

PROGRAMME

Monday, 17 May 2004

08:30-09:00	Registration
09:00-09:30	Information on Programme and Introductions
09:30-10:30	Opening Ceremony <ul style="list-style-type: none">- National Anthem- Welcome by ISS- Welcome remarks by Labor Optimus- Remarks by the head of the delegation- Speech by the Vice-President of the Republic- Cocktail.
10:30-10:50	Presentation by the Minister of Defence of the DRC
10:50-11:10	Presentation by the Vice-Minister for Integration
11:10-11:30	Presentation by the Vice-Minister for Demobilisation and Veterans
11:30-12:50	Discussion on the presentations by the Ministry of Defence
12:50-14:00	Lunch
14:00-17:00	Deliberations by SADC guests

Tuesday, 18 May 2004

08:30-11:00	Visit to the Ministry of Defence Visit to the Chief of Staff
11:00-12:30	Presentations by SADC guests
12:30-14:00	Lunch
14:00-15:30	Group Discussions (3 groups)
15:30-15:45	Coffee Break
15:45-16:00	Group Discussions
16:00-17:30	Feedback from Group Discussions

Wednesday, 19 May 2004

09:00-10:00	Visit to the National Assembly and the Senate
10:00-11:30	Closing Ceremony <ul style="list-style-type: none">- Workshop Report- Speech by Labor Optimus

- Speech by the ISS
- Remarks by the Head of the Delegation
- Remarks by the Minister of Defence
- National Anthem
- Cocktail

11:30-17:00

Boat trip on the Congo River

17:00-19:00

Free time and dinner

Day 1

Opening Remarks by Gen. Fisher

In his opening remarks Gen. Fisher emphasised the fact that the delegation are eager to learn from the host about the current situation in the Congo and that they do not come with preconceived ideas, bright ideas, solutions or formulas, but rather with fraternal greetings, solidarity and support for the peace process and open minds.

He clearly stated that "The key to the future of this great country lies in the hands of the Congolese themselves. That from within the depths of their humanity, patience, perseverance and determination, the Congolese themselves will evolve solutions for the future."

"Our contribution can only be defined by the Congolese themselves."

Gen. Fisher pointed out the experiences that the region offers and which could assist in formulating strategies to take the DRC to lasting peace, security, stability and prosperity, referring in particular to the following:

Mozambique - FRELIMO & RENAMO and the course of the Portuguese legacy.

Zimbabwe - ZANLA, ZIPRA and the Rhodesian Forces

Namibia - PLAN, transitional Forces and Others

South Africa - SADF, Umkhonto We Siswe, APLA, AZANLA, and the homeland forces.

DAY 17th May 2004

Opening Remarks by the DRC Vice-Minister for Defence, Mr. Philemon Mukendi

The Vice-Minister presented a thorough and well-structured paper on the challenges faced by the DRC in the restructuring of its defence force after several years of war.

His presentation was structured around the following components:

1. Restructuring of the Military through the World
2. Challenges of Military Integration in the DRC
3. Problems of Integration (Historical breakdown – background to the problem)

The Vice Minister identified the following factors that lead to the need for the transformation of the military (in any country):

1. Changes in the regional and international geopolitical environment
2. The redefinition of threat and of the mission of the Army
3. Internal changes within the Army
4. Political changes in the country

The Minister further identified several challenges of Integration of different forces in the DRC:

- healing national wounds through integration
- quantitative integration versus qualitative integration
- the profile of the new Congolese soldier:
 - i. Professional
 - ii. Apolitical
 - iii. Patriotic
 - iv. Selfless/Ready to sacrifice his life

In conclusion he recognised that there are many lessons to be learnt from the experiences of other countries in the region.

Two main issues of concern that stood out from his presentation were those of demobilisation and reintegration. To the audience he posed ten questions which he believes need to be addressed in order to make progress with the integration of the Congolese Army:

1. The respective weight of various Forces. What importance should be accorded to the Navy, Air, ground Forces and within the same group. What weight should be attributed to the Special Forces?
2. The pyramid of rank: what distribution in terms of percentage between Officers, sub-officers and troops, as a function of the Army's tasks and from the point of view of individual careers?
3. Ethnic and provincial equilibrium. How to establish where this has been lacking for a long time?

4. The recruitment, selection and promotion criteria of soldiers and officers with a special emphasis on the psychological profile. How to avoid the recruitment of men suffering from taxonomy and other behavioural problems incompatible with military profession.
5. The training of the soldier and officer. Is it advisable to revisit the programme; readopt the teaching aids and improve the coaching of the teaching personnel; how to rehabilitate the role of the sub-officer, how to ensure the follow up of the training in the units?
6. Logistic of production; which avenues in order to reduce the financial dependence of the Army and enable it to produce for itself some of the articles and services that it needs. Does such an option hinder professionalism?
7. Administration: how can the Army master its personnel? Judiciously utilize its human resources and ensure national management of personnel?
8. Apolitization of the Army. How to protect the Army from politicians interference in order to ensure functioning in conformity with its own rules and requirements?
9. The challenges of patriotism. What methods to be utilized in order to instil patriotism to the soldier so that he can perceive himself as defender of territorial integrity, the frontier to the national sovereignty, the security of the people, the guardian of vital interest of the nation?
10. How to bridge the gap since the colonial era between the military and the civilian considered as punitive and enemy by establishing complicity relationships which will make the soldier an ally of the population?

Plenary Discussions and Preparations for Day 2

In the afternoon the group split into two to prepare for day 2. The DRC Group focussed their discussions on the ten questions posed by the vice-minister in his address

SADC Delegation Preparations

After some deliberations the SADC Delegation concurred that their mandate lies at the intersection between the document provided by Labor Optimus and the Vice-Minister's ten questions. Based on individual expertise, it was decided that the questions will be addressed in two panels - the one focussing more specifically

on Demobilisation and Reintegration issues while the other would focus on Defence Policy.

The issue of insufficient mandate was raised, but it was decided that there would be no problem if comments were restricted to those of a technical nature and based on open source information.

The lack of knowledge of the current status of defence transformation and the status of DDR in the Congo was also raised as a constraint within the delegation. It was difficult to clarify issues after the Vice-Minister's address as he was inundated by questions from the Congolese themselves.

One of the delegates emphasised the importance of political leadership at the top to spell out the vision and mission of the security sector in the country and pointed out that the delegation was not clear on the extent and quality of that leadership.

The delegation agreed that it appeared that there was no clear structure for transformation and that there was not sufficient knowledge of forces on the ground. They further concurred that successful security sector transformation is a process that should be embedded in the broader society and that depends on a more general sense of the urgency of transformation.

Panel 1

Part 1 of the list of priorities (Armed Forces)

Seychelles

Tanzania

Botswana

See Appendix C

Panel 2

Post-conflict Integration & DDR

South Africa

Namibia

Zimbabwe

Mozambique

DAY 2. 18 MAY 2004

PANEL 2

Reintegration and DDR

Experiences from Mozambique, Namibia, Zimbabwe and South Africa

South Africa

Rtd Gen. Roland de Vries started by presenting a strategic framework of the phases of reintegration. He indicated that the initial step is to unfreeze the military, set up the team and then develop a frame of reference. This is followed by designing the new system leading to implementation. After this it is important to

- a. set goals directed towards Force design and structure in terms of capability
- b. work towards improving defence processes in terms of cost
- c. develop leadership/command/management/culture which will impact on performance and behaviour
- d. then deal with the key reintegration and transformation issues which include demobilization and gender

This, he concluded is followed by developing the structure, which includes developing management processes, change management and communication.

Defence processes

Defence processes follow a sequence. First the development of strategic direction, followed by providing support forces and finally employment of forces. He further emphasized that, reintegration, structure follow strategy. This structure was utilized as the conceptual framework for the presentation by the panelists. The panelist from Mozambique, Namibia, South Africa and Zimbabwe presented experiences from their specific countries.

See attached presentations. Appendix D

General comments

Col Lazaro Mathe (retired), Head of the Logistic Department at the Mozambican Ministry of Defence emphasized that the key to success in the restructuring process of the military in post-conflict period lay essentially in favoring confidence between the Government and the ex-rebels and the setting up of joint commissions of control.

Bgd. Gen. Shalumbu, Head of the personnel Department at the Namibian Ministry of Defence also added that for Namibia, the success of the process was largely due

to the reconciliation policy favored and led by the government which had a clear vision of the missions and reforms of the Namibian Defense Forces.

Bgd. gen. d'Aviation Karakadzai of Zimbabwe emphasized on "Demobilization and Integration" indicating that the political will and the reconciliation policy publicized by the political leaders is very important. Once the belligerents accepted to cease the hostilities, they agreed to join the three belligerent Forces into one Defense Force.

Lt-Gen. Fisher the head of the delegation concluded by saying that the experiences as presented by the delegates are a living proof that military reform processes and reintegration have no universal formula or technical spectrum that every country should adhere to but the experiences are important points of reference.

Following the presentations, the Congolese participants requested for further advice on difficulties encountered in the management of personnel during the integration and whether during the war they had any groups of revolutionaries like the MaiMai in Congo. If yes, they were keen to establish how these were integrated since they generally do not go through any military conventional training.

Difficulties - Mozambique

Rtd. Col Lazaro Mathe started by indicating that the comments were individual perspective not that of his government! During the implementation of these programmes, Mozambique faced a lot of difficulties internal and external - Internal - in the Army and out. The society was not prepared to support the formation of the Army because during the war, the Army had a special lifestyle. The difference between the civilians and Army was very big and that the civil society did not accept them to undertake these positions.

Those that joined the new armies - majority from rebel movements, lacked training and once they joined they developed complexes and sometimes kept low profiles. Others tried to show that they were guerrillas and had power and self pride. This caused conflicts. Logistics of integration of the Army were a great challenge. There were also problems in maintaining the standards as required.

External - the interference from certain entities that were interested in Mozambique including NGOs, government etc. The target was the former combatants. Many of the interfering entities were organized in small factions and

they were furnished with money and resources. Certain elements of the UN became part of the processes and most of the time they were trying to help and support the rebels.

Mai Mai

The delegates indicated that there were no groups similar to the MaiMai in all the countries. Referring to the Minister's speech, they pointed that each country has unique experiences. They further indicated that there are certain problems that need to be tackled by the DRC e.g. technological advancement in military equipment, repairs and training on how to operate these. Professional training is required - abroad and beyond including Peacekeeping missions. The challenge is that the soldier being brought to the Congolese Army has to deal with all these challenges. Technological advancements are some realities that have to be faced.

In conclusion, a representative from DRC commented that he had benefited from the remarks. He pointed out four points that he had retained: -

- a. Trust between leaders, concerning the integration , modernization and remodelling of the Armed Forces is very important
- b. Political will is of essence
- c. The necessity of a clear vision - which must go ahead compared to the strategy
- d. Policy of reconciliation - must be real, effective and controllable. This policy implies a wide representivity of the population traits. And in this process of redefining and restructuring the armed forces.

This discussion followed a presentation in response to the questions from the Vice Minister by the delegate from Seychelles. See questions on page 9 & 10

1. Respective weight of forces depends on:
threat perceptions
 2. resources (human and economic)
 3. defence policy
Pyramid of ranks i.e. percentage of officers to men will depend on speciality:
 4. the Army, navy and air force ratios will be different.
-
3. Ethnic and provincial equilibrium may be required as a short or medium term arrangement. In the long term professional competence shall be the only criteria
 4. Criteria to follow qualities requirements laid down by personnel section and the defence act which regulates code of conduct

5. The development and management of a training policy
6. Not a good idea. Leave to private sector or create defence industry at government level
7. Appropriate professional training of middle and senior management
8. Establish Standard Operating Procedures (SOPs)
9. No training can imbibe patriotism. It is an issue of national identity and pride
10. An effective civil-military relations programme

He also added that it is important to establish the elements of threat by considering the following questions?

- Do you need a separate border security force?
- Should it be under the Defence, Internal Security or the Police?
- What are the threats across the border - drugs, small arms, hostile nation?
- What are the threats from the air? From where? What are their capabilities? How do you counter that, if any?
- Prioritise the threats. Is the Army, navy or air force the area that you should be more concerned with?
- What percentage of the budget is allocated to you

Further additions to the questions were presented. The Tanzanian defence attaché indicated:

1. & 2. In respect to the DRC Armed Forces, navy, Air Force, Land Forces are all fulfilled their task under One Armed Commander in the case of the Tanzanian Peoples Defence Force (TPDF) as a case study.

The special units come under command of the Defence headquarters. Every Arm develops its terms of reference and must introduce career planning for each personnel and promotion including the transfer from one place to another. A disturbance allowance and special transport is provided so as to show him/her transfer is not punishment. For every course attended, there is an allowance to promote their morale. To avoid contradiction, it is not good to delay their promotion and long stay at one unit.

Good recruitment practices should involve local government to include known people from the village/urban areas. Regarding selection and promotion criteria of soldiers and officers, a special emphasis on the psychological profile will depend

on career planning within the armed service since every arm must have career planning which will lead to training, discipline depending on the duration of stay within one rank. Discipline is very important and should be enhanced at all levels.

The Namibian delegate added that it is important to establish standards of the training for the new members of the Defence Force as was the case in Namibia. This plan consisted of Officers and Non Commissioned Officers training. During the liberation war, those who were guerrillas were trained under the Eastern block system. Those found in the country were trained by British, which included drills. At independence Namibia automatically joined the Commonwealth therefore had to train alongside the commonwealth system. The duration depends on the ability of the recruits, but the most important thing is to train the trainers. The British training team left Namibia in 1996. He further indicated that the SWAPO guerrilla fighters did not have ranks, but due to the structure of the former plan, one knew exactly where they were on the structure.

The Zimbabwe delegate added that the standardized planning was for both Non Commissioned Officers and officers for a duration of between 2-3 weeks. In terms of the ranks acquired as guerrillas, the criteria were that only a head of state gives a commissioned rank. In the guerrilla warfare none could get a commissioned rank. They all went through the same standardized training and were tested and depending on the mark acquired - this would determine the rank.

In summary, it was indicated that DRC first needs to determine the strategic goals in regards to the Army. This should be done by: -

- a. Focusing on the future force design
 - a. Navy, air force, infantry (or whatever is needed)
 - b. Then look at the internal structure - how to manage the employment of the joint forces, education levels, training, professional development logistics and other personnel systems so as to maximize the force in terms of defence cost.
 - c. Various plans to be explored in regards to human resources. Look into future integration of the defence force, how to integrate the leaders, and give them knowledge to integrate the force and give them a plan and the behaviour of the people. This will give the defence force a culture of change.
 - d. Identification of the process - disarmament, reintegration of forces, demobilization, then building of a new professional defence force

To execute the above, a strong management structure is required. The integrated team needs to understand the current realities and determine the future. They need to plan to move from one point to another. Change management and communication plan needs to be put in position. Policy and strategy follows a

structure and cannot succeed without strong leadership at the top.

Presentation by Congolese – response to the Minister's questions

1. There is need to define the type of threat whether it is internal and internal whenever necessary so to facilitate the design of the Forces. After having reflected on a political defence system, they would like to insist on the necessity of the Army and other machinery. The importance of the Air Force to function upon the budget provided the type of planes and fighters for Air Force will be subject to a special study. As for the navy, it is very urgent due to the many casualties experienced in the near past in Lake Tanganyika.
2. Apply a programme of employment according to specific units. This monograph will determine the number of officers and men of troops.
3. The ethnic and provincial equilibrium will be respectful of the agreement signed. In the long term it will be based on the number and weight of the demographic sides
4. The criteria will be the same as those applied by all armies through out the world. But insist on psychometric tests.
5. The minister of defence will have to adopt to the imperative of training officers taking into account the current trends, officer and sub-officer, then determine the structure for a government career
6. The urgent need is to create an integrated Army and restructure it. In the long term they will have to train officers so as to have missions. They will also try to find ways to involved the Army professionally
7. They will develop a realistic organogram, complete management taking company as basic unit, allocate missions as appropriate, not give duties to unqualified people
8. Legal matters and apolitization. They will notify soldiers as to what their rights are and what is not right.
9. Reinforcement of civil education programmes at all levels, by a total order of soldiers in the country, acknowledgement of the rights of the soldier
10. To adopt military programmes, by emphasizing the fact that he is dealing with rights but basically as a soldier, fixing his status as soldier, installing a military career according to his merits, giving them a spirit of defence for the nation, optimizing open days for civilians to visit barracks.
11. Question of language rather sensitive! The recruitment will take into consideration basic education, skills, French will definitely remain the main language, then English will be second language for offices

In conclusion, the DRC presenters highlighted the importance of language. They were appreciative of these discussions and recognized the conversion points in the discussions, which indicated that the countries shared common problems. They now look forward to political will to implement the recommendations.

Vice-Minister

The Vice-Minister thanked the delegation for what they've brought to Kinshasa and expressed his satisfaction with the responses to his questions. He however raised additional questions:

- a. What was the approach to in-service training in the countries present
- b. What were the time-frames and grading systems?
- c. What was the approach to ranks obtained within the guerrilla movements? How was downgrading avoided?

Day 2

Visit to the General Army Commander of the Congolese Army (FAC), Admiral Liwanga

In his introductory remarks, Gen. Fisher emphasised the fact that the delegation was there to learn, and that only the Congolese themselves hold the key to their success. He referred to the presentation by the Vice-Minister and expressed the willingness of the delegation to share their experiences of security sector transformation and answer any questions that might be addressed to them. In conclusion he expressed the hope that the DRC will formally engage SADC for further exchanges of this nature.

The Admiral responded by noting that the fact that the delegation were sitting in his office was proof that the DRC is regarded as a sister country and that the delegation has faith in the peace in the DRC. He lauded the organisers for bringing together such extensive experience as present in the room.

The Army Commander however warned that, although he appreciates the presence of the delegation and believes that it might be beneficial to the Congolese, there are many different institutions and players in the DRC, not all of which will necessarily share his view. He remarked that, in order to be able to progress, it would be important for all institutions to see the initiative and accept the value thereof.

He emphasised that, as the General Chief of the Defence Forces, he will be happy to make use of the workshop's conclusions and reflections and will be expecting a report on the deliberations. He further mentioned that before the process of integration of the Army commenced, some officers were sent to different countries in the region to gather some experience. He admitted that this process was never completed, and expressed the hope that the current workshop could fill that gap. He thanked the delegation for making the effort to visit the Defence Headquarters.

Two problems were highlighted that define the particularity of the difficulties that they face in the transformation of the security sector in the DRC:

1. The incursion of Rwandese troops into the DRC and the infiltration of such troops into the Congolese Army. This complicates the process of reintegration as these troops still, in fact, serve the interests of Rwanda and not that of the Congo. This problem however, is less important than the holding of democratic elections and that they need to have these as soon as possible. He placed the problem of Rwandese in the Congo in the context of arbitrary boundaries.
2. The interference of politicians in military matters. In Pretoria the independence of the Army was agreed upon, but this does not happen in reality. Politicians interfere everywhere. He cited an example of an ill-disciplined Army Major who could not be dealt with because of the interference of politicians.

Gen. Fisher then responded with some concluding remarks in which he assured Admiral Liwanga that the mission and objective of the delegation is clear and simple - to listen to the host and offer solidarity.

With regard to the difficulties of defence transformation in the Congo, Gen. Fisher pointed out that it is exactly because of these difficulties that it is so important to engage other states in the Southern African region. It is especially important to get political support for their efforts in the region - something which the delegation cannot offer.

Briefing by Defence Attaches

The visit to the Defence Headquarters was followed by a short briefing by the defence attaches of Zimbabwe and South Africa on the current situation in the DRC. From their remarks it became clear that the process is still riddled with difficulty and that there is very little trust amongst the different parties in the Congo. There is also no central control over the territory.

The following were pointed out:

1. There is an urgent need for a Defence Policy in the Congolese Government.
2. Parallel Command structures - no troop integration.
3. No integrated structure.
4. Shortages of resources including non-existent logistic systems
5. Lack of sufficient political will.
6. Over-reliance on external Western powers such as the Belgians, French, US and Germans.
7. Non-payment of soldiers.

VISIT TO THE PARLIAMENT

The delegation was hosted in Parliament by the President of the parliament, who expressed his appreciation over the solidarity visit. He informed the delegation of the plans to hold elections in 2006 before or after July. He also indicated that they are in the process of consolidating the electoral law and processes. He expressed his sentiments on the situation in the Great Lakes Region, and looks forward to harmonize the situation with the neighbours. He further expressed sentiments on the financial situation of DRC in regards to external debt, restoration of the authority of state by reunification of the Army, new police and intelligence of the Army.

In regards to investment, he was not sure whether the neighbours will treat DRC as a partner in development during the transition. Congo is working hard towards becoming a leader in the Central African region.

The president of parliament further reiterated challenges of reintegration of young combatants and the challenges of DDRRR, especially in regards to the extremists in the Kivus. He also indicated that it is important for all the international community to assist. It was emphasised that trust is essential in all these processes and it is very important to recognise that the main asset of the country is its peoples. Civil military relations are fundamental, and DRC was urged to utilise continental initiatives like the African Union (AU) and SADC as well as the various diplomatic instruments in the country. The new constitution was viewed as a great instrument of cohesion. It was also suggested that Members of Parliament from SADC States should meet to share experiences with those of DRC. The President of Parliament indicated that the parliamentarians are welcome to share their experiences. Civil society especially the church was also sited as very important in this process.

CLOSURE OF WORKSHOP

EXERCISE

Prof. Roger Kibasomba led the meeting by asking them to write down what they would like the government and SADC to do.

Questions

1. From your point of view what do you think the government can do to improve/enhance the defence and security sector
2. What do you think SADC can do in order to improve defence and security in Congo

Responses from the Congolese participants

1. Government to make available means for defence and security of the country as a priority (means)
 - a. Mobilize resources
2. Government to develop communication channels and institutions to share information with SADC
3. The government should organize all security and defence sectors outside the parliament = apolitization of the government
4. Confidence building, develop collective will in reintegration and demobilization through
5. Engage all stakeholders in planning demo and integration
6. Government to normalize its relationships with neighbouring countries creating mutual relationships to ensure lasting peace in the region
7. Develop a National defence policy that is inclusion of all
8. Improve boarder controls
9. Security and defence agreements between SADC countries to be enhanced, develop a common defence pact and common intelligence
10. Reinforce participation of SADC countries in defence and security. Visit to the various countries; SADC to facilitate training before elections, training - involvement of SADC
11. Government should be involved in defence and security issues in SADC
12. Promote trust among the peoples
13. Professionalism. SADC to use the available means to transform the Army
14. Government to focus on training trainers
15. Government should work with the civil society and population to acquire defence and security issues and work with them. Civil military relations
16. Integrating the Congolese militaries - old and new regime

SADC

1. More meetings with SADC groups and activities
2. SADC should push towards developing a common defence and security pact. Develop a special force for SADC

Following this exercise, Gen. Fisher reminded the hosts that the SADC doors are still open and DRC should approach SADC. The DRC is in the process of reconciling different groups and it is not clear what the feeling of all these groups is in terms of membership with SADC. Gen Fisher was keen to establish whether the group's views in support of DRC membership with SADC were those of DRC, or individual. He further wanted to know the extent of representation of the various groups at the meeting bearing the four factions that are represented in the government.

It was also indicated that following the previous days meetings, it seemed that the discussions only dealt with the government and the belligerents were not represented. He further reiterated the importance need to play on flat grounds - all inclusive. He further recommended that the delegation cannot prepare a document regarding the issue in discussion but such a document should come from the representatives of DRC - All factions inclusive.

The DRC delegates reiterated that a long march starts with the first step. The process of integration is a long process; there is a transition government which is composed of all the factions. The ministry which deals with this matter is the defence ministry. And since the minister has been involved in the meeting, then it is obvious that there is support from the government which is made up of all the factions. This does not necessarily solve all the problems though since there are many factions within the government. He further indicated that no one would criticize the delegations for only talking to the government since it is a consensus government. E.g. the minister belongs to the RCD. Furthermore, it's clear that the delegation is not representing the various countries or SADC but it is notable that some unofficial meetings are very productive. Congo is not an active member of SADC but as the minister pointed the previous day; there are ways/means of becoming more active.

CLOSING CEREMONY

Labor Optimus

Dr Ebenga, director of Labor Optimus thanked the Minister for supporting the workshop. He further thanked the general and his delegation for having left their lovely countries to come and share their experiences and all other delegations for having participated. He also thanked all other people that came to help for their indispensable work.

ISS

Roger thanked the Minister, Gen Fisher and the delegation as well as the DRC participants. He, on behalf of the ISS gave a vote of thanks to the Congolese government, ISS and Labor Optimus for organizing the meeting. He noted the active participation through various rich discussions facilitating exchange of ideas. On behalf of the ISS, he hoped that the government will take responsibilities and commit itself to the hands of SADC. He assured the Minister that ISS if requested would facilitate anything that the government would like and looked forward to follow up.

Roger further thanked the individual participants who came to share experiences out of their own knowledge. He further indicated that just as the delegation has

shared experiences with the DRC government, it is important to launch messages to various governments in SADC, although the delegates do not represent their governments. Any government that would like to work with the ISS is welcome and the ISS would be happy to facilitate this kind of initiative. May God Bless Congo. God bless the Region.

GENERAL FISHER

Gen. Fisher thanked everyone and recognized the hospitality that had been accorded to the delegation since arrival. He also recognized what has been done during the workshop. The exchanges that have gone through all the participants in the workshop which have allowed all to share a unique moment because in the region, there are experiences and memories some of which are relevant others not, but there is no harm in exploring all of them.

He also indicated that the workshop has allowed the delegation to understand some things that they did not from a distance. "It is now clear that Kinshasa is not a place where bullets are flowing all the time' said the general. He appealed not only for strong national will, but also building of trust, and with this trust, Congo will face all the challenges. He further reminded Congo that there are partners in the region, African partners and Africa will not leave them behind but bring them on board and inform them about various activities and share concerns. This includes AU and regional partners. Before going for assistance overseas, it is important to talk to the African partners to keep them informed so that they don't get wrong information. Send messages and messengers to them, so they get messages from you not CNN.

LABOR OPTIMUS

Gen Ebanga noted three key moments for the workshop

1. various contributions and the speech from the Minister
2. the visit to the joint chief of staff. Listening to him presented what the preoccupation of the Joint chief of the staff are as he works to integration
3. Visit to the national assembly. Engaging with preoccupations about the countries reunification in view of the upcoming elections and his concern for security in the region and peace in Africa.

SPEECH BY THE MINISTER OF DEFENCE, DRC

The Vice Minister concluded the workshop by expressing his complete satisfaction concerning the quality of work done and results achieved - 'the discussions have been deeply profound and of high tenacity'.

He acknowledged the very high understanding of duty and real commitment as well as real interest in our country and irrefutable professionalism from the delegation. The Congolese participants showed themselves to be up to the stake, the participation of each one of them, the content of intervention has been exemplary and sincere. The workshop itself was an initiative that illustrates from the part of the organizers - He congratulated ISS and Labor Optimus - the initiative illustrates the way to jump into any opportunity that will help our country to go ahead and the teachings to draw from various experiences.

He further indicated that the workshop is an example of act of solidarity and commitment, quality that would allow Africans together try to take the challenge of peace, welfare and security made to the governments and their people. Secondly, when African like other nations decides to take fate in their hands, and try to find solutions to their problems, they can really count on their own expertise without neglecting the international support.

Trust, political will, and the necessity to adopt a global vision before talking about global integration, clear problems, that are universal or unique, which in all cases deserve attention. As the Head of state had affirmed, the government will take up issues agreed at the workshop. The workshop is an additional to recommendations made by neighbouring countries. DRC government is giving its thanks again to the members of SADC for the support, and would like to thank the organizations - ISS and Labor Optimus, and hoped that they will keep on supporting DRC and together they will find ways and means for better cooperation. On behalf of the president the minister declared end of the workshop.

WAY FORWARD

Following this visit, Gen Fisher and Roger Kibasomba will travel to Lesotho in the near future to brief the Chairperson of the SADC Organ on Politics, Defence and Security regarding the visit. It is clear that the delegation was not mandated by SADC, but the Organ Chair and Secretariat were aware of the visit.

The delegates are busy compiling detailed reports of their presentations which will be compiled as a monograph, to be distributed to all stakeholders including the DRC government.

VIEWS FROM INDEPENDENT OBSERVERS

1. Absence of a Defence Policy

The absence of a defence policy makes it difficult to define the threats facing Congo that would also aid as a guideline in determining the role and size of the New Armed Forces.

2. The lack of Defence Policy guidelines will also affect the role of the new Brigade being put together and trained by the Belgians. This is supposed to be a peacekeeping brigade however, the big question is, is this in line with the actual challenge facing the Congo? How does a peacekeeping role deal with external threats and requirements to conduct hot pursuit missions?
3. The pace of Integration is being hampered by the fact that the process has so far only succeeded in integrating the Generals - however at the troop level the scenario is different - the troops are not integrating and everybody is holding to his force - that is why a designated Regional Commander sent to Kivu is not yet in control of any Force. The set up has led to a situation of a Parallel Command Structure - that is, there are other people who are giving instructions as well.
4. Lack of a Plan of Action
There seems to be no plan or strategy in place to measure milestones. Sponsors and donors also want to see plans before they can provide resources.
5. Size of Forces and Numbers
There seems to be a tendency to inflate the strength of the forces. Quite high figures are being thrown around and the problem with this is that it makes the integration process very difficult. E.g. how many people are going to be demobilised and how many are to be integrate? If for example, forces are not confined to assembly points where the actual number of combatants can be verified, this makes planning a lot more difficult.
6. Logistics
Issues of transport, pay, allowances, general stores, uniform and rations need to be addressed because they can impact negatively on morale, motivation and discipline. The current situation is described by observers as "in shambles"
7. Training
That no training is taking place as a result of non fulfilment of the other s stages.

CONCLUSION

- a. There is still a lot that needs to be done to expedite the reintegration process to move it to a logical conclusion.
- b. Experiences from the SADC region would serve as reference points for DRC as t the government works towards demobilisation, disarmament and integration and reconciliation.
- c. It is important that DRC engages the regional structures like the AU and SADC alongside the UN and other non-state actors in this process.
- d. The question of political will, mutual trust, transparency and inclusiveness will still remain critical. These will determine the difference between success and failures.