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## DISBANDMENT OF ILLEGAL ARMED GROUPS (DIAG) PROJECT AND RELATED PROJECTS

### PHASE 1 EVALAUTION REPORT

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**UNDP/ANBP  
M&E Section  
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### **ACRONYMS AND TERMINOLOGY**

<b>ACRONYMS</b>	
ACP	Ammunition Consolidation Point
ANA	Afghan National Army
ANBP	Afghanistan's New Beginning Program
APMASD	Anti-Personnel Mine & Ammunition Stockpile Destruction
APMs	Anti- personnel Mines
AREA	Agency for Rehabilitation & Energy-conservation in Afghanistan
AST	Ammunition Survey Team
ATC	Afghan Technical Consultants
ATL	Acquisition Technical and Logistics - a branch of the Ministry of Defense
CBMCP	Community Based Mine Clearance Program
CFC-A	Coalition forces Command in Afghanistan
D&RC	Disarmament and Reintegration Commission
DAFA	De-mining Agency for Afghanistan
DDG	Danish De-mining Group
DDR	Disarmament, Demobilization and Reintegration
DIAG	Disbandment of Illegal Armed Groups
DRCS	Disarmament and Reintegration Commission Secretariat
ECC	Electoral complaint commission
EoC	Embassy of Canada
EOD	Explosive Ordnance Disposal
EU	European Union
FWAEM	Fire Weapons, Ammunitions and Explosive Materials
GoA	Government of Afghanistan
GS G	General Staff Officer, Logistics Branch
IAG	Illegal Armed Groups
IDP	Internally Displaced People
IED	Improvised Explosive Devices
IP	Implementing Partner
IPs	Implementing Partners
ISAF	International Security Assistance Forces
JS	Joint Secretariat
JS DT	JS Development Team
JS LFWAEM	JS Law for Fire Weapons, Ammunitions and Explosive Materials
LGO	Link Government Officials
M&E	Monitoring and Evaluation
MAFP	Mine Action for Peace
MCT	Mine Clearance Team

META	Mine Education Training Agency
MF	Mine Field
MLSA	Ministry of Labour and Social Affairs
MOA	Ministry of Agriculture
MOD	Ministry of Defense
MoFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MOU	Memorandum of Understanding
MRE	Mine Risk Education
MRRD	Ministry of Rural Rehabilitation and Development
MYFF	Multi-Year Funding Framework
NAE	National Afghan Elections
NAPCE	National Assembly Provincial Council Election
NATO	North Atlantic Treaty Organization
NDS	National Department for Security
NGO	Non Government Organization
OCHA	Oxford Citizens Housing Association
OPs	Operations
OSC-A	Office for Security Cooperation in Afghanistan
PA	Preparatory Assistance
PC	Provincial Committees
PDC	Provincial DIAG Coordinator
PI	Public Information
PRTs	Provincial Reconstruction Teams
PSA	Provincial Service Announcement
RO	Regional Offices
RVC	Regional Verification
UK	United Kingdom
UNAMA	United Nations Assistance Mission to Afghanistan
UNDP	United Nation Development Program
UNMACA	United Nations Mine Action Centre for Afghanistan
USAID	United States Agency for International Development
UXO	Unexploded Ordnance
WCC	Weapon Collection Certificate
WCP	Weapon's Collection Point
WCT	Weapon's Collection Team
XCs	Ex-Combatants

## **EXECUTIVE SUMMARY**

### **A. BACKGROUND AND EVALUATION PROCESS**

In order to strengthen the security and stability of Afghanistan, protect the personal and government properties and save the lives of the citizens, the Government of Afghanistan (GoA), enforced the Law on Fire Weapons, Ammunitions and Explosive Materials (FWAEM) in June, 2005. Subsequently and in support of this law the Disbandment of Illegal Armed Groups (DIAG) Project is launched by the GoA. GoA is in charge of the implementation of DIAG Program in close collaboration and support of the International Community (UNAMA, ISAF, UNDP/ANBP, CFC-A) and other donors. DIAG project document was signed in July, 2005 with an estimated funding of US\$ 8,145,673, out of which US\$ 5,977,353 is covered by Canada, Denmark, Netherlands, Switzerland, UNDP and UK and channeled through UNDP. The project is to be completed within a time frame of two years.

DIAG objectives are to promote the community integration through a change in social behavior from reliance on the gun to reliance on rule of law, to establish community based conflict resolution and the legal pursuit of economic and social gain. The above aims are going to be achieved through disbandment of illegal armed groups and enhancement of community development activities supported by awareness creation and campaigning on DIAG through public information activities.

This phase 1 evaluation of DIAG project will review the initial implementation process of the project in terms of relevance and performance and draw conclusions, recommendations and lessons learned.

This phase 1 DIAG evaluation will review the initial implementation stage of the project through the following activities:

- Review the relevance of the goals and outcomes/outputs and activities of the project
- Measure the performance of the project by reviewing the effectiveness, efficiency, and timeliness of the delivered activities
- Indicate impacts and analyze the sustainability of the project if possible
- Deduce conclusions and recommendations which will improve the next phase of the project implementation and
- Draw lessons and best practices if possible.

(See annex 1 the Terms of Reference for DIAG Phase I Evaluation)

### **B. FINDINGS: RELEVANCE, PERFORMANCE AND SUCCESS**

#### **Relevance:**

- DIAG project, at this stage of implementation, is very relevant to the priority needs of Afghanistan in terms of contributing to the security and stability of the country at all administrative levels and initiate development activities.
- DIAG project is also relevant to UNDP mandates in terms of the trust that it enjoys from the Government of Afghanistan, the multisectoral approach of DIAG project in promoting sustainable development through its development activities, its emphasis on capacity building, its approach to coordination and, most importantly, its emphasis in creating the enabling environment for promoting human development and poverty eradication in the efforts of reaching the Millennium Development Goals in Afghanistan.

**Performance of DIAG Project:**

- DIAG project is initiated with an implementation structure which can provide an optimal result. The Government of Afghanistan (GoA) is responsible for leading the process as owner of the DIAG project. The D&RC, through the Joint Secretariat, is the coordinating body for the GoA and responsible for the overall operational, public information and development planning of the project. UNDP/ANBP supports directly the D&RC by embedding personnel in the D&RC and in collaboration with other development partners..

Surrendering of weapons is conducted in three ways (voluntary, negotiated or enforced) in collaboration with the provincial government, through UNDP/ANBP, UNAMA and the community. So far the disbandment or surrendering of weapons is voluntary or negotiated.

All 34 provinces of the country have a DIAG operation center named WCP (Weapon's collection point). To carry out the day to day activities of the project at field level ANBP created 8 WCPs team at zonal level supported by 8 AST teams and ANBP regional offices experts. These teams are tasked to verify and classify the type of weapons and ammunitions collected. The weapons are safely transferred to the WCP base and stored and unsafe ammunition are transferred to the disposal and destruction, implemented by HALO-TRUST.

At the initial stage of implementation the project took advantage of the elections process and focused on National Assembly Provincial Council Election (NAPCE) candidates' disarmament which is considered as a positive step. As a result a total of 4857 weapons have been collected from 124 NAPCE candidates.

This first phase of the project focused in disbanding the top four IAG's in each province in parallel to dismissing government officials that retain links with IAGs and abuse their positions of trust. As of January 26, 2006 a total number of 2,795 IAGs and 420 Link government Officials (LGOs) are identified and the list compiled in the DIAG database system as input to DIAG operational activities. Out of this number 582 are high-threat IAGs. Official notification has been sent to MoI in regard of 13 LGOs suspension in case of no compliance.

By 26 January, 2006 17, 439 weapons (light and heavy), 25,367 pieces of boxed and 94,657 pieces of ammunition have been handed over to and verified by ANBP collection teams in Afghanistan. Of the collected weapons, 67% are serviceable.

The Strategy document is now endorsed by the DIAG Forum members and the Concept of Operations drafted and submitted to JS for review and endorsement.

The Public Information component of the project is relatively quite dynamic and has achieved number of results in terms of creating community awareness; dissuading the IAGs in handing over their weapons and inviting government to issue policy documents and take action in terms of enforcement of the gun law.

Since the start up of DIAG project, June 2005, the development component has been lagging behind because of the priority action on the disarmament of NAPCE and lack of

base line information and guiding /policy documents to initiate operations activities. At this stage of implementation of the project it is not possible to identify in how many locations and in which districts the development component will be required. This depends on the areas under the influence of armed groups and the level of threat that these groups pose to their communities and to the state.

Given the current socio-political contexts of Afghanistan, DIAG project is managed professionally and competently and with appropriate mixes of flexibility and adherence to implementation parameters and objectives. However, as the DIAG project met some challenges with respect to the implementation progress, the management structure and the commitment of the different partners has a serious impact on the results accomplished. In essence, political events, like the elections and the security problems in the country have been the main reasons for the delay of the project.

The main challenges for DIAG project are the consolidation of a base line information on IAGs and their weapons; the endorsement and application of guiding and policy documents by the DIAG forum; the persuasion of IAGs for voluntary or negotiated disbandment and the wider awareness creation of the community to have their support and assistance in the implementation process. Some human resource, technical and administrative challenges are also identified and need to be tackled to expedite the process.

- **Timeliness:** All activities of the project had fallen behind their original schedules, mainly because of start-up delays and slow clearance and/or funding procedures, but also due to unforeseen circumstances characteristic of post-conflict situations, elections, lack of government commitment, lack of coordination and collaboration of development partners and other endogenous factors like the weather condition. New schedules had to be set in consultation with the different partners.
- **Sustainability:** It is observed that DIAG project will likely face severe to moderate sustainability problems. Two pre-existing factors are behind these sustainability problems. One factor is the shortage of technical and management skills of project management staff at the provincial level and the other is the lack of commitment of the government in taking decisions in line with gun law.

## CONCLUSIONS

Overall, DIAG project in Afghanistan is relevant to the priorities of the country and responding effectively to the critical basic needs of the county.

If successfully completed, the projects will contribute significantly to the human security, political stability and economic recovery and development of the country.

Despite the urgency of DIAG project implementation, the project start up was delayed by slow document clearance and/or funding procedures, and faced additional delays and complications due to the delay in the finalization and endorsement of the DIAG Strategy document as well as the Concept of Operations and work plans. In addition there are some unforeseen circumstances characteristic of post-conflict situations like the elections, lack of government commitment and other endogenous factors which contributed to the delay.

The project showed sound project management structure and well-designed mechanisms involving all stakeholders at the UNDP/ANBP and Joint Secretariat level by providing highly qualified and efficient national and international expertise. However this is not counterbalanced with the required capacity at the provincial level.

## **RECOMMENDATIONS**

The Evaluation Team derived some recommendations to improve the DIAG project implementation process in the following stages:

### **Capacity Building:**

- Training need to DIAG staff on humanitarian and legal norms governing the protection of civilians in conflict areas.
- Share other countries experience on negotiation/enforcement of weapons surrendering ;
- Additional staff and expertise for PI, Database and DIAG M&E Units; expansion of Ops cell within JS and need for permanent representatives on daily base from Ops members (CFC-A, ISAF.MoD, MoI, NDS)
- Strengthen management capacity at provincial level, especially governors' offices, other relevant government institutions

### **Government leadership and commitment**

As the owner of the project the GoA should take full leadership and commitment of DIAG project in policy decisions, guiding the planning and implementation of the project. There are some pending issues which needs urgent action: The enforcement of the gun law at the country level; Finalizing practical and transparent list of IAG compliance criteria; Endorsement of the Concept of Operations and other technical documents; and Coordination of donors in DIAG process and sharing of information

### **Strong relationship between Provincial Committee and D&R Commission**

#### **Recommendation on Operations of DIAG Project**

A series of inter-linked proxy indicators to be assessed in order to judge the risks posed by IAGs in a given area and the effectiveness of the project to disband them.

In terms of expediting the delivery, the evaluation underscored the need for flexibility, speed and equity.

- Flexibility is needed so that the assistance can cover unexpected expenses due to conditions and events affecting implementation subsequently
- Speed is important so as to meet pressing needs quickly, respond to expectations and hasten establishment of security and peace.
- Equity is needed to avoid fuelling pre-existing tensions in some provinces or creating new tensions over who is to get what aid, where and when.

#### **Recommendation regarding Development activities of DIAG Project**

As this component is lagging behind, the main recommendation is in expediting the process, before the community loose hope on the development aspects of DIAG.



### **Recommendations on M&E**

- Under the supervision of the JS, the M&E Unit of DIAG, will have to provide government officials, development partners and civil society with more information on the progress of the DIAG project implementation and results achieved as part of accountability to stakeholders.
- There is an urgent need in developing separate work plans for operations, development and PI as well as a consolidated work plan of all departments to track and accelerate the progress of activities which are behind the schedule. In the mean time a comprehensive reporting system would be another priority with a reporting format in order to get the same information from all regions. Periodical publications are here recommended to present the project status with quantitative and qualitative measures.
- M&E will have to be further involved in DIAG operation
- UNDP/ANBP will continue to work closely with DIAG M&E

### **Recommendation for Information collection and Data Base system**

A critical gap in information is the one about the baseline information on the number of weapons in circulation and those in the hands of the IAGs and the community, the number of crimes and incidents which are fuelling the insecurity within the community. It is not in ANBP's mandate to conduct the assessment but government at provincial level should conduct appropriate assessment and make sure of adequate and accurate flow of information.

The Provincial Committee should collect information on illegal armed groups operating in the province, those conducting narcotics trafficking, complaints from communities about the activities of illegal armed groups and other information regarding the peace and security at the community level. This information should be compiled and sent to the D&R Commission.

The team recommends that information collection, storage, collating and extracting be standardized and that a follow-up process be institutionalized within the relevant government bodies.

The database is currently in Microsoft Access format and fully functional, but the tables' formats and records format are de-normalized. So the followings are recommended: Normalized the Table Structure; Change the Data Entry Format ; Remove the unnecessary columns from the tables; and Train the database staff and other DIAG staff working on the identified tables

### **Recommendations on Public Information**

Increase awareness on the mutually reinforcing relationship between security and development and that both are necessary for conflict prevention and resolution. This reflects the changing role of compensations from individual rewards towards collective incentive schemes.

High importance to be given by PI to the public education in building confidence, influencing attitude and forging cooperation and trust among groups in different community;

Conducting a survey, through rapid appraisal method, is critical focusing on the change in public opinion, perception and persuasion in response to the PI activities so far conducted. The survey is a valuable tool and can tell the communications team:

- If the audience has heard the message,
- If the message has affected the audience's thinking about DIAG,
- If the message evoked a positive or negative response,
- Why reactions were either positive or negative, and
- What has motivated the audience to act positively on DIAG.

It is also recommended in developing further the quantitative and qualitative indicators to measure impacts of PI and Operations.

The role of PI will be more critical during the enforcement stage of DIAG process. There should be a well organized campaign informing the public about the specific deadline for IAGs' voluntary or negotiated surrendering of weapons and inspiring the community about the legitimacy of the security forces in enforcing the law.

### **Coordination of development partners interventions**

The success of DIAG will have a direct impact on the improvement of security conditions in the provinces. Therefore, it is in the interest of all development actors to coordinate their activities with DIAG. If a district receives development projects even if it does not comply with DIAG, its community will not be interested in influencing its militia to disarm.

### **Gender perspective of DIAG**

There is need to collect gender disaggregated data concerning the victims of small arms violence and the importance of women as strategic partners in weapons collection projects, as women have essential information about the presence of guns in their homes and communities.

PI campaign should look at the gender aspect of DIAG by calling on women to support the idea of handing over weapons in exchange for communally shared benefits such as development projects..

The development component of DIAG should consider the 'gender mainstreaming', which is defined as '... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels...'

### **Budget Provision**

The delays in DIAG implementation caused difficulties for all concerned at the country level. As a consequence the DIAG project as well as De-mining and Ammunitions are likely to face increased cost beyond the budgeted amounts, or other changes affecting budgets. There should be budgetary provision to cover them quickly by means of a contingency fund or budget line.

## **LESSONS LEARNED**

### **General Lessons**

Implementing the voluntary phase of DIAG through the combination of public awareness, weapons collection, government support and provision of development projects is undoubtedly successful in disbanding some potential IAGs, especially those within the government authority and removing significant numbers of weapons and working toward sustainable peace, community relations and development in post-conflict areas.

### **Political Considerations**

Since weapons collection is a sensitive political process, implementing projects similar to DIAG requires the co-operation and dedication of the community with the civil and security authorities at all levels; national, provincial, district and commune. Building a working relationship with those authorities is crucial to the success of any DIAG project.

Implementing a DIAG project requires building or utilizing sustainable grassroots community networks in order to effectively disseminate the message that possession of illegal weapons detracts from physical and human security. Effectively coordinating the link between political co-operation at the national / provincial level and grassroots community networks is essential to the success of the project.

For assistance in peace building and security to be effective and sustainable there is need of strong government commitment and development partner's coordination and collaboration

### **Weapons Collection and Security**

Accurately assessing exact numbers of weapons in target areas is almost impossible and a monitoring system based on inter-related proxy indicators must be adopted in order to judge suitability, progress and success of DIAG project.

Numerous inter-related factors influence both the continued possession of illegal weapons and the decision to voluntarily hand them to the authorities.

- Public awareness must be continuously pushed and repeated on the target groups in order to establish and maintain momentum and have a sustainable impact. Uncertainty, confusion, sense of insecurity and rivalries are inherent to projects in line with DIAG project and in post-conflict situations. This risk can be reduced through timely, accurate progress updates and very dynamic Public Information system which will act from center to down to the community;
- Public destruction of collected weapons has a significant impact on people's perceptions of the sustainability of peace and security in their area. It also serves to effectively publicise the DIAG project beyond the immediate target area and IAGs. However this has to be supported by a public information campaign to avoid any misinterpretation of the action taken by the community.
- Close cooperation and support of the local police in the target areas is absolutely crucial to the potential of DIAG to collect information and weapons, improve security and build community trust.

### **Project Management**

A successful DIAG project requires a dedicated, local field staff who are trusted by all parties and fully understand the complex social issues shaping target communities. Maintaining effective communication between the center and provincial management structure is crucial for the successful implementation of the project;

In post-conflict situation and similar projects to DIAG, where delays in implementation are inevitable project costs are almost certain to rise for unpredictable reasons. There should be budgetary provision to cover them quickly without affecting the quality of outputs or the initially envisaged benefits of projects;

Public Information activities impact in creating awareness and campaigning is quite critical for the peaceful progress of the project. UNDP, through ANBP, is playing an important role in DIAG process and has strong record in DIAG project in interacting productively with national and international entities at all levels and across the development spectrum. It's commitment to, and interest in, socio-economic recovery and peace-building in post-conflict environments and lessons drawn from the experiences in Afghanistan should benefit future collaborations.



## **I. DIAG PHASE 1 EVALUATION BACKGROUND**

### **1. BACKGROUND OF DIAG PROJECT**

Following the completion of the disarmament activities of “Disarmament, Demobilization and Reintegration (DDR)” project, in July 2005, there were still a good number of armed bands consisting of up to 100,000 individuals owning illegal weapons resulting as a threat to the political environment of the country. The groups supporting illegal weapons ownership perpetuate the drug industry, impose illegal taxes on individuals in reconstruction in projects and impede the progress of state expansion.

In order to strengthen the security and stability in the country, protect the personal and government properties and to save the lives of the citizens, the Government of Afghanistan (GoA), enforced the Law on Fire Weapons, Ammunitions and Explosive Materials (FWAEM) on 24<sup>th</sup> June, 2005. At the country level, the Ministry of Interior is the only organization which is responsible for implementing the orders of this Law. The national citizen and expatriates resided in Afghanistan, having hunting, sport and antique weapons and its relative ammunitions, are under obligation to register them in the relevant government ministries and receive the relative license.

Subsequently, in support of the above the Disbandment of Illegal Armed Groups (DIAG) Project was launched, in June 2005, by the GoA. GoA is in charge of the implementation of DIAG Program in close collaboration with the International Community (UNAMA, UNDP/ANBP, ISAF, CFC-A) and donors. DIAG project document was signed in July, 2005 with an estimated funding of US\$ 8,145,673, out of which US\$ 5,977,353 is covered by Canada, Denmark, Netherlands, Switzerland, UNDP and UK and channeled through UNDP/ANBP Office. As part of the project, community development and good governance projects will be implemented in all 34 provinces of the country (approx 5-6 projects/province) to expand rule of law and facilitate good governance, economic and social development.

DIAG objectives are to promote community integration through a change in social behavior from reliance on the gun to reliance on rule of law, community based conflict resolution and the legal pursuit of economic and social gain. The above aims are going to be achieved through disbandment of illegal armed groups and enhancement of community development activities. The operational and development activities will be supported by a public information system. The DIAG Project will have access to other earmarked development funds, and will run in parallel to other GoA initiatives such as implementing the new gun law and reforming the private security companies.

The DIAG project is expected to achieve the following results:

- ✓ Nationwide security restored and an environment enabling sustainable development in Afghanistan created;
- ✓ Community integration through a change in social behavior from reliance on gun to reliance on rule of law promoted;
- ✓ Illicit weapons and ammunitions in Afghan Society and decline in incidences of arms related violence in communities reduced;
- ✓ Numbers of community development projects delivered and the number of human rights abuses and injustice and security related incidents reduced; and
- ✓ Gun Law to disarm enforced, IAGs disbanded and Illegal Arms collected, registered stored or destroyed.

At this initial stage of DIAG implementation, the above results are not expected to be observed. However this first phase of the project has focused on disbanding the top four IAG's in each Province in parallel to dismissing government officials that retain links with IAGs and abuse their positions of trust. At this stage it is also expected to observe some basis towards achieving the above results with appropriate commitments and leadership of the government bodies and development partners involved.

## **II. DIAG PHASE I EVALUATION PROCESS**

This phase 1 DIAG evaluation will review the initial implementation stage of the project through the following activities:

- Review the relevance of the goals and outcomes/outputs and activities of the project
- Measure the performance of the project by reviewing the effectiveness, efficiency, and timeliness of the delivered activities
- Indicate impacts and analyze the sustainability of the project if possible
- Deduce conclusions and recommendations which will improve the next phase of the project implementation and
- Draw lessons and best practices if possible.

(See annex 1 the Terms of Reference for DIAG Phase I Evaluation)

The report has five Parts and appended Annexes. The Executive Summary covers salient aspects of the report. Part I introduces DIAG project and describes the background information of the projects. Part II presents the evaluation process. Part III describes different aspects of the Evaluation Team's findings and conclusions. Part IV draws recommendations along with lessons learned in Part V.

DIAG review in the Central region (Kabul and surrounding provinces) is attached as sample study. Are also attached desk reviews of projects directly linked to DIAG project, which are De-mining and Ammunition projects. Information related to the conduct of this evaluation is given in the annexes.

## **III. FINDINGS OF DIAG EVALUATION**

### **1. RELEVANCE OF DIAG PROJECT**

The objectives of DIAG project, in Afghanistan, remain valid and pertinent to the socio-political and economic context of the country. Currently an estimated number of up to 100,000 people, operating in up to 1,000 groups, of varying degrees of sophistication, fall within the definition of a five person or more Illegal Armed Group (IAG) which creates a challenge to the capacity of the regional government security agencies. The most recent thinking suggests that the actual number of hard core criminals actively involved in illegal activities, is fortunately small. For this reason, the first phase of the national DIAG project has focused on disbanding the top four IAGs in each province in parallel to dismissing government officials that retain links with IAGs and abuse their positions of trust.

DIAG project is also relevant to UNDP mandates in terms of the trust that it enjoys from the Government of Afghanistan, the multisectoral approach of DIAG project in promoting sustainable development through its development activities, its emphasis on capacity building, its approach to coordination and, most importantly, its emphasis in creating the enabling

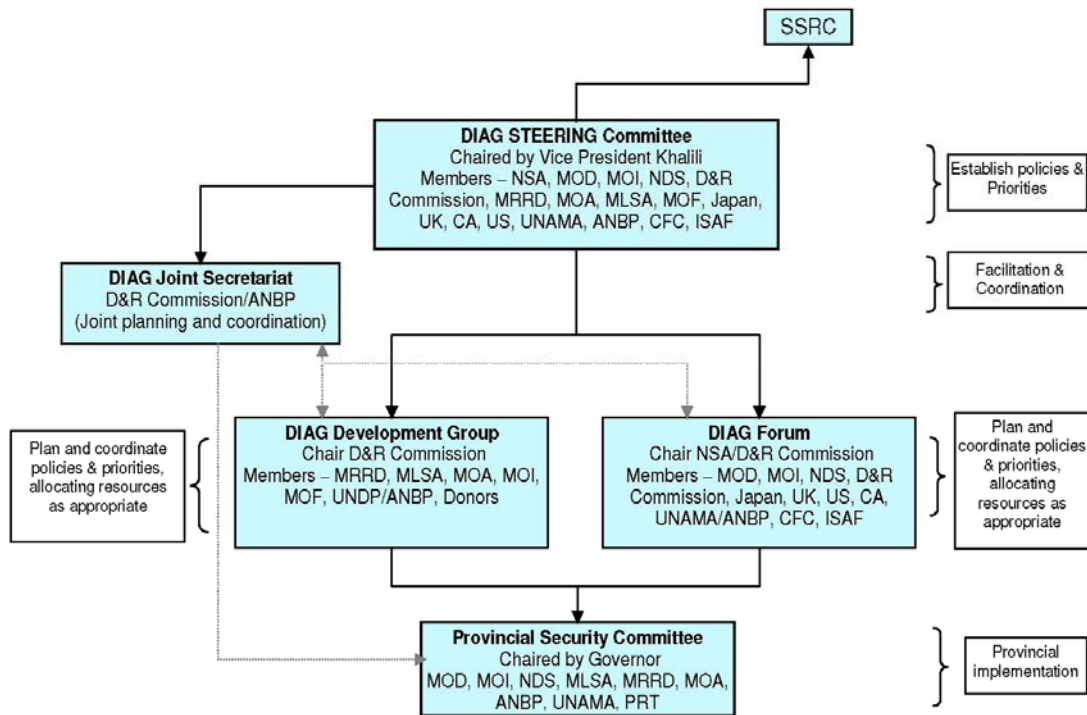
environment for promoting human development and poverty eradication as the basis for achieving the Development Goals in Afghanistan.

## 2. PERFORMANCE IN PROVIDING EFFECTIVE, EFFICIENT AND TIMELY ASSISTANCE

### 2.1 EFFECTIVENESS AND EFFICIENCY

DIAG project is initiated with an implementation structure which can provide an optimal result. The Government of Afghanistan (GoA) is responsible for leading the process as owner of the project. The D&RC, through the Joint Secretariat, is the coordinating body for the GoA and responsible for the overall operational, public information and development planning of the project. UNDP/ANBP supports directly the D&RC by embedding personnel in the D&RC.

#### DIAG Implementation Structure



The following describes the DIAG management structure levels and their function:

- DIAG Steering Committee** – formed to set DIAG policy guidelines. This committee meets once in six weeks.
- DIAG Forum** – the body which the D&RC reports to bi-monthly on DIAG progress and policy issues.
- DIAG Joint Secretariat** – The JS is responsible for planning activities based on directions from the DIAG Forum. The representatives of the DIAG Principals (MoD, MoI, NDS, CFC, ISAF and UNAMA) are expected to assist JS planning in accordance with the direction of the DIAG Forum. It takes place primarily at the JS Operations meetings (Sundays and Wednesdays). This meeting is chaired by the head of the JS.

- d. **The Provincial Committees (PCs)** - The PCs are responsible for implementing DIAG at the provincial level. The committee is composed of the regional GoA officials, together with representatives from UNAMA and the Provincial Reconstruction Team (PRT) who are all led by the Governor who chairs the meetings. The PC collates local information, assesses the security situation, co-ordinates with the field and then implements and monitors the DIAG project in accordance with the central policy and the DRCS's day to day advice.
- e. **UNDP/ANBP** - National and international staff are involved in supporting the operations, development and Public Information activities of DIAG. In addition the Data Base and the Monitoring and Evaluation Units are providing support to the implementation process of DIAG. The staff is comprised of DIAG Operations Manager (International), Operations Manager (National), Project Officer (National), Operations Assistant (national), Weapons Collection Team (WCT) Manager (International), WCT Assistant (National), Public Information (PI) Advisor (International) and PI officers (Nationals), Development Advisor (Internationals) and Development Officer (Nationals) and one ICT Officer. UNDP/ANBP recruited PDCs and MoD Ops groups' officers at provincial level.

## **A. OPERATIONS PERFORMANCE**

It is difficult to measure, at this stage, the effectiveness of DIAG project operational activities because of lack of measurable indicators of success. At this stage, only the number and quality of weapons collected so far will be the indicators of success. In terms of evaluating the significance of the quantity of weapons collected the main problem is the absence of baseline data on number of IAGs and the weapons in their possession. The next phase evaluation will have to review the social impact in terms of crime, public health, public perception of security etc..

Surrendering of weapons is conducted by the central government in three ways (voluntary, negotiated or enforced) in collaboration with the provincial government, through UNDP/ANBP, UNAMA and the community. So far the disbandment or surrendering of weapons is voluntary or negotiated. It is expected that most of the IAGs or individuals will voluntarily participate in this process, while others who have criminal or other agendas will necessitate different considerations. Political, cultural, religious and developmental representatives are participating to the process.

All 34 provinces of the country have a DIAG operation center named WCP (Weapon's collection point). To carry out the day to day activities of the project at field level ANBP created 8 WCPs team at zonal level supported by 8 AST teams and ANBP regional offices experts. These teams are tasked to verify and classify the type of weapons and ammunitions collected. The weapons are safely transferred to the WCP base and stored. HALO-TRUST is the implementing agency to dispose or destroy unsafe ammunition.

So far the JS operational achievements are as follows:

1. At the initial stage of implementation the project took advantage of the elections process and focused on National Assembly Provincial Council Election (NAPCE) candidate's disarmament which is considered as a positive step. As a result a total of 4,857 weapons have been collected from 124 NAPCE candidates;
2. This first phase of the project has also focused in disbanding the top four IAG's in each Province in parallel to dismissing government officials that retain links with IAGs and abuse their positions of trust. The list of 2,795 IAGs and 420 Link government Officials (LGOs) is compiled in the DIAG database system as input to DIAG operational activities. Out of this number 582 are high-threat IAGs. Official notification has been sent to MoI in



- regard of 13 LGOs suspension for no compliance. As a result 8 of them complied and 2 were suspended;
3. By 26 January, 2006 17,439 weapons (light and heavy), 94,637 pieces of boxed and unboxed ammunition have been handed over to and verified by ANBP collection teams in Afghanistan. About 55% of weapons collected came from northern and north east regions whereas 48% of the ammunition came from Eastern region. It is also noted that collection of both weapons and ammunitions in Southern regions is quite slow. Of the collected weapons, 67% are serviceable;
  4. The Strategy document is now endorsed by the JS and the Concept of Operations as well as planning document under process.

**Table 1: Status of collected weapons and ammunitions at central level, as of 26 January, 2006**

Regions	Collected Weapons	Collected Ammunitions
Northern region	2,850	2,643
North East region	6,535	372
Eastern Region	1,720	45,615
Central Region	1,206	25,291
Central HighLand Region	808	9,126
South East Region	234	965
Southern Region	456	8,669
Western Region	3,630	1,976
<b>Total</b>	<b>17,439</b>	<b>94,657</b>

### **Challenges in DIAG Operational process**

At this stage DIAG project implementation has faced number of challenges which are identified as follows:

- In terms of staffing and logistics shortage of qualified staff at provincial level, lack of proper management of the existing human resource, lack of accommodation, transportation and other facilities are mentioned as bottlenecks in expediting DIAG implementation process at national level;
- Lack of information to develop indicators and performance measurements of DIAG operations such as baseline information on IAGs and number of weapons in possession of IAGs; price of weapons; number of armed crimes; size of narcotics trafficking; households possession of weapons etc...;
- The mandate for weapon registration has been prepared by MoI and delivered to MoJ for approval. However the mandate for weapons permission are still under consideration within GoA and no penalty has been appointed to those who are attempting to keep fire weapons/ammunition at home.
- The MoI requires assistance in regard to weapons registration (forms, data base, and ID for weapon possession permit) and delivering certificates of receipt to assure the anonymity of the IAGs who have delivered their weapons;

- Lack of commitment and ownership from the government side are delaying the DIAG operations process. The lack of participation of government JS members and decision making is noted at central level. At provincial level the governors, chiefs of police and other provincial officials are reluctant to collaborate with the project operations. From the development partners side the lack of coordination and collaboration is observed like the coalition force (ISAF) going to the villages and collecting weapons without informing DIAG operation;
- Delayed endorsement of the DIAG strategy paper had an impact in finalizing the Concept of Operations, which is the basic document for planning and implementing the overall activities of the project. The development activities which are linked for 100% with operations activities are still at the initial stage. The PI activities which are for 50% linked with the operations progress are also lagging behind;
- Whereas the initial and the most objective indicator of compliance is the collection of weapons this is not the only criteria. Disbandment of the groups and the networks which pose threats to the community (reduction in illegal activity, improvement in security, improvement in governance and increase in non-violent conflict resolution) is a none less important criteria. The GoA, both at central and regional levels, should take the responsibility and guide the process in bringing the IAGs and LGOs to fully comply and accept the total disbandment of IAGs. Criteria on DIAG compliance can include other factors such as number of delivered weapons, community surveys, ensuring that road blocks and illegal taxes are discontinued, peaceful settlement of disputes between communities and formal agreement letter with the IAGs. This should also be discussed with high government officials in order to get their commitment and leadership. Using these criteria, JS/DIAG Ops will determine which districts are eligible for development activities and communicate this to the JS Development Team (JSDT).

## **B. PUBLIC INFORMATION PERFORMANCE**

The effectiveness of PI can be evaluated in line with the role it was assumed to play.

- a) Create awareness of the public to increase their concern, collaboration and action on IAGs and behavioral change of the public towards the respect of the Law on Fire Weapons, Ammunitions and Explosive Materials;
- b) Persuade commanders and leaders of illegal armed groups to support the DIAG program and hand over their weapons and ammunition to the responsible authorities; and
- c) Assist in policy changes and the Gun Law enforcement by government officials at central and provincial levels

The performance of DIAG PI is effective in creating awareness and going parallel to operations achievement at this initial stage of DIAG implementation. Regular updates on the progress of DIAG are included in the public information campaign to create additional pressure and demand from communities for the illegal groups to disarm and disband. The D&R Commission provides guidelines on messages to be communicated through the Public Information campaign through local radio, television, newspapers, religious leaders, shuras, and community meetings.

PI is guided by six stakeholders who are the MoIC, MoI and MoD, UNAMA, CFC-A and ISAF. The Deputy Minister of Information leads the public information campaign related to DIAG. The governors of provinces and the heads of MoIC are also tasked to take appropriate measures initiating an effective Public Information campaign among the community.

The Unit is quite dynamic and has achieved number of results.

- JS has held press conferences for the launching of DIAG's main phase and on other occasions;
- Press releases, media advisories and other printed materials were distributed to publicize activities carried out by the JS, such as DIAG progress, update and missions in the field etc... This is published in Dari, Pashto and English languages in different regions.
- Once a week a meeting is conducted with the counterparts who are the MOI, Ministry of Culture, information and tourism, MOD (Section of publication), UNAMA, ISAF, CFC (Coalition force). The chair person of the meeting is the deputy minister of culture, information and tourism but his presence is often limited;
- The provincial committees' reports are collected monthly as an input to the PI publications. However this reporting is not standardized and conducted often through phone or mail on adhoc basis;
- The PI reports for 50% the activities of DIAG operation and they arrange their actions, parallel with the movement of operation in the provinces. The delay in the operations process has reflected in the achievement of PI;
- The PSA (Provincial Service Announcement) is recorded on cassettes and provided to the representatives of Ministry of Culture and Information for media interventions.
- Interview of community members are conducted to review the security situations and reported;
  - Ten round tables were held in Kabul regarding DIAG.
  - A one-day seminar in Kabul on 28<sup>th</sup> Oct 05 for heads of provincial MoIC plus PDCs
  - Website designing completed and under process to be launched etc
- DIAG PI section along with Ministry of Information and Culture conduct the Public Awareness Campaign/ workshop and develop posters across the country to create the community awareness;
- The Public Information Unit has issued some policy documents such as: Instructions from MoIC to Departments of MoIC; General Strategy on Public Information; Area based Strategy on Public Information; and General Public Information Messages

### **Challenges of PI**

The above achievements in support of DIAG are quite critical in creating awareness of the DIAG among the community, persuading some IAGs to comply and bringing the government to take decisions on issues related DIAG. However, these results are not as much visible as expected. The reason is that DIAG is a very huge program and still requires extensive public information campaigns and more struggle to make the impact of all its activities adequately visible.

Some of the challenges are as follows:

- The role of PI is considered very effective and significant but to make the results more visible there is need of additional human resource, technical and financial support for provincial level activities. There is need of staff to develop and maintain the PI website, to assist PI Advisor, to focus on provinces and/or follow the press releases. On provincial level there is no PI staff for the time being and PI is using the representatives of MoIC and PDCs for PI purposes.
- Lack of transmission devises, equipments and provincial broadcasting of TV, radio and news papers in the some provinces is a challenge. If available this could facilitate the appropriate information/communication transmissions of religious groups to their community; teachers

and educational departments to schools, the government institutions to civil servants, chief of police and governors to the public etc...

- The public information campaigns are essential and heads of Culture and Information Directorates are assigned in all 34 provinces to support fully the DIAG process. However there are number of obstacles in some provinces. For instance, some provinces don't have television broadcasting or the people are illiterate and are not able to read the daily publications. In such cases, the Ministry of Information and Culture suggested D&RCS Public Information Unit to print out posters and distribute them in order to complement the public awareness campaigns. However there are delays in taking the appropriate action.
- DIAG Public Information Unit doesn't have any clear Work Plan for the next 12 months. As soon as operation develops it's concept of operations and work plan, PI will issue one from it;
- There is no regular hard copy or e-mail reporting system from provinces, except twice a month telephonic contacts with each PDC and Head of Information and Culture along the following lines: Broadcastings on Radio and Television Afghanistan; Activities of Public Information Group; and Public Information Meetings held in the respective provinces. Once the contacts with regions conducted and the information collected, then PI Unit enters the data into a chart and consolidates to share with relevant bodies.
- It is difficult so far to judge the perception of the community on DIAG project and the impact of PI activities. The timing for conducting a survey to measure the impact of the communication activities will be part of the next evaluation.
- Quantitative measure of PI performance is easy to report (counting the number of press release, media communications, publications issued etc..) whereas the qualitative measure is rather difficult (perception of the target groups). However, conducting a survey to capture the perception of the public and the development of guideline for qualitative analyses will facilitate to judge how much the community is supportive of DIAG project at all level.
- The other important component which is lagging behind is the public education not only in the collection of weapons but also in building confidence, influencing attitude and forging cooperation and trust among groups in different community. The challenge is also the education of the public which helps to break the silence and the fear of giving information.

### **C. DEVELOPMENT PERFORMANCE**

The development activities of DIAG project are not seen as direct incentives to, or rewards for IAGs compliance to DIAG. However, planning for the development activities identification and implementation was expected to proceed as soon as operational activities are initiated in identified provinces. This was supposed to convince the community (shuras, leaders) in collaborating for the disarmament and disbandment of the illegal groups.

At this stage of DIAG implementation it is difficult to indicate in how many provinces and districts the development activities will take place. This depends on the areas under the influence of armed groups and their compliance as well as the level of threat that these groups pose to the communities and the state. Therefore only preparatory activities took place such as capacity building of development unit staff, collection of information about National Development Programs (NDPs) under MRRD, MoA, MoLSA, MoI and MoE and preparation of guidelines/handbook. The staffing of the development unit is now complete with a balanced mix of international and national experts and waiting for the process to kick off

### **D. DIAG DATA BASE SYSTEM**

DIAG database system is established in the central office of Joint secretariat (JS). PDC provides the list of collected weapons from 6 sources which are MOD, MOI, ISAF, CFC-A, UNAMA and

NDS. The regional offices just forward their reports by excel sheets except some offices who use access.

The database system facilitates the smooth running of operations particularly, the information on the number of IAGs, LGOs and weapons & ammunitions collected. The database is maintained by ANBP/DIAG staff and can support 100,000 groups and so far 2,000 individuals were recorded. Weekly and monthly reports are received from stakeholders providing information on the latest number of IAGs, LGOs, weapons and ammunitions collected. Operation Unit extracts the data for the use of operation activities and for the use by stakeholders as needed but with strict confidentiality.

Database systems are maintained in MS Access Program, providing different information:

- NAPCE (National Assembly Provincial Counsel Elections) Database: Data on list of parliamentary election candidates linked with IAGs. It contains data of over 1,000 Parliamentary Election Candidates from whom 32 are disqualified candidates because of lack or insufficient compliance to DIAG.
- Top 4 IAGs Database: This Database provides the complete data on the list of Top 4 IAGs. Presently, this database has data on around 610 Top-4- IAGs and data entry is still in progress. The main Illegal Armed Groups (IAG's) database which was established at the beginning of the DIAG Project now includes data for 12 provinces.
- LGOs Database: This database provides the information on Linked Government Officials. Up to date this database has data available on 420 LGOs and data entry is still in progress.
- Weapon Collection Database: This database has information on the number of verified light and heavy weapons as well as number of ammunitions handed over by 124 NAPCE candidates and other IAGs
- Main Database/ANBP Database: This database was handed over by ANBP to D&RCS Operations Unit and includes information on commanders' status and background.

The database has also a mapping system which is under progress. Recently the PI with the support of the database team has developed a website to be activated in the near future.

## **E. DIAG MONITORING AND EVALUATION (M&E)**

DIAG M&E Unit is directly under the supervision of the JS Head as the implementation of DIAG process is monitored by the JS on an on-going basis. UNDP/ANBP M&E Section supports the establishment and strengthening of capacity within the DIAG M&E Unit by participating to the recruitment of the M&E Assistants, conducting the training, developing the DIAG M&E manual and guiding the DIAG phase 1 evaluation process.

As the DIAG M&E unit has been established recently and most of activities are delayed, the monitoring of operations, PI or development activities has been limited.

## **2.2 SUSTAINABILITY**

It is observed that DIAG project will likely face severe to moderate sustainability problems. Some pre-existing factors are behind these sustainability problems. One factor is the shortage of technical and management skills of project staff at the provincial level, the lack of commitment and leadership role of the government at all levels and coordination of development partners activities in line with DIAG.

## 2.3 TIMELINESS

The Evaluation Team found that all activities of the project had fallen behind their original schedules, mainly because of start-up delays and slow clearance and/or funding procedures, but also due to unforeseen circumstances characteristic of post-conflict situations, elections, lack of government commitment and other endogenous factors like the weather condition. New schedules had to be set in consultation with the different partners.

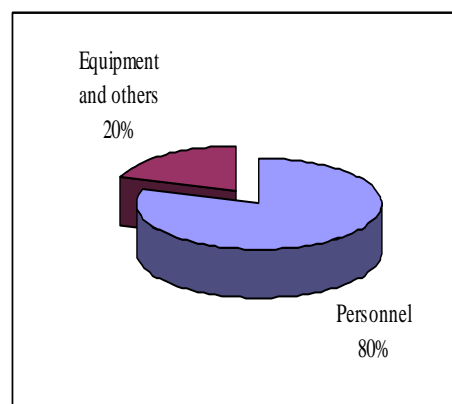
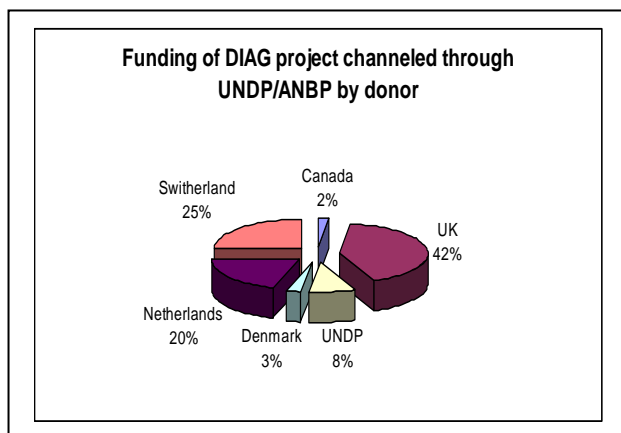
## F. FINANCIAL STATUS OF DIAG PROJECT

The total amount of fund received from the major potential donors (UK, USA, Switzerland, Netherlands and UNDP) who have channeled their funding through UNDP amounts US\$ 5,977,353 (see Table 2). USAID and Japan are providing their support channeled through IOM and not reflected in this report.

As the project is at the initial stage 80% of expenditures is in terms of personnel to prepare the basic policy, strategy and guideline document. UK is the major donor so far forming 42% of fund received followed by Switzerland, 25%, Netherlands, 20%, UNDP 8%, Denmark, 3% and Canada 2%.

**Table 2: DIAG Financial Status of fund channeled through UNDP/ANBP**

Funding from	Total Received <sup>1</sup>	Expenditures			Available Balance
		Total Expenditure	Personnel	Equipment and others	
Canada	114,772	109,307	108,850	457	0
UK	2,500,000	1,573,319	1,295,277	278,042	807,597
UNDP	500,000	500,000	346,975	153,025	0
Denmark	157,762		0	0	150,250
Netherlands	1,204,819		0	0	1,147,447
Swiss	1,500,000		0	0	1,428,571
<b>Total</b>	<b>5,977,353</b>	<b>2,182,626</b>	<b>1,751,102</b>	<b>431,523</b>	<b>3,533,866</b>



<sup>1</sup> Including the 5% Service payment of UNDP

### **3. ROLE OF UNDP/ANBP**

UNDP/ANBP has an advisory and supportive role to DIAG project whereas the government has the lead role in the implementation process of operations, PI and development process. UNDP/ANBP has played its role since the inception of the project until now, the initial stage of implementation.

- As the advisor to the government conducted regular meetings with the GoA in terms of designing and formulating the DIAG project as well as issuing the supportive policy papers like the Gun Law, etc... ANBP participates to all the meetings regarding DIAG at the DIAG Forum, JS meetings, PI and Operations meetings to contribute to the policy decisions and develop advisory and planning documents.
- As supportive institution to the GoA, UNDP/ANBP has deployed number of national and international staff at central and provincial levels, who are involved in supporting the operations, development and Public Information activities of DIAG. In addition the Data Base and the Monitoring and Evaluation Units are providing support to the implementation process of DIAG.

However in the absence of adequate implementation capacities of the government at the central and provincial levels ANBP became more of an operative body, taking sometime active role in DIAG process like disbandment of IAGs, collection of weapons, transportation and storage.

This additional role of ANBP could be avoided implementation structure was developed at the formulation stage of the project and capacity assessment conducted to identify the gap where additional capacities are required to be filled by ANBP under the leadership of the government.

### **IV. CONCLUSIONS**

At this stage the objectives of DIAG project in Afghanistan remains valid and relevant to the socio-economic and political situation of the country and the development activities related to the projects respond effectively to the critical basic needs of peace and security of Afghanistan.

If successfully completed, the projects will contribute significantly to the human security and development of the populations concerned, to the socio-economic well-being of their communities and to overall recovery of the affected societies.

Despite the urgency of DIAG project implementation, the project start up was delayed by slow document clearance and/or funding procedures, and faced additional delays and complications due to the delay in the finalization and endorsement of the DIAG Strategy document as well as the Concept of Operations and work plans. The lack of baseline information on IAGs, weapons in circulation and desegregated data on crimes incidents etc.. are challenges to expedite the implementation process of the project. In addition there are some unforeseen circumstances characteristic of post-conflict situations like the elections, lack of government commitment and other endogenous factors which contributed to the delay.

The project showed sound project management structure and well-designed mechanisms involving all stakeholders at the UNDP/ANBP and Joint Secretariat level by providing highly qualified and efficient national and international expertise. However this is not counterbalanced with the required capacity at the provincial level and is affected by lack of commitment of the government in taking actions in enforcing the rule of Gun Law.

### **V. RECOMMENDATIONS**

### **Staffing**

Some of the findings and conclusions show that there are critical needs of capacity building:

- Training need to DIAG staff on humanitarian and legal norms governing the protection of civilians in conflict areas. This is suggested to be provided by UN Agencies (like OCHA, UNHCR etc.);
- Share other countries experience to government and DIAG staff involved in the DIAG implementation process on negotiation/enforcement of weapons surrendering ;
- Conduct assessment to identify needs for additional staff and expertise for PI, Database and DIAG M&E Units;
- Strengthen management capacity at provincial level, especially governors' offices, other relevant government institutions and the different teams involved in the management of the project. This capacity building is to encourage operations and development management and staff not only during the project implementation performance but also to balance it with sustainable institutional capacity development beyond the project at provincial level.

### **Government leadership**

As the owner of the project the GoA should take full leadership and commitment of DIAG project in policy decisions, guiding the planning and implementation of the project. There are some pending issues which needs urgent action:

- The enforcement of the gun law at the country level
- Finalizing practical and transparent list of criteria to determine an acceptable level of compliance of districts and IAGs
- Endorsement of the Concept of Operations and other technical documents to expedite the implementation of the project
- Coordination of donors in DIAG process and sharing of information

There is an urgent need of capacity assessment of the government at both central and regional levels. From the result of the capacity required will be put in place including not only in terms of human resource, equipment and financial resources but also in terms of policy and legal issues

Similar actions are required at provincial level where the provincial governors will have to collaborate and show commitment in taking action in the DIAG process. The same applies to the provincial police department in terms of compiling and providing information and community leaders in collaborating with DIAG process.

### **Relationship between Provincial Committee and D&R Commission**

The D&R Commission should undertake periodically independent assessments of the level and distribution of threat posed by illegal armed groups at provincial level. It will hold provincial committees accountable for discrepancies between the location of threats and the focus of provincial disarmament efforts. The D&R Commission will develop a mechanism for recording complaints of abuse of authority or harassment by any agency involved in the DIAG process. It will provide for appropriate appraisal and redress the situation.

### **Recommendation on Operations of DIAG Project**

Whilst the voluntary disbandment of IAGs and collection of weapons was significant for this initial phase, it demonstrates also the difficulty in assessing accurately the baseline data, both before the project begins and once it is initiated. A series of inter-linked proxy indicators had to



be assessed in order to judge the risks posed by IAGs in a given area and the effectiveness of the project to disband them.

In terms of expediting the delivery, the evaluation underscored the need for flexibility, speed and equity.

- Flexibility is needed so that the assistance can compensate quickly and appropriately for initial flaws in formulation and unexpected conditions and events affecting implementation subsequently.
- Speed is important so as to meet pressing needs quickly, respond to expectations and hasten establishment of security and peace.
- Equity is needed to avoid fuelling pre-existing tensions in some provinces or creating new tensions over who is to get what aid, where and when.

### **Recommendation regarding Development activities of DIAG Project**

Whereas the DIAG project is not directly linked with the provision of development incentives to individuals, it is important that members of disbanded groups, as members of the community in which they live, benefit equally to other members of the community from the projects and improved governance services.

As this component is lagging behind, the main recommendation is in expediting the process, before the community loose hope on the development aspects of DIAG.

### **Recommendations on M&E**

JS has set up an M&E unit at central level closely working with the M&E Section of UNDP/ANBP.

- Under the supervision of the JS, the M&E Unit of DIAG, will have to provide government officials, development partners and civil society with more information on the progress of the DIAG project implementation and results achieved as part of accountability to stakeholders.
- So far it has been difficult to refer to a work plan which reflects the planned actions of the project to compare and analyse it with the actual situations. There is an urgent need in developing separate work plans for operations, development an PI as well as a consolidated work plan of all departments to track and accelerate the progress of activities which are behind the schedule.
- In the mean time a comprehensive reporting system would be another priority with a reporting format in order to get the same information from all regions. Periodical publications are here recommended to present the project status with quantitative and qualitative measures.
- M&E will have to be further involved in DIAG operation by ensuring that compliance criteria indicators are well identified and measuring the progress made through the list of indicators developed (see attached). They will also ensure that operational and development activities meet the required timeliness. This ensures that Government officials, DIAG partners and donors are kept up informed so that informed policy decisions can be made.
- UNDP/ANBP will continue to work closely with DIAG M&E and finalize the M&E manual, conduct training and assist in development the M&E instruments such as the work plan, reporting format, survey questionnaires and analyses etc..

### **Recommendation for Information collection and Data Base system**

A critical gap in information is the one about the baseline information on the number of weapons in circulation and those in the hands of the IAGs and the community, the number of crimes and incidents which are fuelling the insecurity within the community. It is not in ANBP's mandate to

conduct the assessment but government at provincial level should conduct appropriate assessment and make sure of adequate and accurate flow of information.

The Provincial Committee should collect information on illegal armed groups operating in the province, those conducting narcotics trafficking, complaints from communities about the activities of illegal armed groups and other information regarding the peace and security at the community level. This information should be compiled and sent to the D&R Commission.

The team recommends that information collection be standardized and that a follow-up process be institutionalized within the relevant government bodies.

The database is currently in Microsoft Access format and fully functional, but the tables' formats and records format are de-normalized. So the followings are recommended:

- Normalized the Table Structure
- Change the Data Entry Format
- Remove the unnecessary columns from the tables
- Train the database staff and other DIAG staff working on the identified tables

### **Recommendations on Public Information**

The PI efforts so far concentrate on the collection of weapons and compliance of IAGs. If DIAG project is expected to be sustainable and have a positive impact on the community there is strong need for increasing awareness on the mutually reinforcing relationship between security and development and that both are necessary for conflict prevention and resolution. This reflects the changing role of compensations from individual rewards towards collective incentive schemes.

The other important component to be given high importance by PI is the public education not only in the collection of weapons but also in building confidence, influencing attitude and forging cooperation and trust among groups in different community.

Conducting a survey, through rapid appraisal method, is critical focusing on the change in public opinion, perception and persuasion in response to the PI activities so far conducted. The survey will include not only the reaction of the public to PI activities but also their experience; benefit of the gun law and DIAG project; reaction to crime, terrorism and other criminal incidents; conditions for the establishment of peace and security in the communities; other persuasive techniques to be proposed by the communities; how much the elderlies, religious leaders and government officials contribute to the greatest change in public opinion towards DIAG etc...

It is also recommended in developing further the quantitative and qualitative indicators to measure impacts of PI and Operations. Quantitative measure of PI performance is easy to report (counting the number of press release, media communications, publications issued etc..) whereas the qualitative measure is rather difficult (perception of the target groups). However, conducting a survey to capture the perception of the public and the development of guideline for qualitative analyses will facilitate to judge how much the community is supportive of DIAG project at all level. The survey is a valuable tool and can tell the communications team:

- If the audience has heard the message,
- If the message has affected the audience's thinking about DIAG,
- If the message evoked a positive or negative response,
- Why reactions were either positive or negative, and
- What has motivated the audience to act positively on DIAG.

The survey to measure the social impact of PI can use the KABP (knowledge, Attitude, Behavior and Practice) methodology. The positive result would be that the public education by IP has resulted in attitudinal and behavioral changes in terms of possession of arms and the practical effect is the declining rate of crimes/conflicts in the community. Questionnaires will be developed accordingly and survey conducted with before and after DIAG picture.

The role of PI will be important during the enforcement stage of DIAG process. There should be a well organized campaign informing the public about the specific deadline for IAGs' voluntary or negotiated surrendering of weapons and inspiring the community about the legitimacy of the security forces in enforcing the law.

### **Coordination of development partners interventions**

The success of DIAG will have a direct impact on the improvement of security conditions in the provinces. Therefore, it is in the interest of all development actors to coordinate their activities with DIAG. If a district receives development projects even if it does not comply with DIAG, its community will not be interested in influencing its militia to disarm. Some development agencies have allocated large amount of funding for development projects (e.g. Alternative Livelihoods) in various districts. Due to these large projects DIAG may not have much leverage in influencing communities to cooperate with DIAG activities. It is recommended that the issue be discussed on how these activities can influence the districts to fully comply with DIAG project. Similar commitment should be requested from the UN agencies by addressing this issue through the UNCT.

### **Gender perspective of DIAG**

There is need to collect gender disaggregated data concerning the victims of small arms violence and the importance of women as strategic partners in weapons collection projects, as women have essential information about the presence of guns in their homes and communities.

PI campaign should look at the gender aspect of DIAG by calling on women to support the idea of handing over weapons in exchange for communally shared benefits such as development projects. This kind of exercise has been proven effective in Albania and while women's involvement was observed to have increased the number of weapons collected, the benefits of their involvement and sustainability of development projects were even more far-reaching.

The development component of DIAG should consider the 'gender mainstreaming', which is defined as '... the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated.'<sup>2</sup>

### **Budget Provision**

The delays in DIAG implementation were essentially political and bureaucratic and caused difficulties for all concerned at the country level. As a consequence the DIAG project as well as De-mining and Ammunitions are likely to face increased cost beyond the budgeted amounts, or other changes affecting budgets. For example the cost of fuel, oil and other energy products have increased with a direct impact on the budget. This has to be discussed with the relevant partners and action taken urgently. As in post - conflict contexts, project costs are almost certain to rise for

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<sup>2</sup> UNIFEM, 2003 "Gender, Peace and Development"

unpredictable reasons. There should be budgetary provision to cover them quickly by means of a contingency fund or budget line. Although the original plan was for DIAG to use funds that already existed in these projects, the current perception seems to be that DIAG will be injecting most of the money into these projects.

## **VI. LESSONS LEARNED**

### **General Lessons**

Implementing the voluntary phase of DIAG through the combination of public awareness, weapons collection, government support and provision of development projects is undoubtedly successful in disbanding some potential IAGs, especially those within the government authority and removing significant numbers of weapons and working toward sustainable peace, community relations and development in post-conflict areas.

### **Political Considerations**

Since weapons collection is a sensitive political process, implementing projects similar to DIAG requires the co-operation and dedication of the community with the civil and security authorities at national, provincial, district and commune levels. Building a working relationship with those authorities is crucial to the success of DIAG project.

Implementing a DIAG project requires building or utilizing sustainable grassroots community networks in order to effectively disseminate the message that possession of illegal weapons detracts from physical and human security. Effectively coordinating the link between political co-operation at the national / provincial level and grassroots community networks is essential to the success of the project.

For assistance in peace building and security to be effective and sustainable there is need of strong government commitment and development partner's coordination and collaboration

### **Weapons Collection and Security**

Accurately assessing exact numbers of weapons in target areas is almost impossible and a monitoring system based on inter-related proxy indicators must be adopted in order to judge suitability, progress and success of DIAG project.

Numerous inter-related factors influence both the continued possession of illegal weapons and the decision to voluntarily hand them to the authorities:

- Public awareness must be continuously pushed and repeated on the target groups in order to establish and maintain momentum and have a sustainable impact. Uncertainty, confusion, sense of insecurity and rivalries are inherent to projects in line with DIAG project and in post-conflict situations. This risk can be reduced through timely, accurate progress updates and very dynamic Public Information system which will act from center to down to the community;
- Public destruction of collected weapons has a significant impact on people's perceptions of the sustainability of peace and security in their area. It also serves to effectively publicise the DIAG project beyond the immediate target area and IAGs.
- Close cooperation and support of the local police in the target areas is absolutely crucial to the potential of DIAG to collect information and weapons, improve security and build community trust.

### **Project Management**

A successful DIAG project requires a dedicated and right combination of staff who are trusted by all parties and fully understand the complex social issues shaping target communities. Maintaining effective communication between the center and provincial management structure is crucial for the successful implementation of the project;

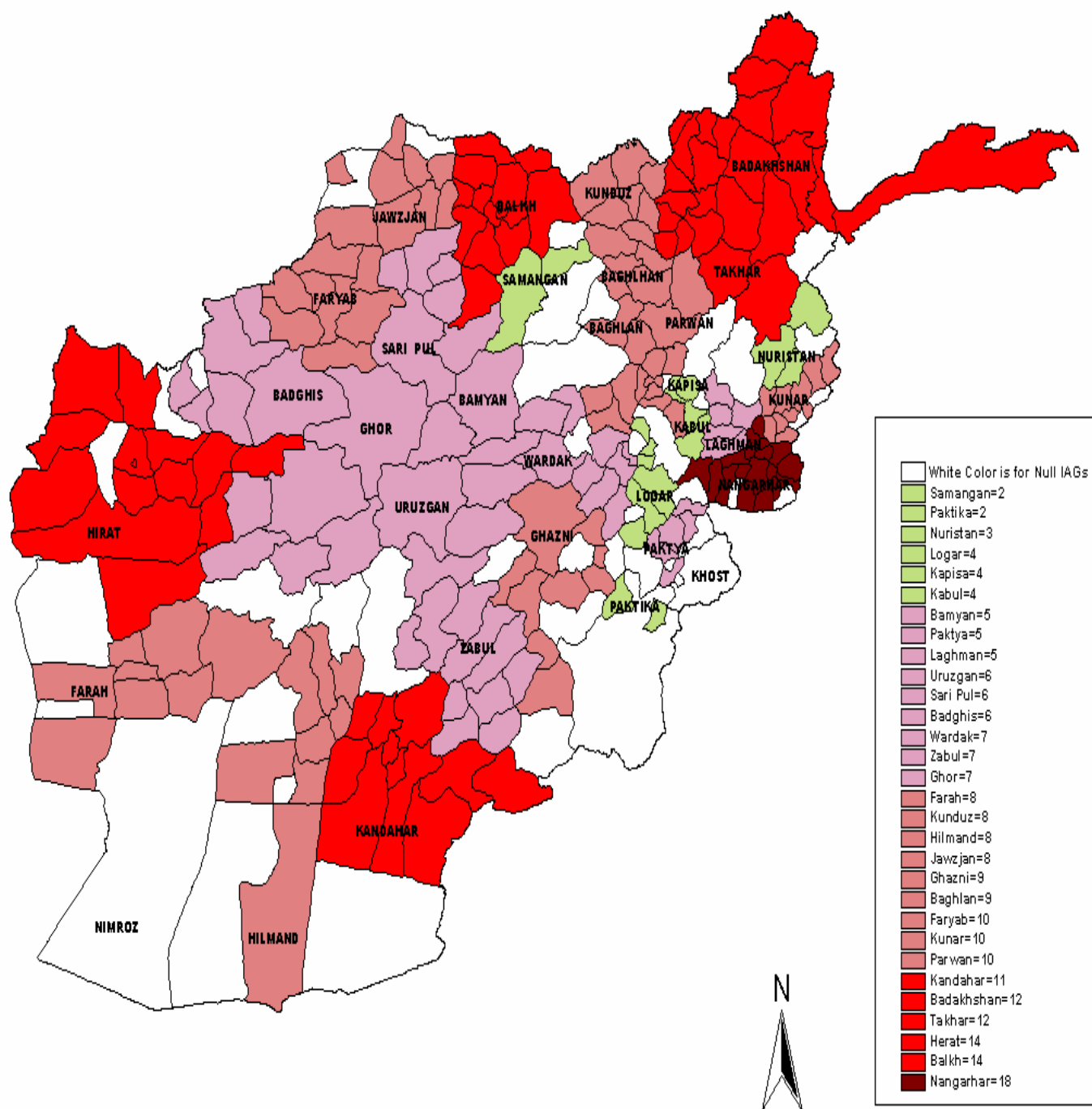
In post-conflict situation and similar projects to DIAG, where delays in implementation are inevitable project costs are almost certain to rise for unpredictable reasons. There should be budgetary provision to cover them quickly without affecting the quality of outputs or the initially envisaged benefits of projects;

Public Information activities impact in creating awareness is quite critical for the peaceful progress of the project.

UNDP, through ANBP, is playing an important role in DIAG process and has strong record in DIAG project in interacting productively with national and international entities at all levels and across the development spectrum. It's commitment to, and interest in, socio-economic recovery and peace-building in post-conflict environments and lessons drawn from the experiences in Afghanistan should benefit future collaborations.

Annex 1:

## Number of IAGS who have complied to DIAG per Province



## **ANNEX 2: PHASE I EVALUATION OF SUPPORT TO MINE ACTION FOR PEACE (AFGHANISTAN)**

### **1. MINE ACTION FOR PEACE PROJECT AND ITS DEVELOPMENT CONTEXT**

#### **BACKGROUND**

After more than two decades of conflict, Afghanistan is one of the most heavily mined countries in the world. Available statistics show the existence of 723 square kilometers (km<sup>2</sup>) of known contaminated mine areas. More than 200,000 Afghans are survivors of mines/UXO accidents, and the current death and injury rate from mines/UXO is estimated at 100 persons per month. Therefore, to address these problems the Mine Action for Peace (MAFP) activity was initiated with the time frame of 1<sup>st</sup> August 2005 – 31<sup>st</sup> March 2006. The project is managed by ANBP, supported by UNMACA and implemented in Central regions (Paghman and Parwan), Kunduz, Kandahar and Mazar regions by Implementing Partners (ATC, AREA, DAFA and DDG).

The project is directly linked with DDR for by providing ex-combatants who got the expertise of de-mining. The ANBP project is modeled on a Community Based Mine Clearance Project (CBMCP) that was developed within the Mine Action Project for Afghanistan (MAPA) in 1996 and has led to the clearance of 1,243,962 m<sup>2</sup> of land to date.

The objectives of the project are:

- a) To assist the reintegration of 414 demobilised combatants into their communities over a period of one-year;
- b) To clear and conduct a permanent marking of minefields affecting the communities.
- c) To provide communities with a residual emergency response capacity to deal with mine and UXO problems.

Direct and indirect beneficiaries:

- The Afghanistan citizens are the direct beneficiaries of the result;
- XCs are the indirect beneficiaries since they are provided skill and job opportunities

### **2. FINDINGS AND CONCLUSIONS**

De-mining is still highly relevant to the country development priorities. It will severely increase capacities for agricultural recovery and repair of essential infrastructure such as roads, bridges, irrigation systems, schools and other public buildings. It plays an important role in providing job opportunities to Ex-combatants through Vocational training courses. In addition, it prevents high casualty rate caused by mines and UXOs which were the major obstacle to IDP return and the repatriation of refugees. By the successful implementation of the project the population from the declared mines and UXOs areas have access to farm and grazing lands, shelter and water. The community has been able to return to its home land and start businesses especially in agriculture area.

The project has been successful in achieving its activities in a professional way within a year period through IPs:

- Minefields and battlefields affecting local communities are cleared or marked by former combatants. Totally 971 XCs were introduced to IPs to be trained in De-mining and 838 XCs

graduated. Out of the total graduated (838), 362 are employed by different de-mining organization such as ATC, DDG and DAFA and the rest are under way for employment.

- Recruitment of XCs into manual clearance teams, permanent marking teams and mine risk education teams is performed through ANBP Regional Offices (ROs), in close collaboration with the IPs.
- The communities receive mine risk education training from former combatants who received vocational training during the mine action training and are employed within their communities.
- The project implementation is timely and as planned in a cost effective manner. For a better understanding, the expenses and achievements of a DDR team with a typical manual team were compared. DDR team cleared 3,968 square meters of land with the expenditure of USD 14,340 while a manual clearance team comprised of 30 operational staff and 10 support staff cleared an approximate 2,315 square meters of similar ground for USD 16,902. This shows how the project has been cost effective.
- The de-mining team cleared 110,987 sqm of MF area in Parwan, 44,799 sqm of MF area and 360,705 sqm of BF area in Kunduz. Some important effective tasks were the clearance of the Airport in Kunduz and the clearance of the center of Takhar province. The Mine Clearance team cleared Agricultural which was an incentive to the community to return to their home village and enable XCs become self-sufficient.
- Some agencies have also collaborated in employing the XCs. For example ATC employed about 189 XCs in Kabul Central region, DDG employed 99 XCs in Mazar region and DAFA employed 74 XCs in Kandahar region. Other De-mining agencies as HALO Trust and RONCO also recruited some of the XCs. Most of graduated XCs were introduced to other De-mining Organizations by ANBP.
- XCs were assigned as site team and allocated to a target village or cluster of villages or a district have cleared efficiently the target area from mines. In addition, they have provided mine awareness education to the surrounding communities.
- Women in Afghanistan live daily with the threat of landmines. Because women comprise the majority of the farmers and gatherers of food, water and firewood, they are frequently exposed to these dangers. Consultation of women in conducting demining action should be useful.
- Similarly, because women share vital information with their families and communities, particularly about signs of danger and preventing injury, landmine awareness training may be made more effective by including women and disseminating information where women work or gather.
- Survey on landmine accidents are not desagregated by gender and there are difficulties in determining the effect on women and children and take necessary action

### **3. RECOMMENDATIONS**

Some suggestions are proposed as corrective action/flaws:

- Public information should increase awareness role about the project objectives
- Data management should be improved giving further information
- Vocational Training equipments and more de-mining kits are required
- Vehicles (Ambulance and water Tanker) are necessities to accomplish the task at the community level.
- Maintain effort and momentum in job placement
- Women in Afghanistan live daily with the threat of landmines as active members of the family. Thus a gender-inclusive approach to mine action ensuring that those conducting



- demining operations consult with women, who often identify areas, such as transportation routes to fields or markets, that may be ignored by military or political authorities.
- Similarly, because women share vital information with their families and communities, particularly about signs of danger and preventing injury, landmine awareness training may be made more effective by including women and disseminating information where women work or gather.
  - Survey should be conducted on women landmine victims in Afghanistan because they are receiving less assistance than men, possibly due to the assumption that men are the primary supporters of a family and therefore require prostheses and rehabilitation before women—this despite the fact that in most post-conflict situations women have become the primary providers in the family.
  - Awareness and education of women and children on landmine is also a crucial role of PI.

### **ANNEX 3: REVIEW OF ANTI-PERSONNEL MINE & AMMUNITION STOCKPILE DESTRUCTION (APMASD)**

#### **INTRODUCTION**

Years of conflict have resulted in Afghanistan with a wide concentration of ammunitions and mines spread throughout the country. This has become a threat to the local population as well as to the international military forces. It prevents development in many regions, forming a ready source for IED's and generally killing and maiming/injuring people every day.

To address the problems and assist the GOA in meeting Ottawa Convention obligations in terms of destruction of known stockpiles of Anti-Personnel Mines by February 2007, United Nations Development project (UNDP), through Afghanistan's New Beginnings Project (ANBP) project, designed the "Anti-personnel mine and ammunition stockpile destruction" project (APMASD) for the duration of 2 years, July 2005 to July 2007. This project will benefit the information collected from the initially started ammunition survey, in November 2004, funded by Canada.

#### **Objectives of the project**

1. Destruction of all mines and unsafe/unusable ammunition, and placing the safe and serviceable ammunition under the control of the government.
2. Assisting the GoA in meeting Ottawa Convention obligations in terms of destruction of known stockpiles of Anti-Personnel Mines by February 2007.
3. Providing the technical skills to ANA and MoD to destruct the Ammunitions.
4. Providing Awareness to public regarding the advantages of the project.
5. The APMASD project is strongly linked and operates in parallel with the Government of Afghanistan initiative, Disbandment of illegal Armed Groups (DIAG). DIAG will yield stockpiles of APMs and ammunition that will be handled within the scope of this project. In terms of scope, it is also important to recognize that APMASD is a very wide-ranging project which includes all mines and ammunition points situated anywhere in Afghanistan.

#### **Beneficiaries:**

- The direct beneficiaries of the project are the population of Afghanistan in terms of removal of all dangerous landmines, ammunitions and other ordnance.
- MoD and ANA are the indirect beneficiaries since the project will provide to the Ministry technical skills for ammunition destruction managements.

#### **B. FINDINGS**

ANBP was able to establish an initial six Ammunition Survey Teams (ASTs), increasing to eight, whose primary purpose is to scope the size of the problem and, where possible, arrange for the destruction of anti-personnel mines and reconcile disparate concentrations of ammunition to central sites that can be guarded by the ANA. Policharki site is already fully-functional and issuing operational ammunition to ANA 201/Central Corps. The APM / ammunition survey is being undertaken simultaneously, in multiple locations, on a nationwide basis.

The results of the survey – which note the location, security, size and contents of such areas – are captured in a Government-owned database ('EOD Frontline').: 19 new areas of ammunition surveyed; Caches containing 21,935 items of boxed/package ordnance and 48,899 items of loose

ammunition; 670 caches and ammunition dumps surveyed country-wide; 732,718 items of boxed/packaged ammunition; 2.32 million Pieces of loose ammunition; 29,408 metric tons of ordnance surveyed; 1183 anti-personnel mines destroyed; 460 anti-tank mines destroyed; 5,000 tonnes of ammunition including 460 anti tank and 1,100 anti personal mines have been destroyed.

In addition, approximately 4,200 metric tons of boxed and loose ammunition consolidated across the country by Ammunition Team, and more than 5000 tons of loose and unsafe ammunition has been destroyed and as a potential success around 550 caches (30,000 tonnes) of varying sizes have been cleared nationwide.

Besides, 700 disparate stores of ammunition and landmines have been identified countrywide and all safe ones are under government (MoD and MOI) control.

Furthermore, Dari and Pashto Ammunition Safety Pamphlets have been developed by USAID to highlight the dangers posed by ammunition and landmine stockpiles. The mentioned pamphlets are in circulation throughout the country by ANBP regional offices, Ammunition Survey Teams (ASTs) and Weapons Collection Teams (WCTs). AST8 has already distributed the pamphlets to schoolchildren and civilians in Panjshir Valley.

## **RELEVANCE**

Ammunition project is highly relevant to the priority of the country which is primarily restoring peace and security in the country. The project is also linked to DIAG project.

## **PERFORMANCE OF THE PROJECT IMPLEMENTATION**

The project has been successful in achieving its output and has performed its activities in a professional way. The Ammunition Project has been running successfully and according to the plan. There have been no delays in the implementation time frame.

Moreover, it is said by the international community that there is around 29,000 metric tonnes of ammunition and mine to be processed. But, no one can specify the exact location of the mentioned amount of ammunition. Ministry of defense wants the exact locations where these ammunitions and mines are located and according to that a comprehensive work plan could be generated.

MOD hopes that the project would end no later than 2006. It is noted that the project would not last so long if appropriate means of transportations, qualified staff for loading and unloading the ammunition were made available.

MOD and ANA staff are currently under training by OSC-A and they would receive technical capacity building trainings which enable them to manage the project after the handover by the international community. Furthermore, the project has been effective in making secure the living environment of the beneficiaries and all people of Afghanistan.

The project has been effective in providing awareness concerning the project objectives to the people of the country.

**Problems and Security issues:**

ANBP has stopped its activity in Panjshir valley and are waiting for the government to put security measures in place because of the following incidents:

- The team in the Panshir Valley has faced serious security problems, most notably incidents on November 14th and 15th when gunmen affiliated with a local commander intercepted and intimidated the team while it was moving in convoy – transporting ammunition and mines.
- In the second incident (Nov 15th), ANBP and HALO Trust Kamaz vehicles were searched and damaged. 10 Anti-Tank mines planed for destruction were also taken away. Efforts continue to secure the return of stolen equipment, including several complete VHF and HF radio systems.

**RECOMMENDATIONS**

- Public information should further increase information about the project objectives, progress and achievement and conduct some campaigning activities
- Funding should be increased to include further capacity building specially in data assessment to capture accurate and reliable information
- There is strong need of Data storing and management for ammunition. The database that exist uses EDO Frontline which was developed by Ranco Company. The problem with the existing database is the difficulties in extracting information for analysis and reporting. The migration of the software data from EDO Frontline to ArcView GIS system using Microsoft Access Database is recommended with appropriate training of the relevant staff.
- Regarding gender similar recommendations to demining apply.
  - Disaggregated data by gender of incidents
  - Awareness creation and education of women and children on preventive action against accidents of ammunitions
  - Participation of women in ammunition operations etc...

## **ANNEX 4: TERMS OF REFERENCE FOR DIAG PROJECT IN-HOUSE PHASE 1 EVALUATION**

### **1. Background**

The overall aim of the DIAG project is to promote community integration through a change in social behaviour from reliance on the gun to reliance on rule of law, community based conflict resolution and the legal pursuit of economic and social gain.

The above aims are going to be achieved through disbandment of illegal armed groups and enhancement of community development activities. The operational and development activities will be supported by a public information system.

### **2. PURPOSE AND EXPECTED RESULTS OF PHASE 1 EVALUATION**

DIAG project has stated implementation in June 2005 and the phase 1 evaluation will focus in reviewing the initial design stage of the project and the start-up phase. The review of these two phases will bring us to check number of elements of the process:

- Review the relevance of the goals and outcomes/outputs and activities of the project
- Measure the performance of the project by reviewing the effectiveness, effectiveness, and timeliness of the delivered activities
- Identify impacts and analyse the sustainability of the project
- Deduce conclusions and recommendations which will improve the next phase of the project implementation and
- Draw lessons and best practices if possible.

### **3. STRATEGY FOR CONDUCTING THE EVALUATION**

The DIAG phase 1 evaluation will be led by the ANBP M&E Section with full participation and contribution of DIAG M&E Assistants.

The evaluation will be conducted through:

2. Desk review of the existing documents
3. Interview with DIAG staff, JS members, Provincial DIAG members, development partners and the institutions involved in DIAG process
4. Compiling of information quantitative and qualitative data
5. Analysis of the report and final presentation
6. Report sharing and feed back with stakeholders

### **4. INFORMATION GATHERING**

#### **Collection of information**

Most development work necessarily involves the collection of information on the issue which is here the IAGs, weapons they have under control, the number of mines and ammunitions in circulations in the country.

#### **DBase Systems**

The advent of the computer and massive databases has tended to overshadow the principles by which information is collated and have allowed the tyranny of the "database" to drive the system. This can be a mistake, unless the three key elements of collation are kept equally in balance:

receiving; recording; and retrieval. Any failure on one of these key steps will render even the most sophisticated database suspect in use.

### **Performance Indicators**

Performance indicators (PI) provide a useful management tool, not only in judging the technical success of a disarmament/disbandment project, but they also provide information that assists in the making of management decisions during the project.

ANNEX 5: WORK PLAN FOR DIAG PHASE 1 EVALUATION (INTERNAL)										
Project	Unit	Activities	Responsibilities	Decembe'05			January'06			
				3rd Week	4th Week	5th Week	1st Week	2nd Week	3rd Week	4 <sup>th</sup> Week
All Projects	Evaluation process	Prepare TOR	M&E Section Advisor							
		Assign Tasks								
		Follow up Process								
		Consolidate Evaluation Report								
		Finalize and Share with partners								
DIAG	DIAG Project Management at central level	Review project Designing	Sanaullah Safi							
		Review Implementation Structure								
		Review reporting system								
		Review flow of information (consultation process)								
		Review Management Capacity								
		Review the monitoring tools								
		Review the Data base system	Habibullah Wahidi							
		Collect Work Plan								
		Consolidate Work Plan								
		Review Work Plan with others								

Project	Unit	Activities	Responsibilities	Decembe'06			January'06			
				2nd Week	3rd Week	4th Week	1st Week	2nd Week	3rd Week	4 <sup>th</sup> Week
	DIAG Kabul	Review Background	Zulmai							
		Review Status								
		Review Management Capacity and monitoring tools								
		Mission to the fields (M&E Assistatns. Kabul ROs)								
	Operations	Review structure and capacity of management	Sanaullah Safi							
		Review the reporting/ consultation format								
		Review the monitoring tools								
		Review the status								
	Development	Review structure and capacity of management	Atiq							
		Review the reporting/ consultation format								
		Review the monitoring tools								
		Review the status								



Project	Unit	Activities	Responsibilities	Decembe'06			January'06			
				2nd Week	3rd Week	4th Week	1st Week	2nd Week	3rd Week	4 <sup>th</sup> Week
	<b>Public Information</b>	Review structure and capacity of management	<b>Habibullah Wahidi</b>							
		Review the reporting/consultation format								
		Review the monitoring tools								
		Review the status								
	<b>Provincial Assessment on DIAG, de-mining and Ammunition</b>	Province 1	<b>Sanaullah Safi</b>							
		Province 2	<b>Habibullah Wahidi</b>							
		Province 3	<b>Atiq</b>							
		Province 4	<b>Zulmai</b>							
<b>De-mining</b>	<b>Operations, management and other</b>	Review structure and capacity of management	<b>Atiq and Adiba</b>							
		Review the reporting/consultation format								
		Review the status								
		Review the monitoring tools								
<b>Ammunitions</b>	<b>Operations, management and other</b>	Review structure and capacity of management	<b>Atiq and Adiba</b>							
		Review the reporting/consultation format								
		Review the status								
		Review the monitoring tools								

Project	Unit	Activities	Responsibilities	Decembe'05			January'06			
				2nd Week	3rd Week	4th Week	1st Week	2nd Week	3rd Week	4 <sup>th</sup> Week
Common tasks and Meetings of M&E staff	M&E Section	Review TOR	All M&E staff							
		Share information about the general background and status of evaluation	All M&E staff							
		Share provincial reports	All M&E staff							
		Consolidate report in areas of assignment	All M&E staff							
		Share Status of the evaluation	All M&E staff							
		Review consolidated report	All M&E staff							

ANNEX 6: PERFORMANCE INDICATORS FOR DIAG			
AREAS	INDICATORS	MEASUREMENT	COMPILATION
Recovery Statistics	(a) Number of weapons present in the target community (b) Number of weapons collected from the community	Weapons Recovered (%) = (a)/(b)	This PI considers the least number of variables, but is only as accurate as the estimate of the physical number of weapons present in the target community. Other factors, such as the illegal inflow or outflow of weapons in the target community during the collection phase, will also impact on the accuracy of this approach
Crime Statistics	Crime statistics in the area prior to DIAG	Percentage Change (%) of Crime Figures = 2/1 or = 3/1	This PI provides a good indication of the real impact of a collection project on the target community, but is limited in that it does not give an indication of any intent of individuals in the community to use any weapons they may have in the future. It does however, provide an immediate and ongoing measure of success.
	Crime statistics in the area during DIAG		
	Crime statistics in the area after completion of DIAG		
	Murders using weapons	Qualitative analysis	
	Wounding as a result of weapons;		
	Armed robbery;		
	Illegal Weapon found and		
	Illegal weapon sales.		
Economic Statistics	Street price of weapons in the target community after DIAG	Percentage Change (%) of Street Price	An increase in the street price would indicate an increasing scarcity of available weapons. This increasing scarcity is either being caused by the impact of the collection phase or by an outflow of weapons from the community into adjoining regions, (where a better price can be obtained for the dealer). Either way, it is an indicator that weapons are being removed from the target community, although it is difficult to know whether or not the problem is just been shifted elsewhere
	Street price of weapons previously		
Financial Comparison	“cost” of recovering a weapon to the project against the	Cost per Recovered Weapon (\$) = Total Cost of Project (\$)/	This PI will only be of value once the collection phase has reached a degree of maturity. If this percentage change is negative, it indicates an INCREASE in the Street

	street price	<b>Total Weapons Recovered</b>	Price. Cost weapon will fall as more are recovered, but will increase as more finance is committed to infrastructure development.
<b>Risk Rating (fatalities)</b>	Total Number of Fatalities	<b>Risk Rating (Fatality) = Total Number of Fatalities/ Total Weapons used in Attacks</b>	For example, if 26 fatalities had resulted from 100 AK47 attacks, then the Risk Rating for the AK47 would be 0.26
	Total Weapons used in Attacks		
<b>Risk Rating (injuries)</b>	Total Number of Injuries	<b>Risk Rating (Injury) = Total Number of Injuries/ Total Weapons used in Attacks</b>	These risk ratings can be established for both the target community and the country as a whole. If the risk rating for each weapon recovered is multiplied by the number of weapons recovered, then it gives an indication of the potential number of lives saved by the project
	Total Weapons used in Attacks		
<b>Lives Saved</b>	Total Weapons Recovered	<b>Potential Lives Saved = Weapon Risk Rating x Total Weapons Recovered</b>	It is then possible to make an estimate of the total potential number of lives saved by the addition of the results for each weapon type. This methodology takes no account of the intent of the individuals to use the weapons in their possession, but is another crude indicator
	Total Cost of Project	<b>Cost per Life Saved = Total Cost of Project/ Total Potential Lives Saved</b>	