul style="list-style-type: none"> <li>• Define the capacity (specific to their role and for the type of conflict the person mediates) the insider mediator requires.</li> <li>• Define the insider mediator’s learning strategy.</li> <li>• Provide capacity development support to the insider mediator.</li> <li>• Advocate for and provide support to ensure an enabling environment is in place (peace committees, dialogues platform, social or sports events, among many others)</li> </ul>
9. Define and implement a communications strategy	<ul style="list-style-type: none"> <li>• Where needed, support the insider mediator in designing and implementing a communications strategy.</li> </ul>
10. Agree on indicators for success	<ul style="list-style-type: none"> <li>• In close collaboration with the insider mediator, define milestones and process and results indicators to assist</li> </ul>
11. Regularly monitor the process	<ul style="list-style-type: none"> <li>• Periodically update the situational and conflict analysis.</li> <li>• Identify emerging gaps and changing requirements.</li> <li>• Support the insider mediator where required.</li> <li>• Monitor the agreed indicators and decide on necessary action based on (a lack of) progress.</li> </ul>

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