



**Joint United Nations/African Union Secretariat  
of the International Conference on the Great Lakes Region  
Note on the modus operandi of the Technical Thematic Task Forces and the  
profiles of the required expertise**

**Introduction**

1. The first Regional Inter-Ministerial Committee (RIMC) of the International Conference on the Great Lakes concluded its deliberations in Kigali on 17-18 February 2005. Among the key decisions taken during the meeting, the RIMC, through the Regional Preparatory Committee (RPC), established Technical Thematic Task Forces entrusted with the formulation of protocols and programmes of action on the priority issues identified by the Heads of State and Government in the Dar-es-Salaam Declaration. In addition, the RIMC put these issues into an order of priorities and decided in some cases whether they were short, medium and long term in nature. The RIMC then mandated the TTTFs to elaborate the drafts of these protocols and programmes of action and report to it at its next session in Zambia in June 2005.
2. While the composition of the TTTFs (minimum of three members and a maximum of six and no more than 3 sub-committees) was established clearly, the RIMC did not deliberate on the modus operandi of the TTTFs and the profiles of the required expertise. The present note is aimed at presenting some suggestions on both of these topics based on the terms of reference for each theme agreed upon by the RIMC.

**Suggested modus operandi of the TTTFs:**

- Given the need for efficient deliberations during the TTTFs and considering the financial constraints, ideally each core country should send no more than 3 representatives per theme to the TTTFs, which would mean 12 experts per country. One of the 3 representatives should be designated as “chef de file”.
- The TTTF should reflect a dynamic, gender balanced and professional composition and assure participation of civil society.
- There will be three TTTFs meetings in this second phase. It is recommended that the experts remain the same throughout this second phase of the Conference to ensure consistency in the approach and the building up of expertise.
- Experts coming from the core countries should be carefully selected based on their training and proven expertise of the issues at stake and be acknowledged as such by various stakeholders in the country. They should be familiar with institutions/ organizations working within the country and in the region relevant to the theme, and know about the key national/ regional lessons learnt. If possible, they should have concrete experience in the formulation and implementation of programs and protocols in their areas and be able to present national position(s) on issues.

- Even though thematic focal points who have participated in the meetings of the Regional Preparatory Committee (RPC) have developed a good understanding of the priority issues, it may be necessary to complement their knowledge with expertise from other technical departments notably Defense, Planning, Internal Affairs, Justice etc. It is recommended that the selection process, supervised by the National Coordinator, be carried out in the context of an inter-departmental meeting to ensure fairness and transparency.
- The National and Deputy National Coordinator are senior officials who reflect their government-s technical and political positions in the RPC meetings. Moreover they supervise the work at the national level where programme ideas are elaborated and areas where additional expertise is needed are identified, prior to the regional meetings of the TTTFs. It is therefore, suggested that their function is one of representation and coordination and not of providing technical expertise by participating in the TTTFs.
- The joint UN/AU Secretariat, the lead and specialised UN agencies, the European Union, the co-chairs of the Group of Friends and regional and sub-regional organisations will provide support to the TTTFs as required.

### **Profiles of the expertise required**

The following profiles of the required expertise are suggested for each theme:

#### *A. Peace and Security*

In the thematic area "Peace and Security" it is suggested to distinguish between two types of experts:

- a) International (short-term) expert(s) to assist the joint secretariat to provide thematic/ expert inputs before, during and after meetings of the TTTF. These experts support the secretariat in providing in-depths contributions to the respective theme/ sub-theme.
- b) National/ international expert(s) representing the core countries in the TTTF.

Following the decisions made at the Kigali RIMC, the six sub-themes within the thematic area of peace and security are regrouped into four, i.e.:

1. Combining questions related to Small Arms and Light Weapons/ anti-personnel mines (SALW/ APM)) with Ex-Combatants/ DDRRR arms;
2. Border security
3. Conflict prevention, management and resolution
4. Transnational crime and terrorism

Since only up to three sub-groups are to be created per theme, it is suggested that representation through national experts should be secured for the first three areas. Regarding the fourth one, regional and international expertise should be assured through the joint secretariat. The following describes essential elements of the profile of these experts working with the respective national TTTF. For all experts it is a

requirement that they dispose of solid experience in program formulation and that they have achieved a high level of advanced training and professional skill in their respective fields:

**Sub-theme: Issues relating to Small Arms and Light Weapons/ Anti-personnel mines (SALW/ APM), Ex-combatants, Disarmament, Demobilization, Return, Reintegration and Rehabilitation (DDRRR)**

**Key qualifications/ specific experiences**

- Familiar with national activities/ programs/ research in the field of SALW/ APM and DDRRR including national legislation
- Familiar with regional efforts, programs and developments on SALW/ APM and DDRRR such as e.g. MDRP
- Knowledge about state of affairs of the international discussion on SALW/ APM and DDRRR including regional and international protocols
- Familiar with relevant institutions/ organizations working within the country and in the region
- Knowledge about key national/ international lessons learnt in the field of SALW and Anti-Personnel Mine programs
- Able/ capable to present national position(s) on issues;
- Practical experience in the implementation of projects, programs or policy formulation, review or assessment of SALW/ APM and DDRRR
- Able to present, critically analyze and submit reconciled positions/ approaches on issues reflecting view of different national stakeholders;
- Acknowledged by various stakeholders in the country as an expert in the respective field;
- CV reflects involvement in respective programs and projects;
- Scientific/ academic background.

**Sub-theme: Issues relating to border security**

**Key qualifications/ specific experiences**

- Familiar with existing national activities/ operations/ research regarding border security and border situation;
- Familiar with regional efforts, programs and developments regarding border security including the existing problems in the Greater Lakes region;
- Knowledge about state of affairs of the international discussion on border security and established common practices including military and non-military approaches;
- Knowledge about security sector reform programs/ initiatives on national and/ or international level with particular reference to national threat analyses and similar approaches;
- Able/ capable to present national position(s) on issues;
- Practical experiences in the design, implementation and/ or critical review of measures to address/ promote border security including existing treaties, protocols, joint mechanisms etc.;

- Familiar with international (bilateral/ multilateral) established practices regarding maintenance of border security;
- Scientific/ academic/ military (officer level) background.

**Sub-theme: Issues relating to Conflict Prevention, Management and Resolution (CPMR)**

**Key qualifications/ specific experiences**

- Familiar with national activities/ programs/ research in the field of conflicts and CPMR
- Familiar with regional efforts, programs and developments in CPMR
- Knowledge about state of affairs of the international discussion on CPMR including the issue of "conflict-sensitive" approaches in development cooperation;
- Familiar with relevant institutions/ organizations working within the country and in the region;
- Experiences as lecturer, researcher, trainer or facilitator of CPMR approaches;
- Practical experiences in the field e.g. conflict analysis, conflict management, and conflict transformation;
- Nationally/ internationally acknowledged track record of working in the field of CPMR;
- Able/ capable to present national position(s) on issues;
- Practical experience in the implementation of projects, programs or policy formulation, review or assessment of CPMR measures;
- Scientific/ academic background.

**Additional commentary**

In addition to the profiles detailed above, one should keep in mind that there are already a number of relevant examples and lessons learnt in this area, which should be taken into account during this process. This is the case with small arms and the issue of border security. While there is no formal border dispute within the Great Lakes region, one can draw lessons from the Ethiopia/Eritrea border issue (DPKO) when considering border security matters. With regard to the DDRRR issue, the World Bank and its practices can be used as reference. Finally, the concept of conflict prevention, management, and resolution is a classic component of peace and security issues. One should also keep in mind that many of the problems listed within this theme are related to sovereignty issues.

## *B. Good Governance and Democracy*

### **Profile of expertise needed and related requirements**

The Thematic Technical Task Force on “Democracy and Good Governance” will be “preparing specific, concrete, achievable and measurable draft programmes of action and protocols”. With the aim of “building a common destiny on policies and strategies that uphold respect of values, principles and norms of democracy and good governance, as well as respect of human rights”, the programmes of action and protocols will be articulated around the following five priority areas:

- (No 1) Rule of law/justice/fight against impunity/human rights
- (No 2) Democratization processes
- (No 3) Political, Economic and Corporate Governance
- (No 4) Communication, Information and Education
- (No 5) Equal participation and empowerment of women and youth as well as persons with disabilities and other marginalised groups

Given the complexity and the specific skills required for the elaboration of pertinent programmes, it is important to identify experts who possess the required skills, i.e. advanced training and solid experience in programme formulation in the area of democracy and good governance. Experts should also be familiar with the functioning of institutions/ organizations working within the country and in the region on democracy, good governance and human rights and know about the key national/ regional lessons learnt, especially with regard to the implementation of existing instruments. They should be able to present inclusive present national positions on issues.

- The programme No 1 would require an expert with expertise in international law and criminal law, skills in the organizational analysis and capacity building of the judiciary, as well as human rights. Proven experience in the elaboration of legal instrument such as protocols would be a plus.
- The programmes No 2 and 4 would require an expert in institutional development, with proven skills in IEC and civic education, as well as sound experience in programme formulation for the promotion of democratic processes.
- The programmes No 3 and 5 would require an expert in the areas of public resource management, budget analysis and control, as well as the elaboration of pro poor policies and gender specific analysis and monitoring. Sound knowledge of budget control and experience in monitoring problems of corruption and mismanagement, would also be required of this expert.

C. *Economic Development and Regional Integration*

**Profile of expertise required and related requirements**

I/ The priority areas outlined by the RIMC and their timeframes are as follows:

1. Specific Reconstruction and Development Zone
2. Cooperation in the Alleviation of Poverty
3. Harmonization of Economic/Financial Policies and Regional Integration
4. Private Sector Development / Investment

II/ Profile of expertise:

Based on the above priorities and in view of the recommendation to have two protocols: one on the “exploitation of natural resources”, and another one on making the Great Lakes region a “specific reconstruction and development zone” as well as Two Programmes of Action: one on “cooperation in the alleviation of poverty” and another one on “harmonization and strengthening of regional cooperation policies”.

Moreover, Economic Development and Regional Integration being multidisciplinary in nature, it is recommended and advisable to resort to highly qualified experts who have thorough knowledge in the fields of economics, finance, administration, industrialisation, customs, trade and law as well as a sound understanding of the region.

More specifically, with regards to the programme on “**Cooperation in the Alleviation of Poverty**,” the expert will be required to have the following key qualifications/specific experience:

**Education required:** Advanced University Degree in Development Economics, Development/Project Planning, Social Sciences or equivalent. Additional training in enterprise and private sector development is an asset.

**Length of practical experience required:** At least seven years of practical experience, familiarity with poverty alleviation programmes including: PRSP programmes and some experience with Government. Exposure at the international level, through participation in relevant fora /good practices will be an asset.

- Knowledge about recent developments in the field of development economics, pro-poor policies and other fields of poverty reduction;
- The expert requires in-depth knowledge of enterprise development in particular and private sector in general. The job requires sound appreciation of programme formulation, national planning and project analysis; familiarity with Government systems; private sector policies, planning and constraints and extensive management, planning and co-ordination skills.

- Familiarity with relevant institutions/organizations working within the region.

Regarding the programme on “**Harmonization and Strengthening of Regional Cooperation Policies,**” the expert will be required to have the following key qualifications/specific experience:

**Education required:** Advanced University Degree in Economics and Finance. Additional training in convergence policies is an asset.

**Length of practical experience required:** At least ten years of practical experience in the formulation of financial, budgetary and trade policies. Some experience with Government and exposure at the international level through participation in relevant fora/good practices will be an asset.

- The expert requires in-depth knowledge of convergence policies. The job requires a strong regional perspective, sound appreciation of programme formulation, national planning and project analysis; economic and statistical analysis and interpretation; policy analysis; familiarization with government systems.
- Knowledge about key national/international lessons learnt in the field of regional cooperation and economic integration;
- Practical experience in the implementation of projects, programmes or policies.
- Familiarity with relevant institutions/organizations working within the region;

#### *D. Humanitarian and Social Issues*

From the decisions of the Regional Inter-Ministerial Committee, the following priority issues were agreed upon:

No 1: Protection and assistance to displaced populations and host communities

No 2: Humanitarian access and safety of humanitarian workers

No 3: Disaster preparedness and response including environmental restoration

No 4: Vulnerable groups and populations with specific needs which encompass the notion of assistance in general and provision of basic social services

- The programmes No 1 and 2 require a solid background in international law including human rights and international humanitarian law and excellent drafting skills in these fields.
- Programme No 3 requires experience in the formulation of programmes in disaster preparedness and response at the central or provincial Government level or through international organisations.
- Programme No 4 requires experience in social work, public health programmes, grassroots community level programming including income generation activities.

- All programmes require experience in gender and human rights analysis and mainstreaming pertaining to humanitarian and social issues.