

# FACT SHEET Employment - a DDR priority preference clause

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Carpentry



Metalwork



De-mining

PHOTO: POST CONFLICT REFORMS

**Concept** - The UNDP ANBP program has disarmed 63,380 officers and soldiers and offered them an individual, funded, reintegration option worth in the region of \$700 to the person. The cost of implementation averages \$500 but rises to \$2,000 per person for the demining option but costs nothing if the person chooses to join the ANP or ANA. Unfortunately, the options offered were not fully thought through when they were developed. Some have since proven to be unsustainable and to have no linkages with other vocational programs or the market place. The less successful options had little relationship with the market place and were driven by the ability of the local implementing partner to process the clients through the system – playing a numbers game to get a tick in the box.

Creating jobs for 63,380 in the fifth poorest country in the world would never be easy but if it were then there would have been no need for a UN program. Simple little tricks were missed that could have placed a large percentage of the DDR'd personnel into long term employment at little additional cost for the existing UN Program –one area is by having DDR priority preference contracts. Critics would argue that by creating a preference, you buck the market and disenfranchise the remaining population. The alternative view is that it is in the interest of all to look after a select group of people that are a significant risk factor – worthy of a short term \$142m UN program.

The international community and in particular the DDR donors have significant development budgets and leverage which they could have used to direct contractors to employ a percentage of DDR'd personnel. The training provided by ANBP could have been geared to reflect the demands of the employer for the life time of the contracts. The contractors in turn would have provided 9 -12 months additional work experience beyond the 6 months training funded by the UN assisting reintegration.

Circumstantial evidence shows that afghan business men understand that they must look after the DDR'd personnel but they will only do it if they are directed to. Otherwise they have an inherent obligation to employ their family, neighbors and others from the same community or tribe. The International Contractors, who describe themselves as Development experts, also accept the principle if it is part of the original bidding documentation, when they are willing to concede most points, if it will assist them to win the bid.

## Assistance to Afghanistan (continued)



Wooden fruit boxes



DDR made school desks and chairs



Construction



DDR Tailors



DDR'd deminers

USAID inserted the following clause in to two substantial Request's For Proposals' (RFP's). The winner of the first contract to be announced accepted it and even trumped the request by offering to fund five additional intern management places to employ and groom selected DDR personnel in the long term.

#### *IV. Maximizing use of Local and Regional Entities*

*The contractor will channel a portion of the program implementation costs toward Afghan implementers for the carrying out of these activities. In keeping with the principles of designing a program for Afghanistan, and where the offeror determines that program content and efficiency of implementation will be beneficial, the contractor is strongly encouraged to sub-contract with local and/or regional NGOs, local and/or regional offerors and other Afghan and/or regional entities in the implementation of the program.*

*Also, in maximizing the benefits and sustainability of the Demobilization, Disarmament and Reintegration (DDR) program in Afghanistan, it is essential, where appropriate, that attempts are made to give priority to employing local entities – particularly those former soldiers (ex-combatants) who participated in the DDR program.*

IoM in turn offers additional tender points, to those contractors that agree to employ DDR'd personnel in their projects. This simple clause has worked and ensured that DDR'd personnel are employed and fully reintegrated. However, it is not being fully monitored and exact figures of how many DDR people have benefited were not available.

Support - All of the above is only possible if a dedicated contracting officer is in place to police the clauses both internally and externally. It is easy for a dedicated person to check that contractors are complying with their contractual obligations by following up the commitment and requesting copies of the DDR'd personnel's ID cards together with the occasional on site spot checks. But equally important is the task of continually chasing the clause internally. As the Missions personnel turn over and the importance of DDR is diluted with time, personnel will forget to insert the DDR clause in RFP's and where it is inserted, may forget to ensure it is complied with. A dedicated person should therefore be employed to ensure that the clause is working.

The finer day to day details of implementation do not need to be described in this Brief but the efforts will be appreciated by the FC's who will work diligently in gratitude. Macaulay's observations taken from a History of England noted in 1660 that at the end of the English Civil War when describing the winning New Model Army that was stood down "...and that, if a baker, a mason, or a waggoner attracted notice by his diligence and sobriety, he was in all probability one of Oliver's old soldiers.

*"When we say we need long term projects, we mean manufacturing jobs – like candles, matches, shoes and so on which help our country's economy which also provide us with "long" term contracts so that we can plan for the future".* DDR deminer speaking with Mark Ward USAID Richard Scarth March 2006.

Further detailed information is available on [www.ddrafg.com](http://www.ddrafg.com)