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

PHASE 1 EVALUATION REPORT

UNDP/ANBP/DIAG
M&E Section
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ACRONYMS AND TERMINOLOGY

ACRONYMS	
ACP	Ammunition Consolidation Point
ANA	Afghan National Army
ANBP	Afghanistan's New Beginnings Project
APMASD	Anti-Personal Mine & Ammunition Stockpile Destruction
APMs	Anti- personal Mines
ANSF	Afghan National Security Forces (MoI, MoD, NDS)
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 Defence
CBMCP	Community Based Mine Clearance Project
CFC-A	Coalition Forces Command - Afghanistan
CONOPS	Concept of Operations
DAFA	De-mining Agency for Afghanistan
DDG	Danish De-mining Group
DDR	Disarmament, Demobilisation 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
GOLIAG	Government Link with Illegal Armed Groups
IAG	Illegal Armed Groups
IDP	Internally Displaced People
IED	Improvised Explosive Devices
IPs	Implementing Partners
ISAF	International Security Assistance Force
JS	Joint Secretariat
JSDT	JS Development Team
LFWAEM	Law for Fire Weapons, Ammunitions and Explosive Materials
M&E	Monitoring and Evaluation
MAFP	Mine Action for Peace
MCT	Mine Clearance Team

META	Mine Education Training Agency
MF	Minefield
MoLSA	Ministry of Labour and Social Affairs
MoA	Ministry of Agriculture
MoD	Ministry of Defence
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 and Provincial Councils Election
NATO	North Atlantic Treaty Organization
NDS	National Department for Security
NGO	Non Governmental Organisation
NSP	National Solidarity Programme
OCHA	Office for the Coordination of Humanitarian Affairs
OPs	Operations
OSC-A	Office for Security Cooperation – 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 Committee
UK	United Kingdom
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nation Development PROJECT
UNMACA	United Nations Mine Action Centre for Afghanistan
USAID	United States Agency for International Development
UXO	Unexploded Ordnance
WCC	Weapon Collection Certificate
WCP	Weapon Collection Point
WCT	Weapon Collection Team
XCs	Ex-Combatants

EXECUTIVE SUMMARY

The document has several purposes, it first makes reference to the socio-economic and political situation in Afghanistan that have impacted DIAG operations thus far, further it assesses the performance of DIAG activities up to this juncture and finally outlines recommendations and lessons learnt to assist in the planning and implementation of future DIAG operations.

A. EVALUATION PROCESS

The M&E Evaluation Team has focused on a number of aspects in its Phase 1 evaluation of DIAG as outlined in the relevant terms of reference: these include evaluations of the political characteristics and security situation in the country, assistance relative to priority needs, performance in delivering development aid the level of success in achieving DIAG objectives thus far.

Some socio-political and technical factors that have influenced this evaluation include:

1) The relatively early stage of project implementation
2) The lack of baseline data regarding the numbers and circulation of small and heavy weapons in the country;
3) The restrictions on travel to the field due to a difficult security situation and the heavy winter season
4) Nascent government counterparts and poor administrative capacity at the provincial level
5) Weaknesses in coordination among international organizations
6) A delayed implementation process and delivery
(See annex 1: Terms of Reference for DIAG Phase I Evaluation)

B. FINDINGS: RELEVANCE AND PERFORMANCE OF DIAG PROJECT

RELEVANCE

DIAG's objectives have been found to be relevant to establishing medium to long-term peace and stability in Afghanistan. DIAG achieves this by contributing to the Government of Afghanistan's goal of establishing a secure environment through the disarmament and disbandment of illegal armed groups (IAGs) and setting the conditions for extension of good governance and the rule of law. The project's objectives also relevant to UNDP's mandate in Afghanistan which is one of local capacity building, sustainable development and the promotion of the United Nations' Millennium Development goals for Afghanistan, principally poverty eradication.

PERFORMANCE

DIAG is designed with an implementation structure that can provide optimal results. The Government of Afghanistan (GoA) is responsible for leading the process as owner of the DIAG Project. The Disarmament & Rehabilitation Commission (D&RC), through the Joint Secretariat (JS), is the coordinating body for the GoA and responsible for the overall operational, public information and development planning components of DIAG. UNDP/ANBP supports directly the DR&C by the secondment of staff to the commission.

A. Operations Performance
The disbandment of IAGs is conducted in three stages:
✓ Stage 1 (Voluntary) - this stage lasting 30 days will take advantage of popular support for DIAG and the impact of national and local public information (PI) campaigns.
✓ Stage 2 (Negotiated) - the use of local and national levers to coerce uncooperative IAGs and commanders into compliance.
✓ Stage 3 (Enforced) - if satisfactory compliance is unlikely to be achieved within 60 days of the start of Stage 1, the D&RC will forward a report to the Ministry of Interior (MoI) where the decision to enforce compliance by Afghan security forces will be made.

At this stage the disbandment process is voluntary or negotiated. The following DIAG activities have been conducted thus far:

- ✓ In June 2005, the DIAG teams collected 4,857 weapons belonging to 124 National Assembly and Provincial Council Elections (NAPCE) candidates.
- ✓ As of 20 March 2006, 2,652 IAGs and 432 Government Link with Illegally Armed Groups (GOLIAG) have been identified and their names compiled in a DIAG database.
- ✓ As of 20 March 2006, 20,245 weapons and 141,519 ammunitions were collected through DIAG Project.
- ✓ A DIAG Strategy document and Concept of Operations (CONOPS) has been endorsed by the members of the DIAG Forum.
- ✓ The Provincial Committees (PC), which are chaired by provincial governors, have conducted internal consultations and coordination between officials, committees, agencies and councils. Capacity building activities were conducted to develop governance capacity and to provide direction on the appointment of effective officials. The PCs lead and manage DIAG provincial operations.

B. Public Information Performance

The public information component of DIAG is dynamic and has achieved number of results in terms of media releases on weapons collected

C. Development Component Performance

Since the beginning of the DIAG Project in June 2005, the development component has lagged behind. Development assistance cannot be delivered until compliance assessments are conducted and baseline data is compiled.

ROLE OF DEVELOPMENT PARTNERS IN DIAG PROCESS

The GoA has the lead role in DIAG whereas the International Community (IC), with Japan as focal point, will provide diplomatic and donor support to DIAG. UNDP/ANBP has an advisory and supportive role to the DIAG Project.

C. CONCLUSIONS

- ✓ Overall, DIAG is relevant to the GoA's development goals which are those of establishing a secure environment through the disarmament and disbandment of IAGs, setting the conditions for extension of good governance and the rule of law.
- ✓ There have been several achievements to date including DIAG's engagement with the NAPCE process, the on-going and significant collection of weapons and ammunition and the identification of IAG's and government officials linked to illegal armed groups (GOLIAG) country-wide for further action.
- ✓ Several challenges remain including creating real government support and action at the highest levels and the poor technical and management skills of provincial level staff.
- ✓ DIAG was delayed by slow funding clearance and delays in the endorsement of the DIAG Strategy Paper and CONOPS by about three months. In addition there were some unforeseen circumstances which contributed to the delay such as the NAPCE process and the lack of government commitment in enforcing the Gun Law among other issues.
- ✓ DIAG has shown a sound project management structure and well-designed mechanisms involving all stakeholders at the UNDP/ANBP and JS level.

D. RECOMMENDATIONS

The following points are the recommendations/findings of the Evaluation Team (ET):

1. Capacity building
- Critical need for office space, materials and equipment as well as logistics for DIAG staff at both the national and provincial levels. Also the sharing of other country experiences that would assist in the planning and implementation of DIAG in Afghanistan.
- DIAG cannot be designed and implemented by a group of experts and through external financial resources alone. National stakeholders, rather than international actors, should assume full responsibility for DIAG at the policy level, and further assume responsibility in DIAG implementation as much as local capacity and issues regarding impartiality allow. Whenever a balance needs to be struck between national capacity development and rapid direct implementation of DIAG by international actors, a phased approach should be taken leading to full national control.

2. Promoting Government Leadership, National Ownership and Capacity Building
- Critical need of local capacity building to ensure the sustainability of the project
- As the principal actor in the success of DIAG, the GoA needs to play a stronger leadership role in the planning and implementation of the project.
- There are some pending issues which need urgent action like the practical enforcement of the Gun Law, a weapons registration law and process, finalizing a practical and transparent list of IAG compliance criteria and the endorsement of policy and planning documents.

3. Recommendations on Good Governance and Security:

In most of the provinces it is reported that the provincial governments have the political legitimacy to enforce the Gun Law, weapons registration laws and process. However there is need to build the capacity of local government institutions to be able to adequately enforce laws and implement DIAG and dismantle the influence IAGs have over the civil service administration, police and judiciary.

There is also need of reinforcing the security forces at local levels which are small in number and poorly equipped. The community must work side to side with the security forces. PI has the critical role of creating awareness about DIAG and encouraging the popular support.

4. Recommendations on Operations
- Whereas the weapons collection is important, the disbandment of IAGs needs further attention with a mechanism in place to monitor the disbandment of the IAG network and assess whether links have been broken between commanders and subordinates.
- There is a further need in mapping IAGs at the country level, identifying their areas of influence and conducting a baseline survey compiled from interviews with government officials, international organizations, community leaders, community members and IAGs themselves.
- Speeding up the DIAG process is critical for many reasons:
  - o Concern that IAGs who already disbanded will reorganize and rearm
  - o IAGs that have not disbanded will be tempted to sell their weapons on the market because of the increasing value of light weapons on the market.
  - o Concern of those already disbanded of an attack by those still armed. A balanced approach in disarming IAGs is vital.
  - o Possibility that communities will lose hope that they will see the benefits of DIAG's development component.
- There is a strong need for filling the vacuum created by the disbandment of IAGs. Strengthening linkages between the different security pillars is critical.
- A recognition system (letters of recognition, medals etc.) should be developed to reward government institutions who are performing adequately and to IAGs who are complying fully and cooperating with DIAG...

5. Recommendations Regarding Development Component of DIAG Project
- Capacity assessment of government institutions, especially at the provincial level, will need to be conducted and those gaps that are identified will need to be filled.
- Additional funds need to be mobilized in order to achieve the development activities identified under the DIAG Project.
- Increase coordination between JS and relevant government institutions.

6. Recommendations on M&E
- DIAG M&E is to provide required information as part of accountability mechanisms for stakeholders.
- There is an urgent need in developing work plans and reporting systems as part of the M&E manual
- M&E to continue to work closely with UNDP/ANBP and be further involved in DIAG operations.

7. Recommendations on Information Gathering and Database
- There is need for developing baseline information in relation to the number of IAGs and there subordinates, number and quality of weapons in circulation, security indicators etc…
- The Provincial Committees should collect information on IAGs operating in their respective provinces
- The team recommends that information gathering, storage and dissemination be standardised.

8. Recommendations on Public Information
The public information campaign should focus on the changing role of compensation from individual rewards towards collective incentive schemes.

A rapid appraisal survey to assist the communications team in determining:
- If the audience has heard the message,
- If the message has influenced the audience's perception about DIAG,
- If the message evoked is a positive or negative response,
- Why reactions were either positive or negative, and
- What has motivated the audience to act positively or negatively towards DIAG

9. Coordination of Development Partners Interventions
It is in the interest of all development actors to coordinate their activities with DIAG at the provincial level to facilitate community support towards DIAG.

10. Gender Perspective of DIAG
Further to the London Conference which strongly endorses the need for gender equality, the rule of law and human rights and in recognition of the progress made so far there is a need within DIAG to consider the following points:
- Need of gender disaggregated data for monitoring and evaluation of DIAG's impact on the community.
- The development component of DIAG will need to be mainstreamed for a greater impact on gender. Indicators measuring the gender impact will be introduced for monitoring and evaluation of development activities (example: girls' education in the province, women literacy, etc…)
- Women have much information to share on IAG's in their community and if imparted could be instrumental to the effective functioning of security forces. A PI campaign targeting women is critical.

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11. Budget Provision
Delays in DIAG implementation have caused difficulties. As a result, DIAG is likely to face increased costs beyond current budget allocations. There should be a budgetary provision to cover additional costs quickly by means of a contingency fund or budget line.

E. LESSONS LEARNT

General Lessons
Implementing the voluntary phase of DIAG through a combination of public awareness, weapons collection, government support and the provision of development projects is undoubtedly successful in disbanding potential IAGs and removing significant numbers of weapons from communities. DIAG does not provide individual incentives to IAGs or GOLIAGs, but provides development assistance to communities. Quick impact projects will enable provincial governments to establish good governance and security as well as provide for the basic needs of their community.

Socio-Political Considerations
Since weapons collection is politically sensitive, implementing DIAG requires the co-operation of the community as well as civil administrations and security authorities at all levels. Implementing DIAG requires developing and utilizing sustainable grassroots community networks in order to effectively disseminate the message that the possession of illegal weapons undermines physical and human security.

Weapons Collection and Security
Accurate assessment of the 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 the progress and success of DIAG project.

A number of inter-related factors influence the continued possession of illegal weapons such as narcotics production and trafficking; insurgency; inter-ethnic and inter-tribal strife; and lack of general confidence in the regime.

The voluntary hand over of the weapons to authorities can be influenced by:
- Public awareness, which must be continuously emphasized and directed at target groups in order to establish and maintain momentum of the DIAG Project.
- Establishment of good governance and security develops public confidence in the government.
- DIAG beyond the immediate target area and IAGs.
- Close cooperation and support of the local police in target areas

Project Management
An effective DIAG Project requires dedicated and skilled staffs that are trusted by all parties and fully understand the complex social issues shaping target communities. Maintaining effective communication between the centre and provincial management structures is crucial for the successful implementation of DIAG in the regions.

In post-conflict situations delays in implementation are inevitable and project costs are likely to rise for unpredictable reasons. There should be budgetary provisions to cover unexpected costs without affecting the quality of outputs or benefits of the project. Budgetary constraints are to be planned for, for example the downsizing of ANBP and potential for the withdrawal of USAID funding.

خلاصه اجراات

الف. پروسه ارزیابی

بعضی عناصر اجتماعی سیاسی و تخنیکی که این ارزیابی را تحت تاثیر قرارداد است شامل موارد ذیل میباشد:

1. مرحله نسبی قبل از تطبیق پروژه
2. عدم اطلاعات اساسی در رابطه به تعداد و جمع آوری سلاح های خفیفه و ثقیله در کشور،
3. محدودیت های سفر به ساحه به سبب اوضاع امنیتی نا مساعد و زمستان شدید
4. همکاران جدید دولتی و ظرفیت اداری به سطح ولایات
5. ضعف هم آهنگی میان سازمان های بین المللی
6. تعویق در تطبیق وتحویل دهی پروسه

تیم ارزیابی بالای جبنه های ذیل تمرکز نموده است:

- مشخصات سیاسی و اوضاع امنیتی در کشور
- معاونت که ارتباط به ضررویات اولیه دارد
- اجراات در ارتباط به تحویلدهی مساعدت
- سطح موفقیت در مورد بدست آوردن اهداف

این مرحله اول ارزیابی پروژه دایاگ، اجراات شش ماه پروژه را از نظر ارتباط اجتماعی سیاسی و اوضاع سیاسی کشور، اجراات فعالیت های که تا کنون تطبیق گردیده و نتایج، سفارشات، و دروس آموخته را مورد بررسی قرار میدهد.

(به ضمیمه اول لایحه وظایف مرحله اول ارزیابی دایاگ مراجعه گردد)

ب. اکتشافات: ارتباط، اجراات و تداوم
ارتباط

پروژه دایاگ هدف اولیه خود را تا کنون تعقیب مینماید. طوریکه در پلان عملیاتی دایاگ ذکر گردیده است این پروژه حکومت افغانستا ن را کمک مینماید تا اهداف ایجاد محیط زیست مطمئن را از طریق خل سلاح و انحلال گروپ های مسلح غیر مسئول عملی نماید، و شرایط را برای تمدید اداره خوب و نقش قانون ایجاد نماید.

دایاگ بیشتر مرتبط میباشد به فرمان عملیات پروگرام انکشافی ملل متحد. این پروژه که دارای عناصر مختلف میباشد روی رشد ظرفیت های محلی، انکشاف مداوم و توسعه اهداف هزار ساله سازمان ملل متحد در افغانستان میباشد که اصولاً هدف آن ریشه کن ساختن فقر میباشد.

اجراات پروژه دایاگ

پروژه دایاگ همراه با ساختار تطبیق کننده آغاز گردیده که میتوان یک نتیجه مناسب را ببار آورد. حکومت افغانستان مسئولیت رهبری پروژه را بعهده دارد. کمیسیون خل سلاح و جمع آوری اسلحه از طریق دارالنشاء مشترک از جمله نهاد های هم آهنگ کننده برای حکومت افغانستان میباشند و مسئول عرصه های، عملیاتی، معلومات عامه و پلان های انکشافی پروژه میباشد. برنامه آغاز نو مستقیماً کمیسیون خل سلاح و جمع آوری را از طریق جابجا ساختن پرسنل در کمسیون و تشریک مساعی با سائیر همکاران انکشافی حمایت مینماید.

الف. اجراات عملیات

انحلال گروپ های مسلح غیر مسئول در سه مرحله اجرا میگردد:

- مرحله اول(داوطلبانه)- این مرحله برای مدت 30 روز ادامه می یابد، که به سطح ملی و محلی تاثیر معلومات عامه دایاگ را تقویت می بخشد.

- مرحله دوم(مذاکره)- استعمال امکانات ملی و محلی جهت وادار نمودن آنعده گروپ های مسلح که با پروژه همکاری ندارند
- مرحله سوم(جبری)- در صورتیکه در مدت 60 روز مرحله اول قبولیت رضا مند انه دست آورد غیر محتمل باشد، کمسیون جمع آوری و مکللی سازی گزارشی را برای وزارت داخله می فرستد که آن آن وزارت تصمیم تطبیق جبری را توسط نیرو های امنیتی افغان اتخاذ مینماید.

در این مرحله انحلال گروپ ها داوطلبانه یا به اساس مذاکره میباشد. فعالیت های ذیل تا کنون مورد اجرا قرار گرفته است.

- در ماه جون 2005، تیم های جمع آوری دایاگ بتعداد 4857 میل سلاح مربوط به 124 کاندیدان انتخابات پارلمانی را جمع آوری نموده اند.
- از تاریخ 10 فبروری 2006، بتعداد 2804 گروپ های مسلح غیر مسئول و اسمای 429 نفر مسئولین دولتی که با گروپ های مذکور ارتباط دارند تشخیص و ثبت اساس معلومات (دیتابیس) دایاگ گردیده است. ازجمله رقم مذکور، بتعداد 612 آنرا گروپ های مسلح تشکیل میدهد که بروز تعهدید از موجودیت شان به سطح بلند میباشد.
- از تاریخ 10 فبروری 2006، 17497 میل سلاح تحت پروژه دایاگ تفکیک گردیده است. ازجمله رقم مذکور- 1883 آنرا سلاح های ثقیله و 15685 میل آنرا سلاح های خفیفه تشکیل میدهد. همچنان 25667 عدد مهمات سربسته و 70993 عدد مهمات باز به تیم های جمع آوری برنامه آغاز نو تسلیم و از سوی آنان تفکیک گردیده است. در حال حاضر بتعداد 645 گروپ مسلح غیر مسئول با دایاگ سروکار دارند.
- سند ستراتیژی دایاگ توسط اعضائی دارالنشاء مشترک طرح گردیده و پیش نویس پلان عملیاتی دایاگ در حال حاضر جهت بررسی دارالنشاء مشترک و تائید آن تهیه میگردد.
- کمیته های ولایتی که توسط والیان ولایات رهبری میگردد، مذاکرات هم آهنگ سازی های داخلی را بین مسئولین، کمیته ها، نماینده گی ها و شورا ها اجرا نموده اند. فعالیت های رشد ظرفیت ها جهت بهبود ظرفیت اداره و جهت تعین مسئولین موثر توصیه گردید. کمیته های ولایتی همچنان عملیات ولایتی را اداره و رهبری مینمایند.

ب. اجراات معلومات عامه
کامپننت معلومات عامه پروژه بسیار پر فعال بوده و نتایج متعددی را در رابطه به ایجاد آگاهی عامه بدست آورده است، و باعث تشویق گروپ های مسلح غیر مسئول شده است تا سلاح های خود را تحویل نمایند.

ث. کامپننت انکشافی

از زمان آغاز پروژه دایاگ در ماه جون 2005 ، کامپننت انکشافی به عقب افتاد. در این مرحله تطبیق ، البته ممکن نیست که والسوالی های را که در آن خدمات کامپننت انشکافی ملل متحد ارائه میگردد تشخیص نمایم. این کار ارتباط دارد به سطح نفوذ گروپ های مسلح غیر مسئول و سطح تعهدید که ایشان به حکومت و مناطق شان وضع مینمایند.

ج. نقش همکاران انکشافی در پروسه دایاگ
حکومت افغانستان نقش رهبری کننده را در پروژه دایاگ، در حالیکه جامعه بین المللی به رهبری یو نما، پروسه دایاگ را از نظر دیپلوماتیک و تمویل مالی حمایت می نماید. برنامه آغاز نو افغانستان یک نقش مشاورت و حمایت کننده را در پروژه دایاگ ایفا مینمایند.

د. نتایج
- در مجموع، دایاگ ارتباط دارد به اهداف انکشافی حکومت افغانستان که عبارت از ایجاد محیط مصؤن از طریق خل سلاح و انحلال گروپ های مسلح غیر مسئول میباشد، تعین شرایط برای توسعه اداره خوب و نقش قانون میباشد،
- تاکنون برخی دست آورد های بشمول همکاری دایاگ با پروسه انتخابات پارلمانی، جمع آوری سلاح و مهمات، تشخیص گروپ های مسلح غیر مسئول و تشخیص آنعده مسئولین حکومت که با گروپ های متذکره ارتباط دارند از جمله دست آورد های دایاگ محسوب میگردد.

- چالش های متعدد باقی می ماند که عبارت از کمبود همکاری دولت در سطح عالی و مهارت ضعیت کارمندان ولایات در عرصه منجمنت تخنیکی میباشد.
- با وجود فوریت تطبیق پروژه دایاگ، آغاز پروژه بخاطر پروسه انتخابات و تاخیر در نهائی ساختن پلان عملیاتی دایاگ بتعویق افتید،
- پروژه از خود یک ساختار مدیریت سالم و میکانیرم خوبی را طرح نموده که درآن تمام سهم داران برنامه آغاز نو و دارالنشاء مشترک را شامل مینماید.

ذ. سفارشات
تیم ارزیابی بعضی سفارشات را ایجاد مینماید:

1. رشد ظرفیت ها
- ضرورت مبرم برای فراگیری آموزش و سهیم ساختن تجارب کشور های دیگر برای کارمندان دایاگ، محل دفتر، وسائل فراهم نمودن لوژستیک در سطح مرکزی و محلی میباشد.

2. توسعه رهبری حکومت، مالکیت ملی و رشد ظرفیت ها
- از آن جائیکه حکومت افغانستان برای رهبری پروسه دایاگ مسئول میباشد، باید نقش رهبری کننده قوی تر را در ارتباط به هدایت تصامیم پالیسی و رهنمائی، پلانگذاری و تطبیق پروژه ایفا نماید.
- بعضی موضاعت معلق وجود دارد که به اقدام فوری نیازدارد- انفاذ عملی قانون اسلحه، نهائی نمودن یک لست عملی وشفاف رعایت معیار ها توسط گروپهای مسلح غیر مسئول، وتصریح تصدیق سند پالیسی و پلانگذاری میباشد.

3. سفارشات برای اداره خوب و امنیت:
گزارش ها حاکی یست که در اکثر ولایات حکومت های محلی مشروعیت سیاسی دارند تا قانون سلاح را نافذ نمایند. اگرچه مانع اساسی در جهت ایجاد اداره خوب عدم ظرفیت در نهاد های محلی حکومت و هراس از گروپ های مسلح غیر مسئول که مستقیماً در ادارات خددمات ملکی شامل پولیس و قضا میباشد. ولایات گذارش میدهند که اندازه نیروهای امنیتی کاهش می یابد و نمیتوانند مشکلات امنیتی را مرفوع سازند. تا وقتیکه اجتماع با نیروهای امنیتی همکاری ننماید در تطبیق قانون مشکلات خواهد بود. از اینرو معلومات عامه نقش مهم را جهت جذب همکاری ایشان اهمیت خاص دارد.

4. سفارشات در مورد عملیات
- به همان پیمانه که جمع آوری سلاح مهم است به عین اندازه انحلال گروپ های مسلح غیر مسئول مهم میباشد و به توجه بیشتر نیاز دارد تا یک میکانزم بوجود آید که از هم پاشیدن این شبکه را مراقبت نماید.
- این کار برای اقدامات بیشتر جهت نقشه برداری گروپ های مسلح غیر مسئول در سطح کشور ضرورت دارد، تشخیص ساحات تحت نفوذ و سروی اساسی بوسیله مصاحبه با نهاد های دولتی، سازمان های بین المللی، رهبران جامعه، اعضای جامعه و خود گروپ های مسلح غیر مسئول صورت گیرد.
- تصریح نمودن خل سلاح گروپ های مسلح غیر مسئول بنار بر دلایل ذیل حایز اهمیت میباشد:

  o هراس وجو دارد که گروپ های مسلح غیرمسئول منحل شده دوباره منسجم نگردد.
  o گروپ های مسلح غیر مسئول که منحل نشده اند ممکن فریب خورده و سلاح های خود را بدلیل اینکه قیمت سلاح های سبک در بازار افزایش یافته است بفروش برسانند.
  o ممکن جامعه امید خود را در درابطه به کامپننت انکشافی دایاگ از دست بدهند.

- یک سیستم شناسائی (شناسنامه ها، مدال ها وغیره) پیشنهاد میشود که تشکیل گردد، و این شناسنامه ها باید بطور آشکارا به آنعده نهاد های دولتی که اجراات کرده اند و همچنان برای آنعده گروپ های مسلح غیر مسئول که کاملاً با پروژه همکاری نموده اند اعطا گردد.

5. سفارشات در مورد کامپننت انکشافی پروژه دایاگ

- ارزیابی ظرفیت نهاد های دولتی، مخصوصاً درسطح ولایات، باید اجرا گردد و کمبودی ها در جایکه باشد رفع گردد.
- وجوه مالی اضافی جهت تحقق فعالیت های تعین شده انکشافی که منحیث یک بخش پروژه دایاگ بشمار میرود باید بسیج گردد.

6. سفارشات در مورد مراقبت و ارزیابی

- مراقبت و ارزیابی دایاگ باید معلومات مورد نیاز را منحیث میکانیرم حسابدهی برای موسسات همکار فراهم نماید.
- این یک نیازمندی فوری در جهت تهیه پلان های کاری میباشد و همچنان سیستم راپوردهی منحیث یک بخش رهنمود مراقب ارزیابی میباشد.
- مراقبت ارزیابی باید از نزدیک به کار خود با برنامه آغاز نو ادامه بدهد و بیشتر در عملیات دایاگ شامل گردد.

7. سفارشات در ارتباط به جمع آوری معلومات و اساس معلوماتی (دیتابیس)

- کمبود جدی در معلومات مقدماتی موجود میباشد. از لحاظ تعداد گروپ های مسلح غیر مسئول و افراد مربوطه شان، تعداد وکیفیت سلاح های که نزد شان جمع شده است، شاخص های امنیتی وغیره....
- کمیته های ولایتی باید در مورد گروپ های مسلح غیر مسئول که در ولایات مربوطه شان فعالیت دارند معلومات جمع آوری نمایند.
- تیم ارزیابی سفارش مینماید تا جمع آوری معلومات، نگهداری و نشر آن معیاری گردد.
- تغیر دوباره فورمت دیتابیس از جمله یک اولویت فوری بشمار میرود.

8. سفارشات در مورد معلومات عامه

- کمپائین معلومات همه باید روی تغیرات تمرکز نماید که نقش پاداش فردی را به برنامه های تشویقی دسته جمعی تبدیل نماید.

  یک سروی ارزیابی سریع ارتباطات را میان تیم روی تعین موارد ذیل کمک مینماید:
  - o در صورتیکه شنونده گان پیغام را شنیده باشد،
  - o اگر پیغام درک شنونده گان را در باره دایاگ تحت تاثیر قرار بدهد،
  - o اگر فراه خوان پیغام مثبت یا منفی باشد و
  - o چه باعث شده که شنونده گان در مقابل دایاگ عمل مثبت داشته باشند؟

  همچنان سفارش می گردد که شاخص های بیشتر کیفی و کمی تهیه گردد تا تاثیرات معلومات عامه را در مورد پیشرفت و عملیات دایاگ را اندازه نماید.

  نقش معلومات عامه در تطبیق دایاگ دایاگ بسیار ضروری خواهد بود.

9. هم آهنگی فعالیت های موسسات همکار

این کار به نفع تمام همکاران انکشافی میباشد تا فعالیت های شان را با پروژه دایاگ هم آهنگ نمایند.

10. جنبه جندر (زن ومرد) در دایاگ

بیشتردر کنفرانس لندن قویاً ضرورت مساوات جندر، نقش قانون و حقوق بشر را طرح مینماید، و شناخت پیشرفت های که تا کنون وجوده آمده در داخل پروژه دایاگ باید نکات ذیل را مورد مطالعه قرار دهد:

- ضرروریت معلومات جندر در رابطه به مراقبت و ارزیابی تاثیر دایاگ در جامعه.
- کامپننت انکشافی دایاگ برای تاثیر بیشتر در مورد جندر باید ساده گردد.

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- زنها به اثر بی امنیتی در سطح ولایات بیشتر متاثیر شده اند و معلومات بیشتر دارند که باعث تقویت مساعی نیروهای امنیتی گردد.
- از اینرو برنامه معلومات عامه خواستار حمایت ضروری زنان میباشند.

11. تدارک بودیجه

تاخیر ها در تطبیق دایاگ باعث مشکلات گردیده است. در نتیجه احتمال دارد که دایاگ با مصارف بیشتر از بودیجه حاضر روبرو گردد. باید تدارکات بودیجوی بوجود آید که مصارف اضافی را بزودی منحیث مصارف احتمالی تحت پوشش قراردهد.

دروس آموخته شده

دروس عمومی

تطبیق مرحله داوطلبانه دایاگ از طریق آگاهی عامه، جمع آوری سلاح، حمایت دولت و تدارک پروژه های انکشافی، درعرصه انحلال گروپ های مسلاح غیر مسئول بدون شک که پروژه دایاگ موفقانه عمل نموده است. پروژه دایاگ در افغانستان بیشتر روی انحلال گروپ های مسلح غیر مسئول تمرکز مینماید و در نظر دارد تا اهداف خود را بدون قائیل شدن امتیاز به گروپ های مسلح غیر مسئول یا افراد بدست آورد. جوانب انکشافی پروژه دایاگ برای منفعت تمام جامعه میباشد و تطبیق پروژه های سریع حکومت های محلی را قارد میسازد تا ضروریات ابتدائی جامعه را تعین نماید.

ملاحظات سیاسی

از آنجائیکه جمع آوری سلاح از نظر سیاسی حساس میباشد، تطبیق دایاگ در تمام سطوح ضرورت به همکاری جامعه و همچنان مسئولین امنیتی دارد. جهت تطبیق پروژه دایاگ باید شبکه های اجتماعی تقویه و مورد استفاده قرار گیرد.

جمع آوری اسلحه و امنیت

تشخیص دقیق تعداد کامل سلاح ها در مناطق مورد هدف تقریباً یک امر نا ممکن بوده و یک سیستم ارزیابی باید اتخاذ گردد که به اساس آن پیشرفت و موفقیت پروژه دایاگ را مورد قضاوت قراردهد. یکتعداد عناصر به هم پیوسته موجود است که ادامه تصرف سلاح های غیرقانونی و تصمیم تحویلدهی داوطلبانه آنرا به مسئولین تحت تاثیر قرارمیدهد.

- ادامه پیامهای آگاهی عامه
- دایاگ فراتر از ساحات مورد هدف و گروپ های مسلح غیر مسئول
- همکاری نزدیک وحمایت پولیس محلی در ساحات مورد هدف

اداره پروژه

تطبیق موفقانه پروژه دایاگ نیازمند کارمندان اختصاصی درسطح ساحه میباشد، کسانیکه مورد علاقه تمام جونب باشند و تمام موضاعت پیچیده اجتماعی را درک نماید. نگهداری ارتباط موثر بین مرکز وساختار اداره ولایتی برای تطبیق موفقانه این پروژه بسیار ضروری میباشد. در شرایط بعد از جنگ و سیده گی به ماهیت مغلق پروژه دایاگ، احتمال دارد که تاخیر در پروژه همچنان باعث افزایش مصارف پروژه نیز میگردد. باید یک تدارک بودیجوی موجود باشد تا بدون متاثر ساختن منفعت های پروژه مصارف متذکره را تحت پوشش قرار دهد.

د اجرااتو لنديز

الف. د ارزوني بهير
هغه تولنيز ـ سياسي او تخنيکي عوامل چي په دغي اروزني باندي يي اغيزه کري ده په دا ډول دي:
۱. په نسبي توګه د پروژي د تطبيق د وخت څخه مخکښني پراو
۲. په هيواد کي د سپکو او درندو وسلو د شمير په هکله د مقدماتي اطلاعاتو نشتوالی
۳. د امنيت د ستونزمند شرايطو او سخت ژمي له امله په ساحوي سفرونو کي خنډونه
۴. د حکومت نوي همکاران او د ولايت په کچه اداري ظرفيت
۵. د نړيواله موسساتو ترمنځ د همکاری کمزورتيا
۶. د بهير خنډيدلی تطبيق او د خدمتونو ترسره کول

د ارزوني ټيم دي لاندي ارخونو ته پاملرنه کوي:
• په هيواد کي سياسي څانګرتياوي او امنيتی شرايط
• هغه مرسته چي لمرنيو ارتياو پوري اړه لري
• د مرستو ورکولو اجرات
• د هدف د ترلاسه کولو لپاره د برياليتوب کچه

د داياګ د پروژي لمړی پراوبه د پروژي د شپږو مياشتو په اجرااتو باندي د هيواد د تولنيز اقتصاد او سياسي شرايطو په ترڅ کي، د فعاليتونو په اجرااتو چي تراوسه تطبيق شوي او پايلي ترې اخيستل شوي، په سپارښتنتو او زده کرل شوي لوستونو باندي بيا کتنه وکړي.

(لمړی ضميمي، د داياګ د ارزوني د لمري پراو د دندو لايحي ته مراجعه وکړئ)

ب. لاسته راورنيی: اهميت، اجراات او تداوم

تداوم
د دا ياګ پروژه لاتر اوسه هم د پروژي لمړی هدف، لکه څنګه چي په ConOps کي يادونه شوي تعقيبوي. دغه پروژه د افغانستان د دولت سره مرسته کوي چي د غير مسئولو وسله والو ډلو د بيوسيلي کولو او انحلال له لياري خوندي چاپيريال رامنځ ته او د ښه حاکميت او د قانون د تطبيق لپاره لاره اواره کري.

داياګ ډير زيات د ملګرو ملتونو د پرمختيابي پروګرام په دستور پوري اړه لري. دغه پروژه چي ګڼ سکتوريزه پروژه ده په نظر کي لري چي دا لاندي چاري ترسره کړي: د کار لپاره د محلي توانمندي وده، دملګرو ملتونو د زرکلن پرمختيابي هدفونو دوامداره پرمختګ او وده، په اساسي توګه دبيوزلی لمنځه ورل.

د داياګ د پروژي اجرات
د داياګ پروژه د داسي تطبيقي جورښت سره رامنځ ته شوه چي کولای شي ډيري پايلي ترلاسه کړي. د افغانستان حکومت د داياګ د پروژي د خاوند په توګه مسئوليت لري چي د دغه بهير لاربنوونه وکړي. د بيوسلي کولو او بيا ميشته کولو کميته د ګډی دارالانشا له لياري، د افغانستان د حکومت د همغږه کوونکي نمايندګی په توګه د تولو عملياتو، عامه معلوماتو او د پروژي د پرمختيابي پلان جوړولو مسئوليت لري. د ملګرو ملتونو پرمختيابي پروګرام/ د افغانستان د نوي پيل پروګرام د بيوسلي کولو او بيا ميشته کولو د کميتي په دغي کميته کي د پرسونل د ځای پرځای کولو له لياري د نورو همکارانو د مرسته نيغ په نيغه مرسته کوي.

الف. د عملياتو اجرات
د غير مسئولو وسله والو ډلو انحلال په دريو پراونو کي ترسره کيږي:
• لمړی پراو (په خپله خوښه)- دغه پراو چي ۳۰ ورځي دوام مومي د داياګ او په ملي کچه د محلي تطبيق کوونکي موسسي دمرستي څخه برخه مند کيږي
• دويم پراو (د خبرو اترو له لياري)- د محلي او ملي مشرانو په واسطه د ناراضه غير مسئولو وسله والو ډلو او قومندانانو اړ کول دي ټکي ته چي د داياګ د بهير سره موافق شي.

- دریم پړاو (په زور سره) - که چیرته د لمړي پړاو د پیل څخه د ۶۰ ورځو په ترڅ کي په خپله خوښه موافق نشول ، د بیوسلو کولو او بیامیشته کولو کمیټه به د کورنیو چارو وزرات ته راپور وکړي چیرته چي د افغان امنیتي ځواکونو څخه به کار واخیستل شي چي نوموړي ډلي د بهیر سره موافق شي.

په دغه پړاو کي د انحلال بهیر په خپله خوښه یا د خبرو اترو له لیاري ترسره کیږي. تر اوسه پوري دا لاندي فعالیتونه ترسره شوي دي.

- د ۲۰۰۵ م کال د جون په میاشت کي، د دایاگ تیمونو ۴۸۵۷ میله وسله چي ۱۲۴ ټنو NAPCE پوري یي اړه درلوده راټوله کړه.
- د ۲۰۰۶ م کال د فبروري د میاشتي د لسمي نیټي څخه را په دي خوا ۲۸۰۴ وسله والو ډلو او ۴۲۹ ټنو دولتي چارواکو نمونه چي د غیر مسئولو وسله والو ډلو سره یي تراو درلود د دایاگ په دیتابیس کي ثبت شول . د دغه شمیر څخه د غیر مسئولو وسله والو ډلو ۶۱۲ ډلي ډیر لوی گواښ و.
- د ۲۰۰۶ م کال د فبروري د میاشتي د لسمي نیټي څخه را په دي خوا د دایاگ د پروژي تر قیادت لاندي ۱۷۴۹۷ میله وسله تفکیک شوي ده. د دغه شمیر څخه – ۱۸۸۳ میله درندي وسلي او ۱۵۶۸۵ میله سپکي وسلي دي. تر اوس مهاله ۲۵۶۶۷ سربنده او ۷۰۹۹۳ سرخلاصي مهمات سپارل شوي او د افغانستان د نوي پیل د پروگرام د وسلو ټولولو د تیمونو له خوا تفکیک شوي دي. د غیر مسئولو وسله والو ډلو ۶۴۵ ډلي د دایاگ سره بوختي دي.
- د دایاگ د ستراتیژی سند د گډي دارالانشا د مسئولینو له خوا تصدیق شو او د عملیاتي پلان مسوده د گډي کمیټي د بیا کتني لپاره اوس د جوړیدو په شل کي ده
- ولایتي کمیټو چي مشري یي د والیانو په غاړه ده د رسمي چارواکو، کمیټو، نمایندگیو او شوراگانو تر منځ داخلي مشوري او همغږي ترسره کړي ده. د کاري ظرفیت د ودي لپاره یو لړ فعالیتونه ترسره شول تر څو د حاکمیت ظرفیت لوړ شي او د اغیزناکه رسمي چارواکو د مقرری په هکله مشوره ورکړي. همدارنگه، ولایتي کمیټي ولایتي عملیات اداره کوي.

ب. د عامه معلوماتو اجراات
د پروژي د عامه معلوماتو برخه یوه فعاله برخه ده چي تولنه کي یي د دایاگ دخبرتیا په هکله ډیر پایلي ترلاسه کړي دي، او غیر مسئولي وسله والي ډلي یي دي ته هڅولي چي خپلي وسلي وسپاري.

ت. پرمختیایي برخه
د ۲۰۰۵ م کال د جون په میاشت کي د دایاگ د پیل څخه را په دي خوا د پرمختیا په برخه کي ځند پیش شو. د تطبیق په دغه پړاو کي دا خبره ممکنه نه ده چي وټاکل شي چي په کومو ولسوالیو او په ځو ځایونو کي پرمختیایي برخه خپل خدمات ترسره کړي. د دغي برخي اجراات هغوسیمو پوري د غیر مسئولو وسله والو ډلو تر اغیزي لاندي وي او هغه گواښ پوري اړه لري کوم چي د غیر مسئولو وسله والو ډلوله خوا په تولنو او دولت باندي اینیودل شوي دي.

ث. د دایاگ په بهیر کي د پرمختیایي موسساتو رول
د افغانستان حکومت د دایاگ د پروژي لپاره د مشرتابه رول لري ، په داسي حال کي چي نړیواله تولنه کوم چي مشري یي د یونما په غاړه ده دایاگ ته دیپلوماتیکي او تمویلي مرستي برابره وي. د ملگرو ملتونو پرمختیایي پروگرام/ د افغانستان د نوي پیل پروگرام د دایاگ د پروژي په هکله مشورتي او مرستندویه رول لوبوي.

ج. پایلي
- په عمومي توگه، دایاگ د افغانستان د حکومت هغه پرمختیایي هدفونوتعقیبوي کوم چي د غیر مسئولو وسله والو ډلو د بیوسلي کولو او انحلال له لیاري خوندي چاپیریال رامنځ ته کوي او د بنه حاکمیت او د قانون د تطبیق لپاره بنه شرایط برابروي.

- تر اوس مهاله دایاگ گڼ شمیر لاسته راوړني لري، لکه په پارلماني ټولټاکنو کې د دایاگ فعالیت، د وسلو او مهماتو د ټولولو اوسني بهیر، د هیواد په کچه د غیرو مسئلو وسله والو او د دغو ډلو سره د اړونده دولتي چارواکو پیژندګلوي د لا زیاتو اجرااتو لپاره،

- لا تر اوسه ګڼ شمیر خندونه په خپل ځای پاتي دي لکه په لوړه کچه د دولت ملاتړ او اجراات او د ولایت په کچه د مامورینو کم مهارتونه د تخنیک او اداري په برخه کې،

- سره له دي چې د دایاگ د پروژي چټک تطبیق ته اړتیا شته ، خو د پروژي پیل د ټولټاکنو او د دایاگ د سټراتیژۍ له امله وځنډیدو

- نوموري پروژي د اداري سالمه جوړښت او ښه میکانیزم بنودلی دی چې په دي کې د افغانستان د نوي پیل پروګرام او د ګډی دارالانشا په کچه ټول ونډه لرونکي شامل دي.

چ. سپارښتني
د ارزوني ټیم دا لاندي ځیني سپارښتني رامنځ ته کړي:

۱. د کاري ظرفیت ودہ:
- د دایاگ مامورین اړتیا لري چي زده کړه او د نورو هیوادو څخه تجربه ترلاسه کړي، او د مرکز او ولایت په کچه دفتر، سامان آلات او لوژستیکي آسانتیاوي ولري.

۲. د دولت مشرتابه، ملي مالکیت او کاري ظرفیت ته ودہ ورکول
- لکه څنګه چې د افغانستان دولت د دایاگ د بهیر د لارښوونې مسئولیت لري، همدارنګه دولت باید د پریکړو په پالیسی کي ، په پلان جوړلو او د پروژي په تطبیق کي د لارښود رول ولوبوي.

- لاتر اوسه هم ځیني مسائل شته چي باید ډیر ژر د هغه په هکله اجراات وشي، لکه په عملي توګه د وسلو د قانون تطبیق ، د هغو غیر مسئولو وسله والو ډلو روښانه لست جوړول کوم چي د بهیر سره موافق دي ، او د پالیسي او پلان جوړولو سند باید ژر تر ژره تصدیق شي.

۳. د ښه حاکمیت او امنیت په هکله سپارښتني
په ډیرو ولایاتو کي راپور ورکړل شوی چي حکومت کولای شي د وسلو قانون تطبیق کړي. خوبیاهم، د ښه حاکمیت د راوستلو په اړوند یوه نقیصه دا ده چي د حکومت محلي موسسي کاري ظرفیت نلري او د غیر مسئولو وسله والو ډلو او هغو قوماندانانو څخه ډاریري کوم چي په مستقیمه توګه په ملکي ادارو، پولیسو او قضا کي شامل دي. همدارنګه، ولایتونه راپور ورکوي چي د امنیتي ځواکونو اندازه کمه شوی ده، له دي امله نه شي کولای چي د ولایت امنیتي سټونزی حل او فصل کړي. تر څو چي ټولنه د امنیتي ځواك سره همکاري ونه کړي نو د قانون په تطبیق کي به یولړ سټونزي موجودي وي. له دي امله، عامه معلومات د ټولنې د ملاتړ د جلبولو لپاره ډوخ اهمیت لري.

۴. د عملیاتو په هکله سپارښتني
- ترکومه ځایه چي وسلي ټولول مهم دي په هم هغي اندازي سره د غیر مسئلو وسله والو ډلو انحلال ته باید پاملرنه وشي او په داسي میکانیزم سره یی ځارنه وشي چي دغه شبکه بیخي له منځه ولاړه شي.

- د دغه کار لپاره لازمه ده چي د هیواد په کچه د غیر مسئلو وسله والو ډلو سکیچ جوړ شي، د هغوی تر نفوذ لاندي سیمي باید وټاکل شي، او د دولتي موسساتو، نړیوالو موسساتو، د ټولنې مشرانو، د ټولنې د غرو او په خپله د غیر مسئلو وسله والو ډلود غرو د مصاحبو له لیاري مقدماتي سروي باید ترسره شي.

- د ځیني دلایلو له امله په چټکی سره د غیر مسئلو وسله والو ډلو انحلال ډوخ اهمیت لري:
  o دا ویره شته چي بنایي منحل شوي وسله والي ډلي بیا جوړي شي
  o هغه غیر مسئولي وسله والي ډلي چي تر اوسه نه دي منحل شوي بنایي دي ته وهڅول شي چي په مارکیت کي خپله وسله د زیات قیمت له امله وپلوري.
  o د دی ویره شته چي هغه وسله والي ډلي چي مخکبني منحل شوي بنایي د نورو وسله والو ډلو له خوا چي لا اوس هم وسله لري پري یرغل وشي.
  o د دی احتمال شته چي ټولنه د دایاگ د پرمختګ په هکله نا امیده شي.

- يو پيژندل شوی سيستم (لكه، د پيژندګلوی ليكونه، مدالونه او داسي نور) بايد جوړ شي او په عام محضر كي هغو دولتي موسساتو وركړل شي كوم چي په سمه توګه اجراات كوي او همدارنګه دغه مدالونه او امتيازات هغو غير مسئولو وسله والو ډلو ته وركړل شي چي په بشپره توګه د داياګ سره موافق وي.

۵. د داياګ د پروژي د پرمختيايي كامپننتونو په هكله سپارښتني
- د دولتي موسساتو د كاري ظرفيت ارزونه ، په ځانګړي توګه دولايت په كچه بايد ترسره شي او موجوده كموالي چيرته چي لازم وي بايد لري شي.
- د دي لپاره چي د داياګ د پروژي پرمختيايي فعاليتونه ترسره شي نو لازمه ده چي اضافي مالي وجهي ورته برابري شي.

۶. د څارني او ارزوني په هكله سپارښتني
- د داياګ څارنه او ارزونه به لازمه معلومات د حساب وركوني د ميكانيزمونو په توګه ټولو ونده لرونكوته برابر كړي.
- د څارني او ارزوني د كلني لارښووني د يوي برخي په توګه لازمه ده چي د كار پرمختيايي پلانونه جوړشي.
- څارنه او ارزونه به د ملګرو ملتونو / د افغانستان د نوي پيل د پروګرام سره ګډ كار وكړي اود داياګ په عملياتو كي به زياته برخه واخلي.

۷. د معلوماتو راټولولو او ديتابيس په هكله سپارښتني
- په مقدماتي معلوماتي كي ډير زيات كموالي موجود دی، لكه د غير مسئولو وسله والو ډلو شمير او هغوی پوري اړونده افراد، د وسلو شمير او كيفيت كوم چي كارول كيږي، امنيتي شاخصونه او داسي نور.
- ولايتي كميټي بايد د غير مسئولو وسله والو ډلو په هكله كوم چي د دوی په اړونده ولاياتو كي فعاليت كوي معلومات راټول كړي.
- ټيم سپارښتنه كوي هغه معلومات چي راټوليږي، ثپيتيري او خپريږي بايد معياري شوي وي.
- ديتابيس ته بيا شكل وركول يو له مهمو لمړيتوبونو څخه دی.

۸. د عامه معلوماتو په هكله سپارښتني
- د عامه معلوماتو كمپاين بايد د مكافاتو په داسي بدلون باندي تمركز وكړي كوم چي مكافات د فرد په پرتله بايد ډله ايزو سكيچونو ته وركړل شي.

د سروي چټكه ارزونه كوم چي د عامه معلوماتو د ټيم سره د دي لاندي ټكو په ټاكنه كي مرسته كوي:
- كه چيرته اوريدونكي پيغام اوريدلي وي،
- كه چيرته پيغام د اوريدونكي افكاروته د داياګ په هكله تر اغيزي لاندي راولي،
- كه چيرته پيغام مثبت يا منفي څوابونه وهڅوي
- ولي غبرګونونه يا مثبت دي او يامنفي؟ ، او
- كوم شي اوريدونكي راپاراولي چي د داياګ په وړاندي مثبت غبرګون وښيي؟
سپارښتنه كيږي چي كمي او كيفي شاخصونه بايد رامنځ ته شي تر څو د عامه معلوماتو او د داياګ د عملياتو اغيزه اندازه كړي.
د عامه معلوماتو رول د داياګ په تطبيق غوخ اهميت لري.

۹. د همكارو پرمختيايي موسسو د فعاليتونو همغږي
دابه د پرمختيايي موسسو په ګټه وي چي خپل فعاليتونه د داياګ د پروژي سره همغږي كړي.

۱۰. د داياګ د جندر (ښځينه او نارينه) ارخ
د لندن د كنفرانس په نظركي نيولوسره چي د ښځو او نارينه و ترمنځ د مساواتو ، دبشري حقونو د قانون تطبيق او په دغه برخه كي په پرمخ تګ باندي تينګار كړی ، د داياګ د پروژي په ترخ كي لازمه چي دا لاندي ټكي په نظر كي ونيول شي:

- په ټولنه باندي د داياگ د اغيزي د څارني او ارزوني لپاره لازمه ده چي د جندر په هکله بيلابيل معلومات موجود وي.
- د جندر په مسائلو باندي دلا ښي اغيزي لپاره د داياگ د پرمختيايي کامپننت بايد ساده او اغيزناکه شي.
- د ولايت په کچه ښځي ډيري زياتي دبي امنيتي له امله متاثره کيږي او دوی زيات معلومات لري چي چي کولای شي د امنيتي څواکونو سره همکاري وکړي. له همدي امله د عامه معلوماتو د خبرتيا کمپاين د ښځو د ملاتر په اړه غوڅ اهميت لري.

۱۱. د بودجي تدارك

کله چي د داياگ په تطبيق څند راغي نو يولر ستونزي يي رامنځ ته کړي. په پايله کي داياگ د تخصيص شوي بودجي په پرتله د ډير زيات لګښت سره مخ شو. د دي لپاره چي نور لګښتونه پوره شي بايد نور بودجوي تداركات لکه احتمالي مالي وجهي يا بودجه موجوده وي.

زده کرل شوي لوستونه:

عمومي لوستونه:

د داياگ د خپلي خوښي د پراو تطبيق د عامه خبرتيا، د وسلو ټولولو ، د حکومت د همکاري او د پرمختيايي پروژو د تداركاتو له لياري بي له شکه چي له د وسله والو ډلو په انحلال کي يو بريالي پراو و. د داياگ پروژه په څانګري توګه په افغانستان کي غواړي چي غير مسئول وسله والي ډلي منحل کري او پلان لري چي دغه هدف پرته له دي چي دغو ډلو يا افرادو ته کوم امتياز ورکړي تر لاسه کري. د داياگ پرمختيای ارخ به ټولو ټولنو ته ګټه ورسوي او دچنکي اغيزي پروژي به تطبيق کړي کوم چي د دولت ولايتي چارواکي به وتوانوي چي د ټولني لمړنۍ ارتياوي وټاکي.

سياسي ملاحظات:

تر هغه څايه چي دوسلو ټولول د سياست له پلوه حساسه موضوع ده،نو د داياگ په تطبيق کي بايدټولنه، ملکي او امنيتي چارواکي په ټولو کچوکي همکاري وکړي. د داياگ د تطبيق لپاره لازمه ده چي د ټولني شبکوته وده ورکړل شي او دهغو څخه کار واخيستل شي.

د وسلو ټولول او امنيت:

په پلان شويو سيمو کي دا خبره ناممکنه چي د وسلو بشپر شمير په دقيفه توګه ارزيابي شي او د دي لپاره چي د داياگ د پرمختګ او بريايتوب ترسره شي نولازمه ده چي د څارني سيستم چي پکښني اړونده شاخصونه موجود وي وکارول شي. يوزيات شمير اړونده عوامل شته چي غير قانوني وسلي ساتل کيږي او په خپله خوښه چارواکوته نه سپارل کيږي.

- د عامه خبرتيا دوامداره پيغامونوته
- د داياگ فعاليت د پلان شويو سيمو او دغير مسئولو وسله والو ډلو څخه پورته
- په پلان شويو سيمو کي د محلي پوليسو نږدي همکاري او ملاتر

د پروژي اداره

د داياگ د بريالي تطبيق لپاره لازمه ده چي ساحوي اختصاصي مامورين موجود وي کوم چي ټولو اړخونو ته د ډاد ور وي او په بشيره توګه په پلان شويو ټولنو کي د ټولنيزو مسائلو د پيچلتوب باندي پوه وي. د دغي پروژي د بريالي تطبيق لپاره لازمه ده چي د مرکز او ولايتي ادارو تر منځ مخابراتي اړيکي کوم چي غوڅ اهميت لري بايد موجودي وي. د جګړي څخه وروسته شرايطو اود داياگ د پروژي د پيچلي ماهيت په نظر کي نيولوسره، که چيرته د دغي پروژي په تطبيق کي څند پيښ شي نو د پروژي لګښت به زيات شي. د دي لپاره چي اضافي لګښتونه پوره شي پرته له دي چي د پروژي د ګټو کيفيت تر اغيزي لاندي راشي نو بايد بودجوي تداركات رامنځ ته شي.

I. INTRODUCTION

As the dismantling of the Afghan Military Forces came to a close, it became clear that militias still existed. In response, the UN and international community supported the government in creating the Disbandment of Illegal Armed Groups (DIAG) programme. The DIAG project is to run for a two and a half year duration with the ultimate goal that all illegal armed groups disband by December 2007. This paper, produced by ANBP's Monitoring & Evaluation Unit (M&E) has reviewed the first six months of DIAG operations.

The report has six parts and appended annexes. The Executive Summary covers salient aspects of the report. Part I and Part II present the DIAG Project background and Phase I evaluation process respectively. Part III and Part IV describes the different aspects of the Evaluation Team's findings and conclusions. Part V and VI identify recommendations and lesson learnt.

A review of DIAG's central region operations is attached as a sample study. Further attachments include desk reviews of ANBP's de-mining and ammunition projects. Information related to the way this evaluation was conducted is also provided in the annex.

II. DIAG PHASE 1 EVALUATION BACKGROUND

1. BACKGROUND OF DIAG PROJECT

In order to strengthen the security and stability of Afghanistan, protect personal and government property and save the lives of citizens, the Government of Afghanistan (GoA), enacted the Law on Fire Weapons, Ammunitions and Explosive Materials (hereinafter "Gun Law") in June 2005. Subsequently and in support of this law the Disbandment of Illegal Armed Groups [1](DIAG) Project was launched by the GoA with the assistance of the Japanese Government. UNDP/ANBP is responsible for supporting the implementation of DIAG in close collaboration with the GoA, United Nations Assistance Mission in Afghanistan (UNAMA), International Security Assistance Force (ISAF). DIAG implementation was initiated in June 2005 with an estimated time frame of two years. The Afghanistan Compact document gives as a benchmark for the disbandment of all IAGs by December 2007.

The GoA's has set three principal objectives in the DIAG Strategy document[2]:
- Governance: To extend the authority of GoA through the development of its capacity for effective local governance.
- Security: To create the conditions for the establishment, maintenance and support of security throughout Afghanistan.
- Popular Support: To strengthen public support for the lawful organs of the Afghan State and to bring to the public's attention the negative impact of IAGs.

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[1] IAGs Definition: Quasi military groups of armed men who are not officially recognized as part of the recognized Afghan military forces. They are outside the chain of command and control of central government. The initial definition (Mar 05, 2006) stated that an IAG was: Composed of at least 5 persons, engaged in illegal activities, benefited from the 'collective security' of the group and higher echelon IAGs and enjoyed a level of protection from the law because of the influence/protection of the group or influential persons associated with the IAG.
IAGs can effectively be broken into the following categories: paramilitary militias (PM); groups with suspected, or confirmed, connections to illegal activities; local militias (LM); groups which exist solely for the purposes of providing local community defense; and criminal groups - groups which exist because of reliance on criminal activities to generate income and power.

[2] Refer to DIAG ConOps

There will be 5 phases of DIAG operations[3]:

Phase 1 – National Preparation: This phase of DIAG operations is already underway. After putting in place a range of national enabling actions, a national implementation plan will be created, based on provincial assessments and national factors. Provincial assessments will take into account information provided to the JS by the provinces and national agencies.

Phase 2 – Provincial Preparation: The choice of DIAG tools to be applied in a particular province will depend on the nature of the IAGs to be addressed. The visibility of a benevolent alternative security force (not local IAG-linked police) reinforced by PI tools may be sufficient to persuade IAGs to comply with the Gun Law. Elsewhere, legal sanctions against individuals or strong suppression of IAGs activity may be the most appropriate and effective methods of curtailing their activities. Provincial preparation must be based on a clear understanding of the nature of the local problem and the appropriateness of the tools available. This will require Provincial Committees to be closely involved in information gathering, planning and implementation tasks.

Phase 2 tasks include:
- Confirmation of IAG lists and targets for action, baseline data and development goals as compiled by Provincial Committees. The preparation of Provincial Plans in accordance with Provincial Guidelines developed by the Joint Secretariat. The harmonization of Provincial Plans with the DIAG Concept of Operations and Strategy Paper.
- Creation of a provincial public information (PI) campaign.
- Coordination of national resources to support provincial operations, including letters of notification addressed to commanders advising them of their requirement to comply with the national Gun Law and engagement with DIAG.
- Setting of local development priorities in anticipation of future compliance as an incentive.
- Contacts with IAG commanders to ensure an understanding of DIAG while promoting engagement with the project and ensuring mutual communication is maintained.

Phase 3 – Provincial Operations: Provincial operations are to stand alone within the national plan and are to be completed by December 2007. Operations should be managed close to the ground where activities will take place in order to help develop governance capacity at a local level. Phase 3 has three stages:
1. Stage 1 (voluntary compliance with DIAG)
2. Stage 2 (negotiated compliance)
3. Stage 3 (enforced compliance with the spirit and intent of the Gun Law)

Phase 4 – Compliance and Monitoring: In order to establish compliance, to monitor continued compliance and to allow the GoA to determine when DIAG objectives have been met, information must be collected on key measures of effectiveness. Information gathered for provincial assessments will need to be updated monthly by provinces and JS member agencies, contributing to a record of key indicators that will identify trends and progress towards DIAG objectives. Phases 4 and 5 will extend beyond Dec 2007, the target date for nation-wide disbandment.

Phase 5 – Development and Community Impact Study: With compliance achieved, the **Disarmament & Rehabilitation Commission** will approve development packages forwarded by the Provincial Community Development Teams (PCDTs) for execution by implementing partners such as MRRD, MoA, MoLSA and NGOs. Such development should

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[3] Refer to DIAG ConOps

include projects with early benefits and high impact to visibly reward compliance and continued security stability. There will be a need for the Commission's Monitoring and Evaluation team to monitor actual development against planned developments and conduct a Community Impact Study to assess the long-term benefits delivered by DIAG.

At this initial stage of DIAG implementation, some achievements can be noted:
- The evolution of a dedicated national organization to plan and implement DIAG strategy (Disarmament & Rehabilitation Commission, reporting to the National Security Coordination Forum);
- The endorsement of a DIAG Strategy Paper and CONOPS documents; and
- Capacity building of Development Committees at provincial levels.

Some objectives are in progress:
- An Information Operations Plan based on PI support messages;
- The identification of national and regional persons whose support and influence would benefit DIAG implementation and
- The development of a national DIAG implementation plan, based on an assessment of the readiness of provinces to undertake DIAG operations.

And some objectives are planned:
- The identification of threats from officials, representatives and other figures that are linked to IAGs, to be addressed under the procedures as soon as possible; and
- The identification of planned and potential development projects that can be synchronized with DIAG.

2. DIAG PHASE I EVALUATION PROCESS
Some socio-political and technical factors that have influenced this evaluation include:
1) The relatively early stage of project implementation
2) The lack of baseline data regarding the numbers and circulation of small and heavy weapons in the country;
3) The restrictions on travel to the field due to a difficult security situation and the heavy winter season
4) Nascent government counterparts and poor administrative capacity at the provincial level
5) Weaknesses in coordination among international organizations
6) A delayed implementation process and delivery

Phase 1 of the DIAG evaluation will review the initial implementation stage of the project through the following activities:
- Review the relevance of the goals and outcomes/outputs of the project.
- Measure the performance of the project by reviewing the effectiveness, efficiency and timeliness of DIAG activities.
- Identify impacts and analyse the sustainability of the project if possible.
- Provide conclusions and recommendations which will improve the next phase of project implementation and
- Draw lessons and identify best practices if possible.
   (See annex 1: Terms of Reference for DIAG Phase I Evaluation)

III. FINDINGS

1.   RELEVANCE OF DIAG PROJECT OBJECTIVES
DIAG objectives remain relevant to establishing long-term peace and security by contributing to the Government of Afghanistan's goal of establishing a secure environment through the

disarmament and disbandment of Illegal Armed Groups (IAGs) and setting the conditions for the extension of good governance and the rule of law.

DIAG is further relevant to UNDP's mandate in Afghanistan. The programme which is multi-sectoral emphasizes local capacity building, sustainable development and the promotion of the United Nation's Development goals for Afghanistan, principally poverty eradication.

2. PERFORMANCE IN PROVIDING EFFECTIVE, EFFICIENT AND TIMELY ASSITANCE

2.1 EFFECTIVENESS AND EFFICIENCY

The Government of Afghanistan is responsible for leading the DIAG process. The Disarmament & Rehabilitation Commission (DR&C), through the JS, is the coordinating body for the GoA and responsible for the overall operational, public information, developmental planning components of the project and M&E. UNDP/ANBP supports directly the DR&C by the secondment of staff to the commission.

A. Operations performance

It is difficult to measure, at this stage, the effectiveness of DIAG operational activities because of a lack of measurable indicators to determine success. At this stage, only the number and quality of weapons collected can be taken as measures of DIAG's achievements. To gain a practical picture of DIAG's successes baseline data is required to determine the quality and quantity of weapons in possession of IAGs. The next phase of the evaluation will review the factors of crime, public health and the public perception of security on DIAG's progress.

The disbandment of IAG takes place in three ways - voluntary, negotiated or enforced surrender. This is achieved in collaboration with the provincial government, ANBP, the Afghanistan National Security Forces (ANSF) and the community. At this point in the DIAG process the disbandment and surrendering of weapons is voluntary or negotiated. It is expected that most IAGs or individuals will voluntarily participate in this process, while others who have criminal or other agendas will require a different level of response by ANSF.

So far the JS operational achievements are as follows:

1. At the initial stage of implementation DIAG took advantage of the National Assembly Provincial Council Election (NAPCE) process and focused on 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 and 38 candidates were disqualified for non-compliance.

2. The main phase of DIAG will focus on the disbandment of the top four IAGs in each province in parallel to disarming government officials that retain links with IAGs and abuse their positions of trust. The list of 2,652 IAGs and 432 government officials linked to illegal armed groups (GOLIAGs) has been compiled in the DIAG database system as input into DIAG operational activities. Out of this number 582 are high-threat IAGs. Official notification was sent to the Ministry of Interior in regard to 13 GOLIAGs for compliance. As a result five of them complied, three were suspended, three are in the process of compliance and one died. 19 more notifications have been sent as of 8 March.

3. By 20 March 2006 20,245 weapons (light and heavy), 141,519 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 region is quite low. Of the collected weapons, 67% are serviceable.

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4. The DIAG Strategy Paper and CONOPS have now been endorsed by the DIAG Forum.

Table 1: Collected Weapons and Ammunition as of 26 January 2006

Regions	Collected Weapons	Collected Ammunitions
Northern region	3,433	2,643
North East region	7,841	372
Eastern Region	1,878	66,071
Central Region	1,404	27,703
Central HighLand Region	928	12,573
South East Region	1142	21021
Southern Region	334	2,212
Western Region	3,285	8,924
Total	**20,245**	**141,519**

Challenges in the DIAG Operational process
At this stage DIAG project implementation has faced a number of challenges:
- A shortage of qualified staff at the provincial level and a lack of proper management of existing human resources. A lack of accommodation, transportation and other facilities for provincial staff to utilize.
- A lack of baseline measures to fully determine DIAG's impact on IAGs.
- The mandate for weapon registration has been prepared by MoI and delivered to the Ministry of Justice (MoJ) for approval. However the mandate for weapons permission are still under consideration within GoA and no penalty has been established for those in possession of weapons/ammunition.
- The MoI requires assistance in the registration of weapons i.e. development of forms, compiling databases. Lack of commitment and leadership by the government side are delaying DIAG's operations. The lack of participation by government JS members is a further challenge. At the provincial level governors, chiefs of police and other provincial officials are reluctant to collaborate with DIAG. Further coordination and communication needs to take place between the different actors involved in security operations. For example, coalition forces collecting weapons in areas without informing DIAG.
- The delayed endorsement of the DIAG Strategy Paper has had an impact in finalising details of the CONOPS, which will be the foundation document for planning and implementing overall DIAG activities of the project.
- 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 is also a significant criteria. The GoA, both at the central and regional levels should take the lead in encouraging IAGs and GOLIAGs to engage fully with DIAG and comply with the Gun Law. Other relevant criteria to gauge DIAG's progress can include in general the monitoring of all criminal activities. Using these criteria, JS/DIAG Ops will determine which districts are eligible for development activities.

B. Public Information Performance
The effectiveness of DIAG's public information campaign can be evaluated in line with the role it was designed to play.

a) Create awareness in the public about the DIAG Project and threats to internal security and stability by the existence of IAGs. Further encourage communities to assist with DIAG's mandate.
b) Persuade commanders and leaders of IAGs to support DIAG and hand their weapons and ammunition to responsible authorities.
c) Assist in Gun Law enforcement by government officials at the central and provincial level.
d) Increase support of development partners.

The performance of public information has been effective in creating awareness about DIAG's broad objectives. Regular updates on DIAG's progress which are highlighted in the public information campaign create additional pressure from communities on local illegal armed groups to disarm and disband. The DR&C provides guidelines for the public information unit in the development of messages that are to be communicated through local media, as well as by religious leaders, Shuras, and through community meetings.

PI is guided by six stakeholders which includes: the MoIC, MoI, MoD, UNAMA, CFC-A and ISAF. The Deputy Minister of Information and culture leads the public information campaign in relation to DIAG. The provincial governors and the heads of provincial MoIC are tasked in measuring the effectiveness of DIAG's public information campaign on local communities.

The public information unit is quite dynamic and has achieved a number of results:
- JS has held press conferences for the launching of DIAG's main phase as well as on a number of other occasions;
- Press releases, media advisories and other printed materials are distributed to publicize activities carried out by the JS including DIAG's achievements, Project updates and field mission reports. This is published in Dari, Pashto and in English throughout the different regions.
- Weekly meetings are conducted with counterparts in the MoIC, MoD (publications section), UNAMA, ISAF and CFC. The chairperson of the meeting is the Deputy Minister of Culture, Information and Tourism but his presence is often limited
- The provincial committee reports are collected monthly to be included in DIAG publications. However, this reporting is not standardized and conducted often through the phone or e-mail on an ad hoc 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.
- Public service announcements (PSA) are recorded on cassettes and provided to representatives of Ministry of Culture and Information for media activities.
- Interviews with community members are conducted to review security situation.
- Further public information activities include:
  o Ten round tables in Kabul regarding DIAG.
  o A one-day seminar in Kabul on 28 October 2005 for heads of provincial MoIC and PDCs.
  o The development and design of a website
- The development and distribution of DIAG posters for country-wide distribution
- The public information unit has issued several policy documents such as: Instructions from MoIC to Departments of MoIC General Strategy on Public Information and an Area Based Strategy on Public Information.

Challenges in Public Information
The above noted achievements have been critical in creating awareness of DIAG among the public, persuading IAGs to participate in DIAG and encouraging the government to make policy decisions in support of the Project. However, the public information campaign needs to

be more visible. This is understandable given the size of the programme and inherent bureaucratic challenges, however the public information needs to be expanded and extensive public interaction needs to continue.

Some of the challenges are as follows:
- The slow funding process and approval system at UNDP has delayed PI activities.
- Public information needs additional human resources, technical and financial support at the provincial level. There is currently no public information staff in the provinces and DIAG must rely on local representatives of the MoIC and PDC.
- Lack of local media outlets in the province is a continuing challenge to a comprehensive public information campaign. In these instances, information on DIAG can be conveyed by religious groups, community leaders, schools and government institutions.
- The public information campaign should ensure that it utilizes a mix of media tools i.e. posters that supplement newspaper articles in order to reach the illiterate, community performances or town hall meetings in areas with poor media infrastructure.
- The DIAG public information unit does not have a clear work plan for the next 12 months. One should be formulated as soon as DIAG's concept of operations is approved.
- There is no regular hard copy or email reporting system from the provinces, except twice a month telephone contacts with each PDC and MoIC representative. Reporting needs to be standardized and take place in a more consistent and regular basis.
- It has been difficult so far to judge local community perceptions of DIAG project and measure the impact of public information activities. A survey to measure these impacts will be will be part of the next evaluation.
- An emphasis on public education needs to be developed, explaining the link between IAGs and the undermining of local development and reconstruction. Communities should be encouraged to share information and intelligence on the activities of IAGs.

C. Development performance
Development activities are not directly recognized as an incentive to IAGs to comply with DIAG. The identification and planning of development activities was expected to proceed as soon as M&E baseline information compiled to justify compliance and development "rewards." However, at this stage of DIAG's implementation it is difficult to indicate in how many provinces and districts development activities will take place. At this stage only preparatory activities have taken place such as the capacity building of development unit staff, the holding of workshops and the preparation of guidelines and handbooks. The staffing of the development unit is now complete with a balanced mix of international and national experts who are waiting for the process to kick off.
The DIAG Development Team has achieved some initial performances:
- Initial assessment was conducted and development activities identified for Nangahar and Khost provinces on the basis of two JS approved field missions. The implementation was, however, postponed due to the fact that CFC did not support the idea of implementing any projects at this stage.
- In addition some preparatory activities have taken place within the development component of DIAG such as capacity building of development unit staff, collection of information about National Development Projects (NDPs) under MRRD, MoA, MoLSA, MoI and MoE and the preparation of guidelines/handbook.
- The Development Team has worked out a six month work plan, which is reviewed on a monthly basis.
- The DIAG Development Team has had a number of meetings with MRRD, WATSAN and others to establish procedures related to the implementation of DIAG

development activities. A draft MoU between MRRD and JS has been developed and awaits approval.
- There has also been an extensive dialog with donors on one of the project areas where the DIAG development component will be incorporated which is the National Area-Based Development Project (NABDP) Phase two integrated rural development support (2006-2008).

Comment [h1]: Please reword, is this a programme?

Challenges of DIAG Development Component:
- The amount of funds estimated for development projects is $100,000 (USD) per district which is quite low to motivate communities to support DIAG.
- Development activities should also be focused on Quick Impact Projects (QIPs)
- Capacity assessments will have to be conducted at the central and provincial level to make sure that development teams are adequately staffed and put in place in all relevant government institutions such as MRRD, MoA, MoLSA, MoI and MoE.

Comment [h2]: This needs to be defined

Table 2: Funds Mobilized for the Development Component of DIAG within other Government Projects

PROJECT	Amount of funds available	Areas of Operation
National Area Based Project	$15,000,000	All provinces
National Solidarity Programme	$5,000,000	All provinces, must be on roll-out plan
National Solidarity Programme	$10,000,000	Bamyan,Balkh,Nangarhar and Kandahar
WATSAN (MRRD/USAID)	$600,000	19 provinces in East, South-East, South,West (Farah only), Central
IOM	€ 600,000	Herat only
Access to Justice (UNDP/MOJ)	€ 6,000,000	50 districts (initially)

D. DIAG Database System
The DIAG database system has been established in the central office of the JS. The ANBP Weapons Collections Teams (WCTs) has been providing a list of collected weapons based on information from six sources which include the MoD, MoI, ISAF, CFC-A, UNAMA and NDS.

The database system facilitates the smooth running of operations particularly with regard to information on the number of IAGs, GOLIAGs and weapons & ammunition collected. The database is maintained by ANBP/DIAG staff and can support a listing of 100,000 groups. So far 2,000 individuals have been recorded to the database.

Database systems are maintained in MS Access. It provides the following information:
- NAPCE (National Assembly Provincial Counsel Elections) Database: Data on list of parliamentary election candidates who are linked with IAGs. It contains data of over

1,000 candidates of which 32 were disqualified from standing in the election due to a lack or non- compliance with DIAG.

- Top 4 IAGs Database: This Database provides a complete listing of the top four IAGs. Presently, this database has data on around 610 IAGs and data entry is still in progress. The main IAG database which was established at the beginning of the DIAG process currently includes data for 12 provinces.
- LGOs Database: This database provides information on Linked Government Officials. Currently information is available on 420 GOLIAGs 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 the Disarmament & Rehabilitation Commission Operations Unit and includes information on commanders.

The database has a mapping system and a baseline information which are under progress. Recently the PI, with the support of the database team, has developed a website: www.diag.gov.af to be brought online in the near future.

E. DIAG Monitoring and Evaluation (M&E)
The DIAG M&E Unit is directly under the supervision of the chairman of JS. ANBP's M&E Unit supports the DIAG M&E Unit by participating to the recruitment of M&E Assistants, conducting training, developing the DIAG M&E manual and guiding the DIAG phase 1 evaluation process. As the DIAG M&E unit has only recently been established, the monitoring of operations, public information and other development activities has been limited.

2.2   TIMELINESS
The Evaluation Team has found that all DIAG activities have fallen behind their original schedules, mainly due to start-up delays, the slow clearance of funding for DIAG activities and a lack of government support. Further external factors contributing to delays include the Afghan parliamentary elections this past fall and poor weather conditions.

2.3   FINANCIAL STATUS OF DIAG PROJECT
The total amount of funding received from major donors (UK, Canada, Denmark Switzerland, Netherlands, and UNDP) who have channeled their funding through UNDP amounts to $5,977,353 (USD) (see Table 3). USAID and Japan are channeling their support through NSP and IOM respectively and is not reflected in this report.

As the project is in the initial stages, 80% of expenditures have been devoted to personnel who have been developing policies and constructing guideline documents. The UK is the largest donor comprising 42% of DIAG's funding. Switzerland contributed 25%, the Netherlands, 20%, UNDP 8%, Denmark, 3% and Canada 2%.

Table 3: DIAG Financial Status of fund channeled through UNDP/ANBP

Funding from	Total Received[4]	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

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[4] Including the 5% Service payment of UNDP

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
Switzerland	1,500,000		0	0	1,428,571
Total	**5,977,353**	**2,182,626**	**1,751,102**	**431,523**	**3,533,866**

Funding of DIAG project channeled through UNDP/ANBP by donor

- Switherland 25%
- Canada 2%
- UK 42%
- Netherlands 20%
- Denmark 3%
- UNDP 8%

- Equipment and others 20%
- Personnel 80%
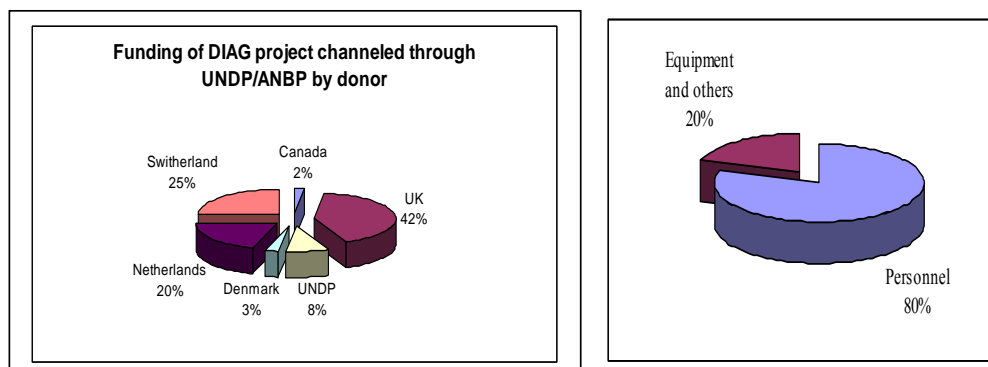
3. THE ROLE OF DEVELOPMENT PARTNERS IN DIAG's PROCESS

The GoA has the lead role in DIAG providing strategic direction to the DIAG decision-making process; facilitating the planning and coordination of policies & priorities; directs the JS; implements the programme at national and provincial levels.

The International Community (IC), with Japan as the focal point, will provide diplomatic and donor support to DIAG. IC military forces (CFC-A and ISAF) will offer support when requested by the GoA. This assistance will consist of advice and mentoring to DIAG planning and implementation at all levels, the provision of some enabling capabilities and an ability to respond to unforeseen circumstances beyond the capacity of Afghan resources on a case by case basis.

Comment [h3]: What does this mean?

UNDP/ANBP has many unique attributes that are crucial in assisting DIAG. These include the extensive regional offices network and capacity throughout Afghanistan; track record and expertise developed through DDR; funding mobilization and contacts with donors, the coordination of sister UN agencies and operational flexibility. UNDP/ANBP plays an advisory and supportive role for DIAG, whereas the government has the lead role in the implementation process of operations, PI and development components.

- As the advisor to the government UNDP assisted the GoA in the design and implementation of DIAG as well as in issuing supportive policy papers and planning documents. ANBP participates and contributes to the DIAG Forum, JS meetings, PI and Operations meetings at the national and provincial levels through the development of policy decisions, strategic advice and planning documents.
- As supportive institutions to the GoA, UNDP/ANBP has deployed a number of national and international staff at the national and provincial levels who are involved in supporting the operations, development and PI activities of DIAG. In addition, UNDP plays a critical role in developing and maintaining the Database and the Monitoring and Evaluation system of DIAG.

Some additional roles taken by ANBP and IC are so far to expedite the implementation process. However this situation should be supplemented with a capacity assessment conducted to identify gaps where additional capacities are required for the government to fulfill its lead role in DIAG.

IV. CONCLUSIONS

The objectives of DIAG remain valid to the GoA's development goals which are those of establishing a secure environment through the disarmament and disbandment of IAGs, setting the conditions for extension of good governance and the rule of law. DIAG will also contribute to reconstruction and development by facilitating enhanced security for NGOs activities.

If successfully completed, DIAG will contribute significantly to human security, socio-economic well-being and the development of local communities. However several challenges remain including creating real government support and action at the highest levels and the poor technical and management skills of province level staff.

As noted the start up of DIAG was delayed by a slow funding clearance process and delays in the endorsement of the DIAG Strategy Paper and CONOPS by about three months. In addition there were some unforeseen circumstances which further contributed to the delay such as the NAPCE, and the lack of government commitment in enforcing the Gun Law.

The project has shown a sound project management structure by providing highly qualified and efficient national and international expertise. However this is not balanced with the capacity of staff in the provinces which is limited.

V. RECOMMENDATIONS

1. Capacity building
Some of the findings and conclusions show that there is a critical need for capacity building:
- Training is required for DIAG staff on humanitarian and legal norms governing the protection of civilians in conflict areas. This can be provided by UNHCR and related UN agencies.
- Incorporate experiences and lessons learnt from DIAG-like projects in other countries.
- Conduct assessment to identify needs for additional staffing and expertise in public information, database and the DIAG M&E Units.
- Strengthen management capacity at the provincial level, especially in governors' offices. This increased capacity in the regions will be beneficial for future projects that may rely on the DIAG model.
- Critical need for office space, materials and equipment as well as logistics for DIAG staff at both the national and provincial levels.

It is also recommended that the international community provide modern technology and trained dogs to assist the government in detecting caches of weapons hidden by IAGs.

2. Promoting Government Leadership, National Ownership and Capacity
As the principal actor in the success of DIAG, the GoA needs to play a stronger leadership role in the planning and implementation of the project. There are pending issues which need urgent action:
- The enforcement of the Gun Law, weapons registration and process at the country level
- Finalising a practical and transparent list of criteria to evaluate an acceptable level of compliance by IAGs.

- Endorsement of the Concept of Operations and other technical documents to expedite the implementation of the project

Similar actions are required at the provincial level where governors will have to collaborate and show their commitment to DIAG. The same principle applies to provincial police departments in relation to compiling and providing information on IAGs and supporting the DIAG process at the district level.

DIAG cannot be designed and implemented by a group of experts and through external financial resources alone. National stakeholders, rather than international actors, should assume full responsibility for DIAG at the policy level, and further assume responsibility in DIAG implementation as much as local capacity and issues regarding impartiality allow. Whenever a balance needs to be struck between national capacity development and rapid direct implementation of DIAG by international actors, a phased approach should be taken leading to full national control.

3. Recommendations on DIAG Operations

- Whilst the voluntary handing over of weapons of GOLIAGs and IAGs was significant for this initial phase, it is also observed that disbandment remains a challenge. The IAG network needs to be disbanded and their communication with subordinates discontinued. For this purpose there is need for establishing a mechanism which will help monitor the disbandment of the IAG network and assess whether links have been broken between commanders and subordinates. There is a further need in mapping IAGs at the country level, identifying their areas of influence and conducting a baseline survey compiled from interviews with government officials, international organizations, community leaders, community members and IAGs themselves.
- There is concern that delays in DIAG operations has given an opportunity to IAGs already in the process of disbanding to reorganize and rearm or be tempted to sell their weapons on the market instead of handing it over to the government. The delay also creates fear among those who have already disbanded of an attack by those still armed. There is a strong need for filling the vacuum created by the disbandment of IAGs. Strengthening linkages between the different security pillars is critical.
- In terms of expediting the delivery, the evaluation underscored the need for flexibility, speed and equity.
  - Flexibility is required in DIAG activities to compensate for initial flaws in formulation and unexpected conditions that have delayed the project's implementation.
  - 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.
- A recognition system (letters of recognition, medals etc.) should be developed to reward government institutions who are performing properly and to IAGs who are complying fully and cooperating with DIAG..

4. Relationship between Provincial Committees and the Disarmament & Rehabilitation Commission

The Disarmament & Rehabilitation Commission should undertake periodic independent assessments of the level of threats posed by IAGs at the provincial level. Further, hold provincial committees accountable for discrepancies between the location of these threats and the focus of provincial disarmament efforts. The Disarmament & Rehabilitation Commission should develop a mechanism for recording complaints related to abuse of authority or harassment by any agency involved in the DIAG process. Incidents of this nature have already occurred and have been recorded but no action has been taken.

5. Recommendations Regarding the Development Activities of DIAG
- As the development component has lagged behind, the main recommendation is to expedite the development process before the community loses confidence in the benefits of DIAG. Whereas the DIAG project is not directly linked with the provision of development incentives to individuals, it is important that members of disbanded groups and members of the community benefit equally from development projects and improved governance services.
- Additional funds need to be mobilized in order to ensure that development activities are completed.

6. Recommendations on M&E
JS has set up an M&E unit at the central level which is working closely with the M&E Section of UNDP/ANBP.
- Under the supervision of the JS, DIAG's M&E Unit will need to provide government officials, development partners and donors with more information on the progress in DIAG project implementation and the results achieved.
- There is an urgent need in developing separate work plans for operations, development and public information as well as a consolidated work plan of all departments to track and accelerate activities which are behind schedule.
- A common reporting format needs to be put in place to ensure that the regions are submitting relevant and detailed information of activities in the provinces. Periodic publications detailing DIAG's progress should also be provided to relevant stakeholders.
- M&E will have to be further involved in DIAG operations by ensuring that compliance criteria indicators are developed (see attached). This will also ensure that operational and development activities meet the required timeliness.
- ANBP will continue to work closely with DIAG M&E to finalise the M&E manual, conduct training and assist in the development of work plans, reporting formats and survey questionnaires. However it would more efficient if M&E is totally embedded into the JS structure and be located within the same compound.

7. Recommendations for Information Collection and Database system
A critical gap in information relates to baseline information regarding the number of weapons in general circulation and those in the hands of IAGs and the number of security related incidents linked to the activities of IAGs. It is not in ANBP's mandate to conduct this survey, but provincial level governments should be tasked with conducting appropriate assessments and ensuring an adequate and accurate flow of information.

The Provincial Committees should collect information on illegal armed groups operating in the province; those involved in narcotics trafficking, and receive complaints from communities regarding the activities of illegal armed groups. This information should be compiled and sent to the Disarmament & Rehabilitation Commission.

There is need for standardizing the information collection 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 table formats and records lack a consistent format. The following actions are recommended:
- Normalize table structures;
- Change the data entry format;
- Remove unnecessary columns from the tables; and
- Train database staff and other DIAG staff on developing and formatting tables.

8. Recommendations on Public Information
Public information efforts so far concentrate on the collection of weapons and the compliance of IAGs. The public information campaign needs to more strongly link the case that the disbandment and disarming of armed groups will lead to increased benefits for the community, principally increased development and stability.

Conducting a survey, through a rapid appraisal method, is critical to evaluate changes in public opinion as a result of DIAG public information efforts. The survey should measure not only public sentiment towards DIAG, but also evaluate the role that Shuras, religious leaders and government officials play in influencing opinions on DIAG. The survey should also gauge community opinion on what factors they believe will contribute to the establishment of peace and security in their regions.

A rapid appraisal survey is critical in measuring changes in public opinion and perception in response public information activities conducted so far. The survey would be a valuable tool and would assist the communications team in determining:
- If the audience has heard the message,
- If the message has influenced the audience's perception about DIAG,
- If the message evoked is a positive or negative response,
- Why reactions were either positive or negative, and
- What has motivated the audience to act positively or negatively towards DIAG.

The role of PI will be important during the main phases of DIAG. There should be a well-organized campaign informing the public about specific deadline for IAGs to voluntary or through negotiation surrender their weapons. Public deadlines will build confidence within the community about the legitimacy of the DIAG process and the ability of Afghan security forces to enforce the law.

9. 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. Some development agencies have allocated large amounts of funding for projects in various districts (i.e. alternative livelihoods). DIAG should coordinate and work with these development agencies to leverage their support in the DIAG process. Similar commitments should be requested from the UN agencies by addressing this issue through the UNCT.

- Ideally development partners should suspend their activities until compliance of all IAGs in that specific district is accomplished. However this may be difficult to apply in practice as this strategy may not be supported by all development agencies.
- It is recommended that the government take the lead role in suspending support to areas where communities have not been collaborative with DIAG and IAGs have not complied with the Gun Law.

In the mean time a consultation process between development agencies should be maintained to determine how to influence districts to fully comply with DIAG.

10. Budget Provision
The delays in DIAG implementation are essentially political and bureaucratic. As a consequence the DIAG as well as de-mining and the mine & ammunition project are likely to face increased cost beyond budgeted amounts. For example the cost increases in fuel and oil have direct impacts on the budget. Considering the nature of the project, unforeseen delays are always likely to arise and a budgetary provision should be added to cover such unexpected contingencies.

11. Gender Perspective of DIAG
- Women can be considered strategic partners in weapon collection projects, as women have essential information about the presence of guns in their homes and communities.
- The PI campaign should focus on women by clearly establishing the link between disarmament and disbandment and subsequent benefits to the community in the form of development projects. This kind of exercise has been proven to be effective in Albania and women's involvement was observed to have increased the number of weapons collected.
- So far the presence of women in the DIAG process has been minimal, this is because women have not been seen as combatants who should be disarmed.. A gender-sensitive approach to DIAG and a gender analysis is essential. This can be achieved by consulting women and women's groups throughout the implementation, monitoring and evaluation process of DIAG.

VI. LESSONS LEARNT

1. General Lessons
Implementing the voluntary phase of DIAG through a combination of public awareness, weapons collection, government support and the provision of development projects is undoubtedly successful in disbanding potential IAGs and removing significant numbers of weapons from communities. DIAG does not provide individual incentives to IAGs or GOLIAGs, but provides development assistance to communities. Quick impact projects will enable provincial governments to establish good governance and security as well as provide for the basic needs of their community.

2. Socio-Political Considerations
Since weapons collection is politically sensitive, implementing DIAG requires the co-operation of the community as well as civil administrations and security authorities at all levels. Implementing DIAG requires developing and utilizing sustainable grassroots community networks in order to effectively disseminate the message that the possession of illegal weapons undermines physical and human security. An effective link between political entities and grassroots community networks is essential to the success of the project.

3. Weapons Collection and Security
Accurate assessment of the 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 the progress and success of DIAG project.

A number of inter-related factors influence the continued possession of illegal weapons such as narcotics production and trafficking; insurgency; inter-ethnic and inter-tribal strife; and lack of general confidence in the regime.

The voluntary hand over of the weapons to the authorities can be influenced by:
- Public awareness must be continuously emphasized and directed at target groups in order to establish and maintain momentum of the DIAG Project. Uncertainty, confusion, insecurity and local rivalries are inherent to projects such as DIAG. These challenges can be reduced through timely and accurate programme updates and a dynamic public information campaign.
- The public destruction of collected weapons has a significant impact on people's perceptions on the success of DIAG and local peace and security.

- Close cooperation and support of the local police is critical to the success of DIAG in collecting information and weapons, improving security and building community trust.
- Establishment of good governance and security develops public confidence in the government.

4. Project Management

An effective DIAG Project requires dedicated and skilled staffs that are trusted by all parties and fully understand the complex social issues shaping target communities. Maintaining effective communication between the center and provincial management structures is crucial for the successful implementation of DIAG in the regions.

In post-conflict situations delays in implementation are inevitable and project costs are likely to rise for unpredictable reasons. There should be budgetary provisions to cover unexpected costs without affecting the quality of outputs or benefits of the project. Budgetary constraints are to be planned for, for example the downsizing of ANBP and potential for the withdrawal of USAID funding.

UNDP, through ANBP, is playing an important role in DIAG and has a strong record of interacting with national and international entities across the development spectrum. UNDP's commitment to, socio-economic recovery and peace-building in Afghanistan should benefit future collaborations.

ANNEX 1: 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^2) 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 1st August 2005 – 31st 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^2 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 communiteis.
   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 organisation 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.

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

ANNEX 2: 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/packaged 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 tonnes 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 tonnes of boxed and loose ammunition consolidated across the country by Ammunition Team, and more than 5000 tonnes 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 IMPLEMENTAITON
The project has been successful in achieving its output and has preformed 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 latter 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 14th and 15th November 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 (15th November), 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 databases that exist use EOD 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 EOD Frontline to ArcView GIS system using Microsoft Access Database is recommended with appropriate training of the relevant staff.

ANNEX 3: TERMS OF REFERENCE FOR DIAG PROJECT IN-HOUSE PHASE 1 EVALAUTION

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:

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

Database 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 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 4: WORK PLAN FOR DIAG PHASE 1 EVALUATION (INTERNAL)									
Project	**Unit**	**Activities**	**Responsibilities**	**December 05**		**January 06**		**February'06**		**March'06**
				1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Week s
All Projects	**Evaluation process**	Prepare TOR	**M&E Section Advisor**	▓						
		Assign Tasks			▓					
		Follow up Process			▓		░			
		Consolidate Evaluation Report					░			
		Finalise 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					░			

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Project	Unit	Activities	Responsibilities	December 05		January 06		February'06		March'06
				1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Week s
	DIAG Kabul	Review Background	Zulmai	▓						
		Review Status		▓						
		Review Management Capacity and monitoring tools			▓					
		Mission to the fields (M&E Assistants. 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	December 05		January 06		February'06		March'06
				1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Week s
De-mining	Public Information	Review structure and capacity of management	Habibullah Wahidi		▓					
		Review the reporting/ consultation format			▓					
		Review the monitoring tools			▓					
		Review the status			▓					
	Provincial Assessment on DIAG, de-mining and Ammunition	Province 1	Sanaullah Safi			▓				
		Province 2	Habibullah Wahidi			▓				
		Province 3	Atiq			▓				
		Province 4	Zulmai			▓				
De-mining	Operations, management and other	Review structure and capacity of management	Atiq and Adiba	▓						
		Review the reporting/ consultation format			▓					
		Review the status			▓					
		Review the monitoring tools			▓					
Ammunitions	Operations, management and other	Review structure and capacity of management	Atiq and Adiba	▓						
		Review the reporting/ consultation format			▓					
		Review the status			▓					
		Review the monitoring tools			▓					

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Project	Unit	Activities	Responsibilities	December 05		January 06		February'06		March'06
				1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Weeks	3rd & 4th Weeks	1st and 2nd Week s
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 5: LIST OF THE EVALUTION TEAM, PEOPLE/INSTITUIONS INTERVIEWED AND PROVINCES VISITED

LIST OF EVALUATION TEAM
1. ANBP M&E Advisor
2. ANBP M&E Officer
3. ANBP M&E Associate
4. ANBP M&E Assistants
5. Joint Secretariat M&E officer
6. Joint Secretariat M&E Assistant

LIST OF PEOPLE INTERVIEWED
1. Regional office Managers
2. Deputy Regional Office Manager
3. Governors at central and provincial Level
1. Deputy of Governor at the provincial Level
2. Chief of polices at the central and Provincial level
3. National Directorate of Security at central and provincial level
4. Ministry of Rural and Rehabilitation Development
5. UNAMA
6. Provincial Council
7. Ministry of Culture and Information
8. Joint Secretariat PI section
9. Joint Secretariat Development Advisors.
10. ISAF
11. CFC
12. Joint Secretariat Public Information team
13. Joint Secretariat Database Section
14. MOI Representative
15. MOD Representative
16. Operation team

LIST OF DOCUMENT REVIEWED
1. Concept Papers DIAG Development
2. Ammunition Survey Project Document Final
3. Ammunition Project report
4. Ammunition survey as of 8th of Feb, 2006
5. De-Mining Proposal and Strategy
6. DIAG development matrix
7. DIAG JS CONOPS draft 8
8. Work Plan of Development Component-DIAG
9. DIAG strategy 2006 final

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LIST OF PROVINCES VISITED
1. Kabul
2. Logar
3. Wardak
4. Kapisa
5. Panjshir
6. Parwan
7. Kunduz
8. Takhar
9. Baghlan
10. Mazar