

CHAPTER 8 / PART E / SECTOR OVERVIEW

SOCIAL REHABILITATION

1. Introduction

The Social Rehabilitation sector of DRC has, as many other sectors, changed and developed considerably over the past couple of years. Various names are used for the programme interventions in this area of work; community services, social services, social programmes/projects, psycho-social programmes/projects to name a few. DRC has chosen to name this sector Social Rehabilitation as this best reflects the approach and activities taking place in this field.

The Social Rehabilitation sector covers a wide range of programme activities. In programmes in Europe, social rehabilitation activities are often seen as a separate sector or even as a separate programme (as it is, for instance, in the DRC Kosovo programme). In Africa and Asia, social rehabilitation activities are mostly found to be an integrated part and/or a cross-cutting theme of the programme. For example in the DRC Sri Lanka programme, social rehabilitation activities are an integral part of the socio-economic rehabilitation programme component. In other cases, what can be described as social rehabilitation activities are not stand-alone activities but an essential part of the implementation of e.g. physical reconstruction projects. Here social rehabilitation activities could be described by the way the community is mobilised and trained to take an active role in the reconstruction projects, which also has the side-effect of actually rehabilitating some social structures and/or institutions of the community at the same time. In this latter example, social rehabilitation is more a method and an approach rather than an actual activity.

Thus, one could say that social rehabilitation is both a strategic issue, where the target group's participation in all aspects of the programme planning, implementation and monitoring/evaluation and the positive effects that this brings with it, constitute the main approach. At the same, social rehabilitation, as a concept, is also a range of activities aimed at re-establishing and strengthening community structures.

It follows from the above, that it can be difficult to distinguish between what can be referred to as social rehabilitation activities and other types of programme activities. Social rehabilitation, as a sector and a range of activities, is less tangible than many of the other DRC programme sectors. This has to do with the fact that social rehabilitation activities are very closely related to the whole method of DRC interventions and programmes, which is based on a community-based participatory approach. The community-based participatory approach is an overriding principle in all DRC programmes be it income generating activities (IGA), physical rehabilitation, repatriation etc. This means that DRC works with communities rather than

individuals. Moreover, that participation of the stakeholders and in particular the target group in all phases and sectors of a programme is paramount and a precondition for DRC involvement.

1.1. Objectives for Social Rehabilitation Activities

The shock of having to leave home and the circumstances of life as a refugee or an internally displaced person (IDP), particularly in the early stage of an emergency, create major emotional and social problems and exacerbate problems in the community. Without help in adjusting to the new environment, the sense of loss and isolation can deepen, even in circumstances of relative material well being.

The objectives of social rehabilitation activities are:

- » The creation of a bearable daily day and a greater sense of security.
- » Reduction of stress in the time of displacement/the immediate emergency phase following the displacement.
- » Fostering a sense of community among the target group, which is important for the longer term development of a well-functioning civil society
- » Revitalising and rehabilitating damaged social structures, institutions and capacities or even establishing new social structures, which are important to strengthen prior to and during the actual integration/reintegration process
- » Instrumental in ensuring peaceful integration between e.g. returnees and remainees or different ethnic groups, who are to live together in the same community/geographical area

2. Definition of Social Rehabilitation Activities

The definition of social rehabilitation in the DRC terminology is:

Activities aimed at strengthening the social (and economic) capacities of the target group thereby seeking to reduce the social impact of displacement and preparing for and facilitating the (re)integration process.

2.1. Conceptual Framework

Rehabilitation is one of DRC's core areas of work. Rehabilitation may cover both physical, economic and social rehabilitation. Rehabilitation is defined as an intervention where one builds upon something which already exists however damaged, fragile, disorganised, scattered etc. it might be. Social rehabilitation means interventions with a social touch to them in the so-called »soft sector«. These are less tangible activities aiming at rebuilding, reviving and strengthening social structures/social organisations and institutions/the social fabric/social mechanisms of a community.

Strengthening social and economic capacities

By rebuilding the community structures and social organisation in a community, strengthening organisational and technical skills of the target group, the target group's capacities to cope with the new situation, preparing for return or integration and possibly engage in income generating and other livelihood improvement activities will be enhanced.

Target group

The primary target group of DRC social rehabilitation activities is refugees, IDPs and returnees. However, with the aim of preventing tension and facilitating reconciliation and re(integration)/ temporary integration, it is important to consider including remainees/host communities in the programme activities. Moreover, social rehabilitation activities will often be targeting the more vulnerable groups in a community. For example, children often make up a large proportion of most refugee/IDP populations. Activities targeting this group will help to normalise and stabilise their situation, seeking to avoid long term impact caused by lack of attention. Groups such as women should not be seen as vulnerable per se. However, women do have specific needs which, if not met, can put them at risk/make them vulnerable.

Which of the mentioned groups will be part of the target group will depend on the specific programme context (i.e. the humanitarian context, the nature of the conflict, which groups other agencies are working with etc.). In addition, a social rehabilitation activity is often aimed at a particular age groups and/or sex, e.g. specific activities for children, adolescents, elders and female-headed households etc. However, it is crucial to consider the consequences of focusing on a particular vulnerable group rather than making activities for this particular group as an integrated part of a larger programme. In addition, it is important to consider the possible gender imbalance created by focusing on one gender only.

Demobilised soldiers in Liberia

In DRC's Reintegration and Rehabilitation Programme in Southeast Liberia, social rehabilitation activities for demobilised soldiers were initially a separate component. However, the programme management soon realised that this way of presenting the programme only served to stigmatise the young male former soldiers further. None of them came forward to participate in the activities specifically aimed at them. Instead, the activities were redesigned targeting the youth in general and former soldiers soon came forward and participated in these integrated activities along with other young returnees and IDPs.

Community

How the term community is used and understood in DRC programmes will depend on context. Hence, it will often be seen that the conflict and the problem will define how the term community is conceptualised, and various definitions of a community can be applied in DRC programmes. They include:

- » Administrative structure of both temporary and permanent character (e.g. a village, district etc.)
- » Specific physical structure (e.g. a camp or community centre)
- » Group of people (possibly scattered) whose situation is the same, e.g. group of elderly, female-headed households, widows etc.

Each DRC programme will during the assessment/appraisal process or during the course of the strategic planning define how the term community is conceptualised in the current context and programme setting. Thus, the programme strategy and implementation plan, when working with a community-based approach, will be different when working in e.g. a refugee camp versus in a district with IDPs/refugees hosted privately in houses scattered throughout a bigger geographical area.

3. Context and Time Perspective

Given DRC's mandate, one can roughly say that DRC social rehabilitation activities are implemented in the following situations:

- » Displacement phase. This phase both reflects an immediate acute emergency situation but also situations where the target group has been displaced in months or even years on end in temporary camps, settlements etc.
- » Integration phase. Situations where refugees/ IDPs are accepted as permanent residents of the host community.
- » Reintegration phase. When returning to country/place of origin.

In all three phases, social rehabilitation activities are important, the overall objective of which is to strengthen social capacities of the target group thereby seeking to reduce the social impact of displacement and preparing for and facilitating the (re)integration process. However, the more immediate objective of the social rehabilitation activities in the various phases is likely to vary. In the displacement phase/ an acute emergency, the objective of social rehabilitation may be a matter of activating people and getting them to think of other things than the conflict by initiating different activities for the community. However, even in this situation, it is important not to forget the long term objective and strategy for social rehabilitation.

To point to at least one difference of the social rehabilitation activities in the different phases, it is less likely that any construction work associated with the social

rehabilitation would take place in the displacement /emergency phase. What would be important is to facilitate and provide the community and its members with some mobile skills. Skills, which can assist the target group in their present situation but at same time skills that they can take along in case of repatriation.

Apart from trying to avoid costly construction work in an emergency phase or a very temporary setting, the social rehabilitation activities could potentially be quite similar in the three different phases mentioned above. It is more likely that the activities will vary – sometimes substantially - according to the cultural and geographical setting.

Even if people are not going back as a group, the objective of the social rehabilitation activities should still be to provide the target group with useful social and organisational skills by strengthening social capacities and structures. Capacities, which the group or individuals can use to cope with a future situation of displacement, integration or reintegration.

Given the nature of the activities, social rehabilitation is not a costly sector – also because the investments should be seen in a broader and a long-term perspective. However, given the participatory nature of the activities (refer to section 2.2.) and the implicit potential for reconciliation activities, social rehabilitation is probably one of the more time-consuming sectors. Notwithstanding, social rehabilitation is an important sector and should not be forgotten or neglected even in the most acute emergency situation.

4. Principles for Social Rehabilitation

4.1. Community-Based Participatory Approach

An important principle for social rehabilitation activities is to involve the target group in the provision of assistance by identifying and mobilising the existing resources in a community and allow the community to share the responsibility of caring for itself and its vulnerable members. Thereby social rehabilitation activities aim at enhancing and strengthening existing and positive coping mechanisms in the community thus minimising the dependency and encouraging self-reliance.

Social rehabilitation activities are best implemented applying a community-based participatory approach. This implies ensuring community participation, both in planning, implementation, monitoring and evaluation.

4.2. Assessment

Before implementing any activities, it is important to carry out a careful initial assessment to determine the most pressing social problems in the community. The assessment should cover the whole community with particular attention to iden-

tifying groups with special needs and to identify gaps in the general assistance programme. The assessment should serve to identify the vulnerabilities and needs of the target group as well as the capacities and local resources. It is essential that such assessment be undertaken with the active involvement and participation of the target group.

4.3. Build Upon Existing Social Structures

An important principle in social rehabilitation activities is also to support, revive and strengthen existing social structures and capacities of the target community. This implies among other things that one should avoid establishing parallel structures and organisations, when such structures already exist but what is needed is strengthening or revival of these. This is an important lesson learnt from development projects. Here it has been found that several international agencies would enter a community each requesting a certain organisational set-up or structures put in place in order to implement their projects. The result has been that several organisational structures have been working in parallel. The participation of community members in these various structures has been time-consuming and hence not a very efficient way of using the available resources. Moreover, many of these organisational structures have ceased to exist once the project was finished as they were associated with a specific project activity and not seen by the community as the most meaningful and useful way of organising community activities in general.

This being said, it is, however, also important to consider possible inherent inequity or even conflict inflicting elements in the existing social and organisational structures of a target community.

» For further reading on this subject:

Mary B. Anderson, *Do No Harm – How Aid Can Support Peace – or War*, 1999.

Mary B. Anderson, Editor, *Options for Aid in Conflict – Lessons Learnt from Field Experiences*, 2000.

5. Examples of Social Rehabilitation Activities

The scope and nature of social rehabilitation activities may vary greatly within the various DRC programmes as the activities within this sector are implemented according to the nature of the humanitarian situation, and the political and cultural context in the target area. What will also vary, as mentioned in Introduction above, is whether the social rehabilitation activities are implemented as a separate sector within the DRC programme in question or as a method/approach integrated in other DRC sector activities.

The following list of examples does not constitute a comprehensive list of the various activities that DRC has supported over the years, but should be seen as a list for inspiration.

5.1. Social Mobilisation

Social mobilisation of the target group is a vital part of social rehabilitation work. Social mobilisation could ideally take place already while in refuge, i.e. living in camps, collective centres etc. The idea is to facilitate an organisation of the target group through reviving and strengthening existing community structures for decision making and representation of the various groups in the community. In cases, where there is really not a community because the target group consists of various groups, who are brought together and are strangers to each other, the development of social structures and the community spirit/feeling would have to be initiated from scratch.


Social mobilisation of IDPs in Sri Lanka


In Sri Lanka, DRC works with IDPs going back to their villages of origin or IDPs being relocated to new areas. Prior to the resettlement or relocation, many IDPs live in camps. An important element of the DRC Sri Lanka programme is the social mobilisation of the IDPs prior to the resettlement/relocation, while still living in the camps. The social mobilisation is undertaken by DRC's partners and includes information/counselling about the future, mobilisation of existing capacities and resources among the target group and re-establishment/strengthening of the community structures that may still exist among the target group.

Social mobilisation is very important for the application of a participatory approach. Only through mobilising and facilitating an organisation of the community or target group, will you be able to ensure that the target group could participate actively in the design, implementation and monitoring of the programme activities. As such social mobilisation is a very important precondition for the implementation of other DRC sector activities as well.

Playground for children in Georgia

The DRC Georgian Programme has during the course of implementation in a relative huge area of 22 collective centres hosting some 8.500 IDPs, worked together with a CBO (former mobilisers being trained within the DRC program). The CBO organised the community around various activities utilising the capacities of the community. As an example, a number of playgrounds were established with different toys, swings etc. DRC provided the financial





means for necessary material (iron bars, paint, bricks etc.), former welders made the play equipment, others painted them, and others again prepared the ground. The playground actually turned out not only to be a place for children to play, it was also a meeting place for the adult population as well.

5.2. Support to Community-Based Organisations (CBOs)

Support to CBOs is closely linked to social mobilisation as this can be support to a community's organisational set-up, including its decision-making structures. However, support to CBOs can also be support to local organisations, which undertake various activities for the benefit of the whole community, e.g. awareness raising on important issues such as health and hygiene or organise minor rehabilitation work on community facilities.

- » **Community centres:** In many DRC programmes, it is seen to have a very positive impact on the whole community to assist the target group in organising a common room that will be the focal point for various activities and a meeting place for the community members. However suitable premises are not always available in the area of implementation, and often it is necessary to assist financially to cover the expenses for rehabilitation of one or more rooms that can be used for this purpose. Aside from serving as a meeting room for the community, DRC can assist the target group in organising various activities such as sewing, computer training, language courses, knitting and home work assistance. Various games could be available at the centre, a small library could be set up, and newspapers could be available at the centre as well. In addition, the premises could be used for various counselling activities, e.g. mine- and health-awareness.
- » **Social fund for community projects:** In these projects, DRC pays to a social fund aimed at organising a community around common activities (self-help projects) for the benefit of the community, e.g. repair of the water source, fencing of a cemetery, garbage collection etc.
- » **Play group:** DRC can support the target group in organisation of minor play groups with parents' participation. Play groups can be organised in collective centres in connection to a community centre, in public premises or private dwelling. DRC strives to co-ordinate its activities for children activities with DRC's member organisation, Save the Children and other international organisation mandated to work with children refugee/IDP children. As an example, DRC has in some programmes with success organised training/supervision of the caretakers in the play groups together with Save the Children.

- » *Excursions/Summer Camps:* Within the range of various activities targeting children and youth, DRC has supported the implementation of excursions and summer camps. Excursions can be organised together with local schools, Red Cross branches or other institutions, which already arrange such activities for local children.

Summer Camp in Macedonia

During the Kosovo crisis in 1999, the western part of Macedonia experienced a huge influx of refugees from Kosovo, among these a relatively large group of Romas. The Roma refugees were settled in the existing and very primitive Roma settlements in Tetovo and Gostivar, often just left with a shed and some plastic for shelter. Tensions were often seen in the settlements between the two groups, especially when humanitarian assistance was distributed to the refugees exclusively and not including the often very vulnerable »hosting« Roma population. Together with a national Roma NGO, DRC implemented social rehabilitation activities in some of the settlements. One activity was a summer camp to a nearby lake organised by this NGO together with some of the parents. Children from the whole settlement from a pre-decided age group participated in the camp. Few of the children had ever been to the lake/seaside before and naturally found it to be a huge experience. Contacts were established among the children and the NGO continued to organise activities for the group of children, such as pre-school activities, catch-up classes and play groups for the minors.

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- » *Reconciliation & Conflict prevention activities:* Most often conflict prevention and reconciliation activities will be a built-in element of the social rehabilitation activities and/or a positive side-effect of the activities as the above example from the Roma children's summer camp illustrates. Protection activities can be implemented as part of social rehabilitation activities. Protection activities can be e.g. training and raising awareness about the rights of the target group among local authorities, partner organisations and the target group. As such, protection activities aim at both reconciliation and conflict prevention.
- » *Cultural activities:* This can be support to theatre, dance, song and music activities in the community.
- » *Educational activities:* This covers catch-up classes, assistance to home work, computer training, language courses, educational activities for school drop-outs etc. It is important to stress that with the objective of these activities being social rehabilitation, the educational activities do not include formal curriculum education.

- » **Sports:** These activities could include support to street football, volleyball etc. where the support could be provided both in terms of materials (balls, nets etc.) as well as organisational support. It is important that the aim of these activities is not to support a small group of maybe very talented persons but to ensure and facilitate the participation of as many as possible.
- » **Adolescents/Youth:** This could be support to youth clubs and associations, which undertake different activities for the youth and the community.

Youth group for boys in Montenegro

DRC was approached by a group of IDP boys living in a collective centre with no common facilities. They had identified some premises, which they could use 2–3 hours a day and wanted to start a club for »men only«. They applied for financial resources for a minor body building machine. The »club« very fast became a popular place in town for the youth, not only for IDPs but also for the host population.

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- » **Counselling and Information:** An important element of facilitating a (re)integration process is the counselling of and provision of information to the target group prior to repatriation or return.

6. Limitations and Overlaps

Social rehabilitation is about organisation and building of a community and can therefore be organised around various activities. Hence, there is potential for overlap with other DRC sectors. However, there are also activities that DRC does not engage in. The following section will illustrate where there is an overlap with other DRC sectors as well as list the type of activities that are not within DRC's capacity areas.

- » **Vocational/Skills training:** DRC sees formal vocational/skills training as a training activity, which should preferably be linked to a sector activity, e.g. IGA and as such not be implemented as a stand alone activity in the DRC context (see Sector Overview on IGA in Chapter 8B). This being said, it is worth considering initiating social rehabilitation training activities that are more job/employment oriented. In this way, the activities would serve the two-fold purpose of both activating people here and now as well as possibly prepare them for engaging in IGA or facilitate job seeking.
- » **Income Generating Activities:** Income Generating Activities (IGA) are seen as a separate sector in DRC (see Sector Overview on IGA in Chapter 8B). However, social rehabilitation activities can prepare the target group for engaging in IGA.

Likewise, IGA can contribute to reduction the social impact of a displacement and strengthening the target group capacities to cope with the new situation.

- » **Health:** DRC is to some extent involved in health activities through health and sanitation awareness as well as rehabilitation of clinics and other health facilities (see Sector Overview on Physical Rehabilitation in Chapter 8A): However, the provision of health services and health facilities as such is not one of DRC's core areas of work.
- » **Psycho-Social Counselling:** Individual psycho-social counselling and provision of mental health activities is not one of DRC's core competencies either. However, it can be important that DRC knows of the referral system in the given context and thereby is able to refer »cases« to the qualified and relevant institutions/organisations.
- » **Education:** Likewise, there are other both national and international organisations specialised in education. Thus, DRC does not itself implement formal curriculum or emergency schooling programmes. DRC supports simple programmes of structured recreational and training activities for children and young people (please see above examples). Furthermore, DRC undertakes physical rehabilitation of public infrastructure, incl. schools, with community contributions.
- » **Environmental Activities:** Environment is not one of DRC's capacity areas of work. However, there may be environmental aspects that can be implemented as part of social rehabilitation activities/projects.

7. Methods

7.1. Three Approaches to Social Rehabilitation Activities

Roughly, one can distinguish between three ways of implementing social rehabilitation activities:

1. **DRC kick starts activities:** This may particularly be the case in an emergency situation/the displacement phase. However, it will still be important, as mentioned earlier, to facilitate the participation of the target group in identifying needs and capacities, planning and implementing the activities.
2. **DRC supports ideas/projects deriving from the community itself:** With training, in-kind or financial assistance, DRC supports social rehabilitation projects identified and designed by the community itself.
3. **DRC supports existing social structures:** This is closely linked to the above. Here DRC supports some local existing social structures (when appropriate and relevant, including local governmental structures) and the initiatives that derive from these. The activities supported in both approach b) and c) are more likely to

take place in the integration and reintegration phase. In addition, the sustainability of the activities in approach b) and c) are also likely to be higher as these are initiated by the target group/community themselves building upon their ideas, resources and capacities.

7.2. Step-by-Step

The following steps in implementation of social rehabilitation activities can be identified:

- » Assessment (identification of needs, vulnerabilities, capacities and resources)
- » Design/Planning
- » Implementation by DRC, NNGO/LNGOs, CBOs, community councils or management boards
- » Supervision & Monitoring by DRC, partners or the community itself
- » Hand-over/Exit

As such, the steps for the implementation of social rehabilitation activities follows the project cycle as described in Chapter 7.

7.3. Lessons Learnt: Do's and Dont's

A number of lessons have been learnt from the implementation of social rehabilitation activities in DRC programmes over the years. The following constitute some of the lessons learnt and as such »do's and don'ts« gathered from the field.

- » **Assessment with Communities Prior to Intervention:** Before initiating any social rehabilitation activity an assessment should be made with the participation of the community or, in an acute emergency, with representatives from the community or persons who knows the community/target group well. The assessment is important in order to ensure that the activities are at all relevant and useful and that the activities build upon the available resources and capacities of the community/target group, thus also facilitating the cost-efficiency and sustainability of the DRC intervention.
- » **Participation of the Community from the Outset:** It follows from the above, that it is important that the community/target group is actively involved from the outset in identifying their problems, needs, capacities, resources and the possible solutions.
- » **Long-Term Strategic Planning and Thinking from the Outset:** Even in an emergency situation, it is important to plan with a long-term perspective, i.e. to think of the long-term objective and the exit strategy for the activity. Hence, one should avoid initiating activities »just« to get something started, but spend a little extra time considering the both immediate as well as long term objective and impact of the planned activity.

- » **Ensure Funding Prior to Initiation of Activities:** Make sure there is sufficient funding to implement meaningful and relevant social rehabilitation activities before these are started. This to avoid raising unrealistic expectations, especially among the target group. This is often easier said than done. As a minimum a »worst case scenario« should be developed under which it should still be possible to implement certain social rehabilitation activities. If this is not the case, the activities should not be initiated before some funding has been secured.
- » **Avoid Paid Structures:** An important lesson learnt from the field is to avoid establishing a system of paid structures, e.g. training in community centres with paid instructors as has been seen in some Balkan programmes. This raises expectations among both instructors and target group that the given activity would be able to continue like that, which is most often not the case. Moreover, it puts the target group in a passive role as recipients, which does not foster either ownership, cost-efficiency or sustainability of the activity. Instead, it is recommended from the outset to identify and promote self-management groups for the various activities, thus making it more likely that the activities supported are based on the ideas and needs of the target group. DRC can contribute with support to the establishment and operation of such management groups as well as financial support to cover the necessary materials and equipment for the activities. Even if there is no longer a need for instructors, community organisers/mobilisers may be relevant. Instead of paying a salary, the community mobilisers can be »rewarded« by offering them relevant training or other measures.
- » **Core Staff for Social Rehabilitation Activities:** A number of core staff should be identified and made specifically responsible for the social rehabilitation activities. As the participatory methods and approaches used in social rehabilitation are valid for all the other DRC sectors as well, the social rehabilitation (community development/community services) core staff should be part of the management structure in the field.
- » **Training of Core Staff and Partners:** The core staff as well as close and important partners in the field should be trained in community development and participatory methods.
- » **Gender Considerations:** Do try to create a balance in the social rehabilitation activities and avoid creating gender imbalance by solely favouring one group (please refer to section on Target Group above). Most probably all groups of the community would be in need of/benefit from social rehabilitation activities, though the nature of these would vary from group to group.

7.4. Sustainability and Exit Strategy

In the case of social rehabilitation activities, sustainability should be understood in the broad sense, as long term impact on the community and its individual members participating in the activity. DRC does not aim at implementing sustainable individual social rehabilitation activities meaning that the specific activity will continue even after financial or other support from DRC has been withdrawn. The issue is whether the capacities of the community have been strengthened and the community can continue to make use of and build upon these acquired skills, i.e. whether the community is now in a better position to cope with the present and future situation.

The long term impact is ensured by making participation of the target group in the identification of needs as well as organisation and implementation of the activities a precondition. Thereby, it is ensured that the capacities and skills being acquired are relevant and useful and that the target group has a feeling of ownership and responsibility vis-à-vis the activity. Moreover, the sustainability is also ensured by building upon local capacities and resources that will remain either in the community or among its individual members.

The exit strategy for the social rehabilitation activities is closely linked to the issue of sustainability. DRC may exit the activities long before partners or the community hand over or terminate the activities. The milestone for when to terminate the activities will be when the social capacities of the target group have been strengthened and it is plausible that the target group can and will continue to make use and build upon these acquired skills and capacities.

7.5. Indicators

The indicators for social rehabilitation activities will depend completely on the nature of the activity. When discussing indicators for social rehabilitation activities, there are, however, a number of issues it is important to consider.

- » Do establish simple, manageable and realistic indicators. Indicators for social rehabilitation activities are likely to be more qualitative than quantitative given the nature of this sector.
- » Whenever possible, try to gather baseline data in order to be able to make a »before and after comparison«. The baseline data collection should also be kept simple and the data collection should preferably be participatory in nature.
- » The indicators can then be based on the baseline data, i.e. what is the situation like today and what is the future situation we would like to achieve through our social rehabilitation activities?
- » It is preferable to have indicators based on the expectations of the target group, i.e. what are the goals they would like to achieve through engaging in the social

rehabilitation activities? The expectations should of course be discussed in detail with the target group in advance to make sure that these are realistic given e.g. the funding available for this sector.

Selected Reference Material

- » Mary B. Anderson, *Do No Harm – How Aid Can Support Peace – or War*, 1999.
 - » Mary B. Anderson, Editor, *Options for Aid in Conflict – Lessons Learnt from Field Experiences*, 2000.
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