



The Transitional Islamic
State of Afghanistan



The Government of Japan



The Government of Canada



United Nations Assistance Mission
in Afghanistan **UNAMA**

United Nations Development Programme **UNDP**



Partnership for Peace

Afghanistan's New Beginnings Programme (ANBP)

March 2003 to February 2006

Executive Summary

Insecurity is the foremost challenge confronting Afghanistan today. The Islamic Transitional State of Afghanistan (ITSA) does not have a monopoly on the use of coercive force, and commanders hold considerable influence across the country. As a result the process of recovery and development is being severely hampered. The impunity with which many groups operate has further deepened and entrenched corruption, resulting in a sense of despair among ordinary Afghans. Demobilization and disarmament are no longer options to be considered, they must simply happen.

In order to initiate the process, His Excellency the Afghan President Hamid Karzai issued decrees establishing four government commissions to deal with the issues of Disarmament, Demobilization and Reintegration (DDR). The Disarmament Commission will collect and store weapons currently in the possession of soldiers. The Demobilization & Reintegration (D&R) Commission will ensure the reintegration of disarmed and demobilized individuals. Two other commissions will set standards and methods for recruiting and training of officers and soldiers for the new Afghan National Army (ANA). Their work and the DDR process will play an instrumental role in creating the security necessary for Afghanistan's advancement.

The international community is committed to supporting the Islamic Transitional State of Afghanistan (ITSA), through the commissions, in the DDR process. In order to assist the seminal work of the commissions and implement demobilization, an Afghan governmental entity will be temporally created to assist and give shape and direction to the overall DDR effort. The name of that entity is the Afghanistan's New Beginnings Programme (ANBP). It will ensure that the commissions work in cooperation to develop and implement an integrated DDR effort. It will assist the line ministries to develop and implement commission-approved programmes, primarily in the area of demobilization and reintegration. In addition, the ANBP will support the ministries' monitoring and evaluation efforts, including support to relevant ministries.

Organizationally, the ANBP will consist of a head office in Kabul and 8 regional offices. It will be staffed primarily by Afghan personnel with a small cadre of international advisors. At the end of the programme all assets of the ANBP will be disposed or reassigned on the basis of a transitional plan developed by ANBP in consultation with the government and UNDP.

To date the governments of Canada, Japan, the UK, and the US have financially supported DDR efforts through a dedicated Trust Fund for DDR established by UNDP. Increased donor support addresses the government's concern that adequate funding for future years is realized.

Part I.a. Context

One of the most demanding problems currently facing the ITSA is the continuing lack of security. Although associated with the central government, local and regional commanders maintain considerable power outside of the ITSA, as the government is not presently in a position to exercise control nationwide. Insecurity and the absence of robust legal institutions threaten to destabilize the country and hinder its development. The very means of ensuring security has become the instrument of increased insecurity.

The underlying cause of this insecurity is not profound ideological differences; rather, it is the competition for scarce resources and its impact on communities throughout the country. From the interruption of commerce on internal transport routes for illegal tariffs on goods and passage to the control of taxation: around the country, government revenues are being interdicted. Soldiers point to their participation in the resistance and the struggle for liberation over the past decades as a basis for entitlement. When pressed to submit to the authority of the central government, they identify the persistent security issues as a justification for the continuation of their presence. Moving forward, it is necessary for the ITSA to bring all activities within a legal framework in order to maximize the country's potential.

The dynamics of the situation are complex but not completely insurmountable. Security for Afghanistan can be assured when the state enhances its enforcement capacity. To ensure such an outcome, a number of key developments must take place, including the reorganization and rationalization of the Ministry of Defense (MoD) and the structuring and growth of the Afghan National Army (ANA) and National Police. Successful realization of these aims will allow the ITSA to project its authority across the country and will set the stage for an organized and transparent Disarmament, Demobilization, and Reintegration (DDR) process.

Given these challenges, lead nations have agreed to assist the ITSA on matters relating to Security Sector Reform (SSR) and DDR. On 2 December 2002 President Karzai signed a Decree on the ANA, broadly outlining principles and conditions on security and the military. This was an essential step forward in both creating the assets necessary for the government to assert control and encouraging commanders and their militias to reintegrate into Afghanistan's evolving political, social, and economic life.

The decree states that the ANA will be an ethnically balanced organization not to exceed 70,000. In conjunction with the creation of the ANA will be the need to reduce the existing numbers of soldiers and militias who have joined the army since the fall of the Taliban. This will entail the systematic collection and registration of their weapons and preparation for the eventuality that significant numbers of ex-combatants will need to be demobilized and reintegrated into Afghan society.

In order to direct the implementation of the military reorganization, President Karzai issued decrees on January 11 to establish the four following Defense Commissions:

1. The Disarmament Commission will approve the final version of the disarmament plan developed through discussions with the MoD and ANBP
2. The Demobilization and Reintegration Commission, chaired by Vice President Kahlili, will produce the strategy, standards and methods to guide the various ministries that will contribute to this phase of the DDR process

3. The Officer Recruiting and Training Commission, chaired by General Zadran, will oversee the strategy and methodology of both the commissioning and decommissioning of officers along the remit of the MoD plan
4. The Soldier Recruiting and Training Commission, chaired by General Wardak, will oversee the recruitment of soldiers, Mujahiddin and those with no formal training or experience who wish to join the ANA

The international community and UNAMA recognize that the process of creating political consensus is an essential prerequisite to ensure a balanced, supportable DDR effort.

Part I.b. Strategy

The four Defense Commissions bring together central actors in Afghanistan in order to strategize and develop a design for Disarmament, Demobilization and Reintegration. Confidence building is vital in securing the participation of all parties. Groups cannot work in isolation, as DDR should be an instrument to bind rather than to create further cleavages.

The capacity to support DDR requires advance planning, positioning of equipment, training of personnel and refurbishing structures for use as regional centers. Currently no institution in the ITSA has the capacity to dedicate the time and resources for the management of these complex tasks. Therefore, this document proposes the establishment of the Afghanistan's New Beginnings Programme (ANBP) to fully realize the objectives specified by the government commissions. The ANBP will perform the full implementation role in the disarmament and demobilization activities, and it will work in close concert with appropriate ministries on reintegration activities to ensure the availability of packages of solutions suitable for the target population of ex-combatants. The specific approach for each phase is outlined below.

The basic principles of disarmament are transparency and balance, both necessary in order to maintain achievable targets and deadlines. In line with the MoD plan of sequenced recruitment to the ANA, disarmament will follow a similar progression of controlled, staggered timeframes. All forces associated within the command and control structure of the MoD, including the police, are the intended targets of disarmament. The ANBP will work closely with the Disarmament Commission and the MoD to develop a plan of collecting weapons and offering ex-combatants the choice to reenter civilian life.

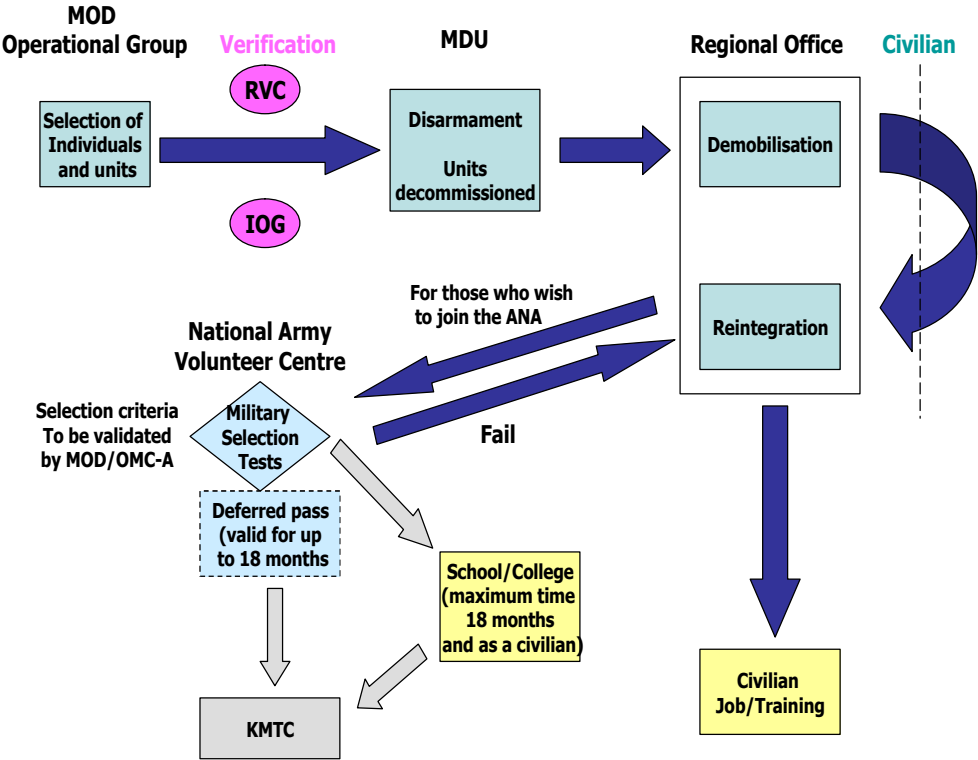
Demobilization flows out of disarmament, and establishing identity is the key activity. The ANBP will utilize the latest technology to verify the identity of soldiers and assign entitlements. Swift processing of disarmed soldiers to facilitate their return back to normalcy requires a well-thought and planned process – one that includes the individual as a productive and contributing member of society and establishes a fundamental principle of “equality in treatment” among all those who will be demobilized and disarmed, irrespective of their political, ethnic and factional affiliations.

Reintegration strategy revolves around two main issues: first, the possibilities for isolating and engaging commanders in legitimate enterprise, and second, the employment and training opportunities for the ex-soldier. The ANBP will work with government ministries, Afghan NGOs, and international organizations to provide appropriate and timely packages to both groups. The challenge will be to alter the relationship of commanders to communities through robust economic interventions specifically targeting the middle ranks of the commanders.

The ANBP will have a programme life of three years. Combatants will be disarmed according to the standards set by the Disarmament Commission. Those wishing to join the ANA must first demobilize and then pass the relevant selection criteria as laid down by the appropriate Recruiting and Training Commission. Demobilization entails a briefing of civilian life, oath of conduct, interview, and a severance package. Ex-combatants will return to the ANBP Regional Office 2-3 weeks following demobilization for reintegration. Employment opportunities available through reintegration include vocational training, short-term and long-term employment schemes.

Process of Disarmament, Demobilization and Reintegration

The DDR process will follow the flowchart shown below.



I.b.1. PHASE I Creation of the ANBP

The first phase of the programme will be the physical creation of the ANBP and its capacity to serve as a secretariat on DDR issues to the Defense Commission and the Demobilization and Reintegration Commission. The ANBP will be the premier vehicle to implement disarmament in concert and association with the MoD and to directly implement demobilization. It will also have a catalytic role in identifying ministries to ensure that reintegration happens efficiently and smoothly.

The ANBP's head office will be located in Kabul, and eight regional offices are planned in Mazar, Kandahar, Jalalabad, Kunduz, Bamiyan, Parwan, Gardez and Herat. The ANBP will consist primarily of Afghan staff, with a small cadre of international advisors.

Training of ANBP Staff

The central and regional ANBP offices will be run by nearly 700 Afghan staff in various roles and at different levels. In addition to standard hiring practices, the programme will arrange a series of recruitment drives on the campuses of Kabul, Nangarhar and Balkh Universities and other centers of higher learning. Graduating students in the social sciences will be interviewed and prospective candidates will be identified.

Staff hired will be trained for approximately two months prior to undertaking their assignments in different demobilization centers around the country. Training courses will include subjects ranging from project management and accounting to computer software and first aid. The staff trained by ANBP will become national assets that can be redeployed in public or private sector activities.

I.b.2. PHASE II The DDR Process

The mission is to decommission formations and units up to a total of 100,000 officers and soldiers and in the process collect, store and deactivate weapons currently in their possession in order to be able to reconstruct the ANA and to return the surplus to civilian life.

Demobilization and Registration Process of Soldiers

1. Soldiers identified by MoD disarmament teams and the Regional Verification Committees, will be introduced to the ANBP via a document called "Parcha-e-Sawqh" (Transfer Papers), which will be authenticated by an ANBP registration officer located at the MDU. Those who do not have such papers will be identified through the RVC to obtain them.
2. The ANBP staff member will attach a bar-code adhesive strip to the Transfer Papers and an identical copy of the strip on the weapon that the soldier registered during disarmament.¹

¹ Not all individuals demobilizing will have weapons; those who do will be asked to have their weapons registered and an identification tag referencing the individual to the weapon will be recorded in the database for future use.

3. Following weapon registration, the soldier/officer will return to the area for a decommissioning parade where he will officially hand his weapon to his commanding officer, be presented a medal and a certificate of service. Weapons will thereafter be collected by the MDU staff to be registered and engraved in the confines of the MDU.
4. The disarmed soldier proceeds to the demobilization cell (located in the confines of the Regional Office) and presents his temporary ANBP identification card, which indicates that he has been disarmed. Here they will receive a briefing, take an oath of conduct, and receive compensation/severance package. The severance package contains a cash component, food and clothing.
5. After the briefing in the demobilization cell, ex-combatants will be interviewed and provided a case worker. They will provide additional information to the ANBP staff on their preference for education, training or employment. This will be entered in ANBP's centralized database. Compensation/briefing and programs will vary according to group and rank classification.
6. Approximately 3 weeks following disarmament and initial demobilization, ex-combatants will return to the ANBP regional office to engage in the second phase of the process called the "interim" phase. In order to place the ex-combatant in a short and long term employment position, he will be classified in various levels depending on their experience and grade in combat. Each ex-combatant will be assigned a case worker that will assess his skills, aspirations, and qualifications and attempt to place him in the best available option.
7. 3-4 months after being engaged in temporary employment, the ex-combatant will return to the regional office to be offered a 'life choice' opportunity
8. A similar process will be followed for those who qualify as Child Soldiers (CS), with the exception that during the processing phase, they will be moved to a separate holding area for handling by UNICEF, where they will be provided with temporary shelter and food, orientation and eventual transport to their families for unification.

I.b.3. Disarmament

A major issue that the National Security Council will have to consider is that of security for participants. In a country rife with small weapons and a potentially volatile environment, many see their personal weapon as a means of protection—as well as a livelihood. Those who are cautious about present and future prospects for security in Afghanistan will be hesitant to hand in their weapons. This reinforces the urgency of the reintegration programme and development of a national army and police force. ANBP will be working closely with the National Police and Afghan National Army planners to develop a coordinated deployment schedule.

The focus of the Disarmament Commission will remain on how to develop a successful methodology to identify, collect, and store heavy and light weapons as part of an overall defactionalization process. Criteria for the types of weapons that qualify for the disarmament process, including numbers allowed for crew-served weapons such as tanks or artillery must be determined. Soldiers will have to surrender their weapon as a condition of eligibility into the demobilization programme. Provisions for secure storage of collected weapons will also have to be located and organized.

To ensure confidence in the selection and identification of candidates for DDR Regional Verification Committees (RVCs) will be created in each region that has an ANBP Regional

Office. These Committees will consist of 7 respectable individuals with impeccable credentials from each specific area. The key consideration involved in ex-combatants' entry into the disarmament phase is that of verification. Before disarmament proceeds in any given location, the MOD's list of proposed candidates must be verified by the Regional Verification Committee (RVC) and confirmed by the MDU team manager. The RVCs will be responsible for verifying that the candidates nominated by the MOD are bonafide soldiers. They will also assist in identification of special cases such as drug addicts and child soldiers. Their existence will ensure the Afghan people that DDR is an impartial process aiming to disarm and demobilize all genuine members of the Afghan Military Forces.

The primary implementing instrument of this phase will be the Mobile Disarmament Units (MDUs). Each MDU will be a self-contained organization, providing operational, security and administrative functions. When MDUs deploy to an area, they will initially focus on a particular garrison and any military units within a 40km radius. The MDU will attempt to set-up next to the Divisional Headquarters of the Unit the participating unit. They will be supported by Military Collection Teams, who will be operating as small teams with vehicles to collect soldiers and officers in various military units within a given geopolitical area. Ex-combatants wanting to join the ANA will be required to demobilize first and to independently visit a National Army Volunteer's Centre and attend to regular training/qualification procedures.

The soldiers/officers participating in disarmament on any given day will also participate in a decommissioning parade. They will present their weapon to their commanding officer and receive a certificate of service and medal. During this parade, in the presence of the commanding officers and the International Observer Group (IOG), the ex-combatant will hand over their weapons to their commanders. They will then be given a medal of honour and a certificate of honourable discharge for their services. Weapons will be left at the parade grounds so that the MDU staff can collect them for registration. When the area surrounding the MDU has been cleared and all troops disarmed, the MDU will move to its next area of operations. The throughput of each MDU is estimated at 100 personnel per day.

Tasked by the ANBP central office but in agreement with the MoD, the MDUs will coordinate their activities with their respective ANBP regional offices. This allows for the realignment of staff actions within the ANBP regional offices, allowing them to focus on their main task of finding work or training for ex-combatants. The MDUs will comprise a mixture of military provided by the MoD (ANA and AMF) and ANBP national and international staff to provide specialist advice. The process will be overseen by an International Observers Group (IOG). For more details on the structure of the MDU, please see the Section III.

International Observer Group

The IOG will provide an impartial oversight of the entire DDR processes including activities undertaken by MOD as well as the RVCs. Members of the IOG are expected to be represented by a diverse range of officials including the Japanese Embassy and UNAMA. The Japanese Government will be facilitating this process and providing requisite resources.

I.b.4. Demobilization & Reintegration

Subsequent to disarmament, ex-combatants will be guided to the ANBP regional office for demobilization. The demobilization center will be located within the confines of the ANBP regional office and manned by mobile staff teams that will be active during the duration of the activities of the MDU. At the Demobilization Centre the ex-combatants will be briefed and shown a film on life as a civilian. Next they will be interviewed by trained ANBP interview staff as to their aspirations, skills, desires, experience and education. The ex-combatant will

be registered in the ANBP database with this information and six-point fingerprint and photograph. A unique ANBP identification card will be given to indicate that the individual has undergone the first two steps of the programme. The individual will then be asked to take an oath of conduct wherein he will promise to not bear arms for illegitimate purposes. Finally, he will be given a severance package and a time to return to the regional office for job assignment.

A trained case worker, dedicated to the ANBP regional office will examine the profile of the ex-combatant in the weeks following his demobilization. The case worker will then compile a number of options of short or long term employment or training to be presented to the ex-combatant upon his return to the regional office. The process is likely to take 2-3 weeks.

Reintegration

Also key in the DDR process will be the targeting of the middle ranks of the commanders who still hold sway over large numbers of communities. The relationship between commanders and communities operates within a narrow band of mutually understood behaviors: so long as the commander is seen to provide economic opportunities to his community he is likely to command a serious following. In some ways he has supplanted traditional elites like the “Khans’ and “Arbabs”.

The challenge will be to alter this relationship through robust economic interventions specifically targeted at the middle ranks of the commanders. One of the many instruments available to the D&R Commission will be to target the communities and the commanders separately. Communities could be accorded priority through the National Solidarity Programme (NSP) and the commanders through a targeted micro-credit and or Small to Medium Enterprises Programme (SME's). This will impact significantly on the ability of commanders to maintain their grip on most communities.

The D&R Commission will have to provide assistance in creating incentives and standards for both demobilization and reintegration. At the same time, it must find ways to make the reintegration process attractive to communities receiving demobilized soldiers. Any successful reintegration strategy will need to create conditions that allow the demobilized individual to stay within and become a productive member of their community. This can be achieved in a variety of ways, including development of increased opportunities for employment, provision of credit, vocational training and access to education at all levels. The ANBP will ensure that the D&R Commission utilizes to the fullest extent possible the capacity of the ITSA in this process. The ANBP currently foresees the following Ministries as strategic partners in this process:

- Ministry of Irrigation, Water Resources, and Environment
- Ministry of Agriculture
- Ministry for Education,
- Ministry of Finance,
- Ministry for Housing & Urban Development,
- Ministry for Labor & Social Welfare,
- Ministry for Light Industry and Food,

- Ministry for Mines & Industry,
- Ministry for Planning,
- Ministry for Public Works,
- Ministry for Rural Rehabilitation & Development,
- Ministry for Water & Power.

A rapid roll out of services to ensure minimal delays in processing of entitlements, employment referrals or vocational training is vital to ensure confidence in the process.

Reintegration Programmes

The key element to reintegration programming is choice, and ANBP must offer ex-combatants both a broad range of options as well as sufficient information and time to think carefully about their initial step into civilian life. Before the official disarmament process begins, the soldiers and officers will be introduced to the reintegration program options through a public information campaign. During demobilization, they will be briefed in both a large group and individually about the various packages available. And approximately two weeks following demobilization, ex-combatants will return to the ANBP regional office to meet with a caseworker.

The caseworker is a mixture of a social worker and an employment officer and will assist the ex-combatant with choosing the appropriate reintegration package by assessing his skills and aspirations. Compensation and programs will vary according to group and rank classification. In general, ex-combatants will be offered opportunities in a range of sectors: agriculture, vocational training and job placement, small business opportunities, and de-mining. Where required, and due primarily to the implications of seasons on programs, ex-combatants will be offered the option of a short-term interim wage labor position. Lead implementation partners per sector and per region are being finalized, and the “Lead IPs” (mainly NGOs and UN agencies) will deliver the reintegration package. The Lead IP must have the capacity and flexibility to service a varying amount of beneficiaries, depending on the choices of the ex-combatants.

The standard agricultural package will offer the ex-combatant a number of different similarly valued options from which to choose. For example, the packages may include nursery development, beekeeping, fisheries, livestock distribution or a package of seeds, tools and fertilizer. The packages will vary by region and will be developed in consultation with the Ministry of Agriculture.

The end goal of any vocational training scheme for DDR is job placement, and the lead implementing partners in this sector will be required to maintain a continuous database of the regional labor market opportunities. Early survey results indicate that the construction industry currently offers the most opportunity for employment. Emphasis will be placed on apprenticeship schemes and on-the-job training. The Ministry of Labor and Social Affairs will participate with the employment service center concept, the standardization of skills testing and also with the monitoring of the vocational training implementing partners.

ANBP is finalizing a community-based de-mining program for ex-combatants with the help of UNMACA. In the pilot phase, three teams in three regions will be deployed, each team consisting of de-miners, permanent markers and mine risk educators.

For soldiers and officers who want to start or supplement a business, ANBP's implementing partners will be offering business training courses, a small grant and continued assistance with their undertaking. Also, and given the current opportunity in the construction industry, ANBP will assist in putting together small contracting teams.

For the pilot phase, the current portfolio of opportunities is sufficient for the initial intake of soldiers and officers. However, in order to handle the large numbers expected in the main phase, ANBP is investigating larger-scale employment generation opportunities, including developing medium to large scale agribusiness or revitalizing regional factories.

ANBP is developing reintegration packages that are both in line with government priorities and strategy as well as use already existing programs that are successful in the given regions.

Challenges will exist in contextualizing the demobilization phase to the Afghan environment. Due to the fact that most DDR practices and lessons learned revolve around the African example, "Afghanizing" this process produces a great challenge. In addition, programmes must be developed for ex-combatants not eligible for participation in already developed reintegration schemes. Such special groups include: under-age soldiers, mentally and physically disabled soldiers as well as those addicted to drugs.

Return to Communities

The slow pace of economic activity has created a great demand for resources and competition for employment. This increases the possibility that his community may view a demobilized returnee as a burden rather than an asset. In such a scenario, the likelihood that the demobilized individual will return to the gun, as a means to extract a livelihood will greatly increase. It is therefore imperative that demobilized individuals be seen as catalysts to the expansion of their communities' economic opportunities.

This objective can be met by matching the return of combatants to economic opportunities. Communities will then be more likely to view returning combatants as assets, creating an incentive to welcome their return and rapid integration in their community. On-the-job training activities will focus on community's infrastructure priorities and many of the packages including de-mining benefit the community at large.

Additionally, all demobilized soldiers will be able to take advantage of a wide network of referral systems, which would allow individuals after settling into their community to seek job opportunities anywhere around the country.

Livelihoods

The complexity of reintegrating individuals who have used a gun with impunity to extract a living for many years will require more than just an offer for work. It will require changing a state of mind. In addition, the reintegration process includes many other Afghans (IDPs and refugees) as well as the demobilized soldier. This raises the issues of competition and resentment from others in the reintegration process.

For many combatants access to alternative opportunities to generate cash and ways to leverage their new income will remain the only incentives to lay down their guns. Livelihoods programmes must focus on providing a long-term, sustainable means of making a living. A long-term strategy will provide a sustainable income while at the same time providing the demobilized soldier an incentive to reintegrate into the community.

At present there are a number of different programmes targeted to commence that might prove useful in this area. These include the likes of the National Emergency Employment Programme (NEEP), the National Solidarity Programme, the National Area Based Development Programme (NABDP), and other targeted programmes dealing with labor-intensive employment opportunities.

I.b.5. Funding

The principle government partners for this programme are the DDR Commissions. The programme will be implemented on behalf of the Islamic Transitional State of Afghanistan and UNAMA by UNDP. A dedicated Trust Fund has been established specifically to receive funds for the DDR Programme in Afghanistan. While UNAMA will provide overall policy guidance as part of its larger coordination function on behalf of the United Nations system, UNDP will provide technical backstopping and operational support to the ANBP, which will be a government entity established for the sole purpose of managing and implementing the DDR programme. A senior appointee by the Head of State will manage the ANBP. Its functions will be for a three-year period. A multi-donor funded cost-sharing arrangement will ensure that the programme is generously supported. To date the governments of Canada, Japan, the UK, and the US have contributed to the fund. Potential contributors include Sweden and the Netherlands. It is likely that this mechanism will continue to serve as the repository of financial assistance for this programme, ensuring that the government's concerns of adequate funding for future years are realized. At the end of the programme all assets of the ANBP will be disposed or reassigned on the basis of a transitional plan developed by ANBP in consultation with the government and UNDP.

Part II. PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome:</p> <p>A fully staffed and equipped Afghanistan's New Beginnings Programme to support the DDR process at both the national and regional levels including a fully articulated demobilization and reintegration process. A successfully implemented DDR process will greatly enhance the security and stability of Afghanistan.</p>
<p>Outcome indicator, including baseline and target.</p> <p>The outcome indicator will be the capacity to support a successful DDR programme, procedures and criteria for demobilization; number of demobilized soldiers; number of assistance recipients successfully integrated.</p>
<p>Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable): This project strongly links into and contributes towards peace-building and the prevention of relapses into conflict (Sub-Goal 2 of UNDP document V. Special Development Situations).</p>
<p>Partnership Strategy includes working closely with D&R Commission, Disarmament Commission, Commission for Recruitment of Officers, Commission for Recruitment of Soldiers, National Security Agency (NSA), lead nations involved in SSR, Ministry of Rural Rehabilitation and Development, Ministry of Labor and Social Welfare, Ministry of Urban Affairs, Ministry of Martyrs and Disabled, Ministry of Defense, Ministry of Interior, Ministry of Reconstruction, Ministry of Higher Education, Ministry of Education, Ministry of Light Industries, Ministry of Agriculture, Ministry of Irrigation, Water Resources, and Environment, UNICEF, UNOPS and other UN Agency and International Organizations National and International NGOs.</p>
<p>Project title and number: Partnership for Peace – Afghanistan's New Beginnings Programme – ANBP – AFG / 03 / M05</p>

Intended Outputs	Indicative Activities	Inputs
1. Establishment of the central and regional offices of the Afghanistan New Beginnings Programme	1.1 Designing the organizational structure 1.2 Producing TORs for all positions 1.3 Hiring key staff in consultation with the TISA 1.4 Procurement of equipment 1.5 Installation of network 1.6 Developing and testing the database solution 1.7 Selecting and equipping sites around the country 1.8 Training of staff 1.9 Developing programme components through research and validation 1.10 Supporting various DDR Commissions	Staff, vehicles, equipment, mission costs, premises rent and sundries Total: US\$ 39,359,608
2. Support the implementation strategy of the Disarmament Commission	2.1 Design and deployment of the Mobile Disarmament Units (MDUs) 2.2 Development of a DDR Operational Plan	
3. Support the D&R Commission	3.1 Establishment of Secretariat 3.2 Research for the D&R Commission on issues of concern	

Intended Outputs	Indicative Activities	Inputs
4. Implement D&R Commission's policies and recommendations on demobilization and reintegration priorities	4.1 Developing criteria for demobilization, eligibility and benefits 4.2 Developing criteria for acceptance into reintegration programme 4.3 Design of reintegration sector programmes with respective ministries and governmental organizations	

ANNUAL OUTPUT TARGET

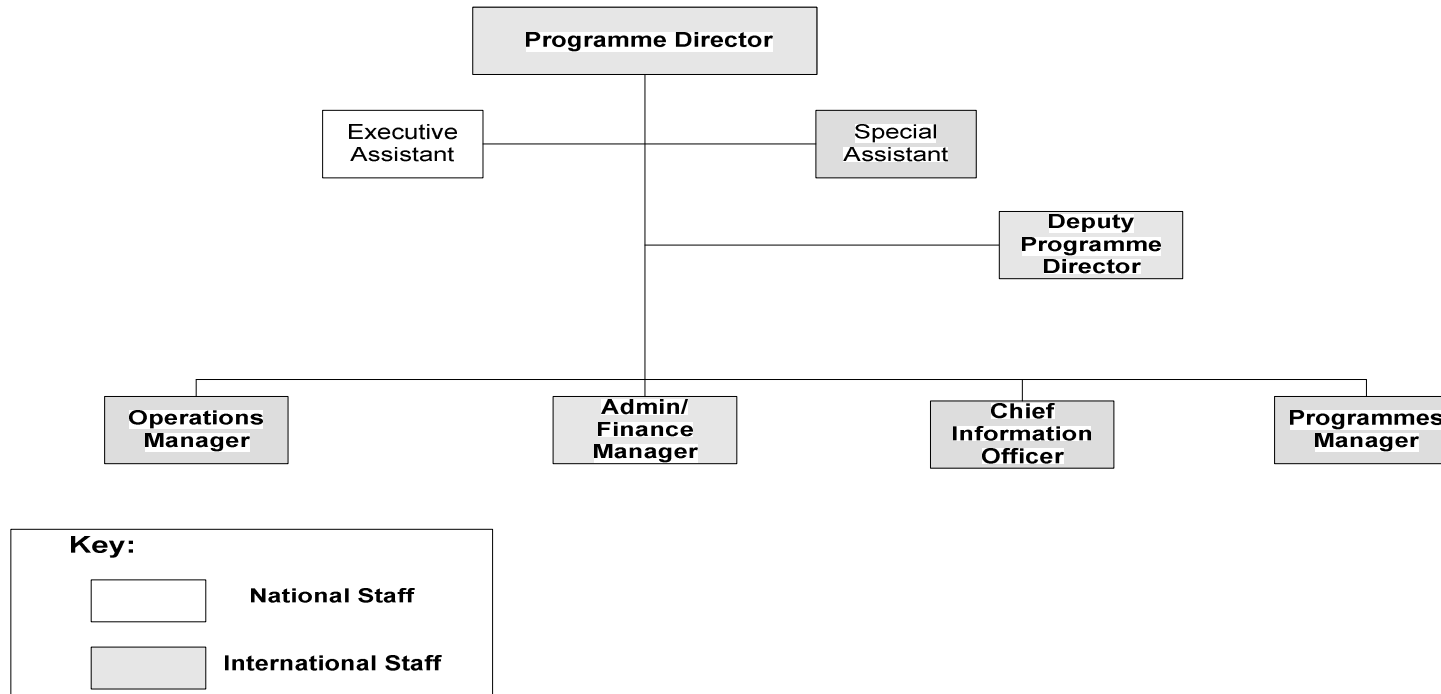
The main output target of this project is the establishment of a fully staffed and equipped Afghanistan's New Beginnings Programme to support the DDR process at both the national and regional levels including provisions for a fully articulated demobilization and reintegration programme.

WORKPLAN

ACTIVITY DESCRIPTION		INPUTS DESCRIPTION	BUDGET LINE	BUDGET US\$
1.1	Design organizational structure	International Consultants	11.00	6,723,834
1.2	Issues for the Commissions to Decide	Admin Support Staff	13.00	3,301,541
	a. Standards, procedures & criteria for:	UN Volunteers	14.00	720,400
	i. Disarmament	Monitoring and Evaluation	15.00	160,000
	ii. Demobilization	Mission Costs	16.00	180,000
	iii. Entry into the ANA	National Consultants	17.00	904,762
	b. Selection of reintegration programmes	Contracts	20.00	16,128,828
1.3	Producing TORs for all positions	In-Service Training	33.00	92,440
1.4	Hiring key staff in consultation with the TISA	Conference and Meetings	34.00	30,000
1.5	Procurement of equipment	Equipment	45.00	10,197,185
1.6	Installation of network	Reporting	52.00	60,000
1.7	Developing and testing the database solution	Sundries	53.00	860,618
1.8	Selecting and equipping sites around the country			
1.9	Training of staff			
1.10	Developing programme components through research and validation			
Total for output 1				39,359,608
Grand Total				39,359,608

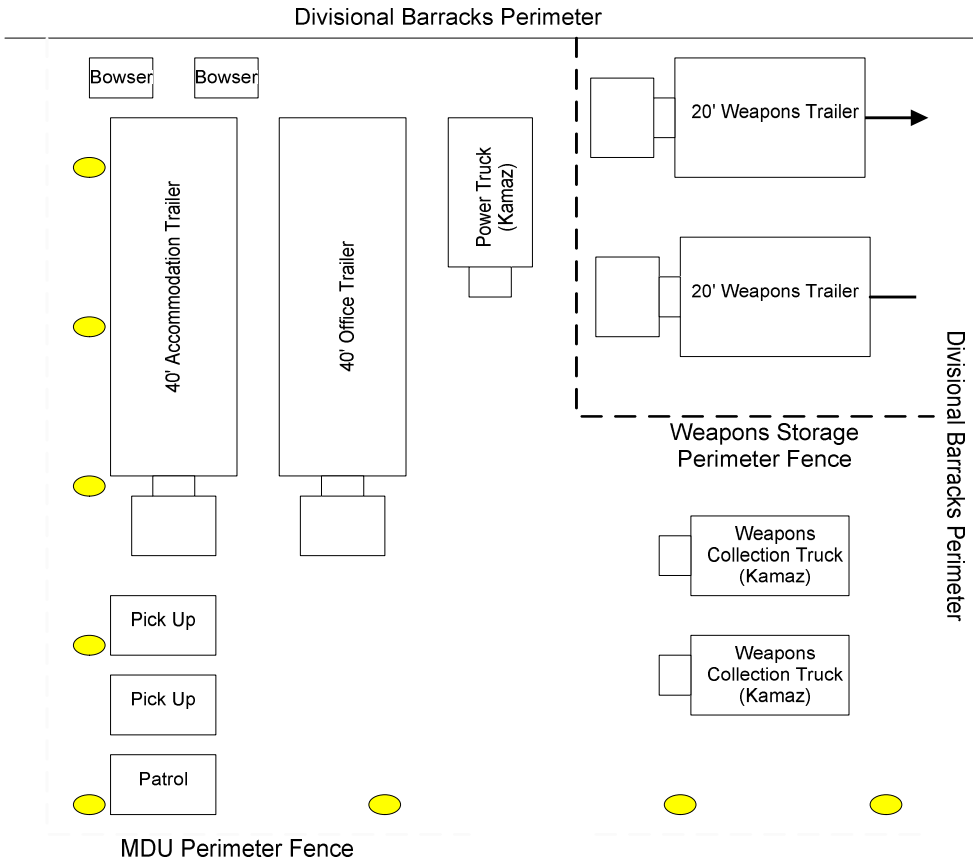
Part III Management

The primary task of running the ANBP will be assigned to a Program Director. The Program Director will serve as the head of the secretariat and assist the commissions in all phases of the DDR process. Deputies will support the Program Director for Operations, Policy, Administration & Finance, ICT and Public Information. The Operations Center will draw staff from all departments into a quick response unit. For more detail please see the following organogram.

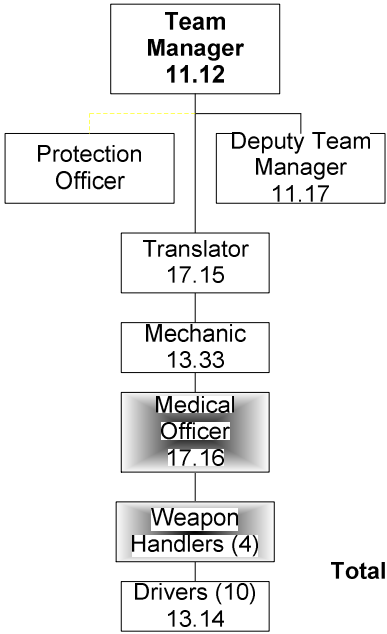


MOBILE OPERATIONS (MDU)

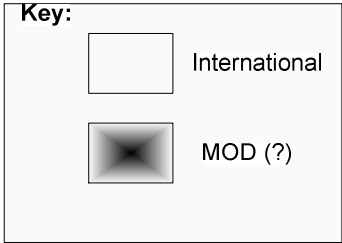
Layout

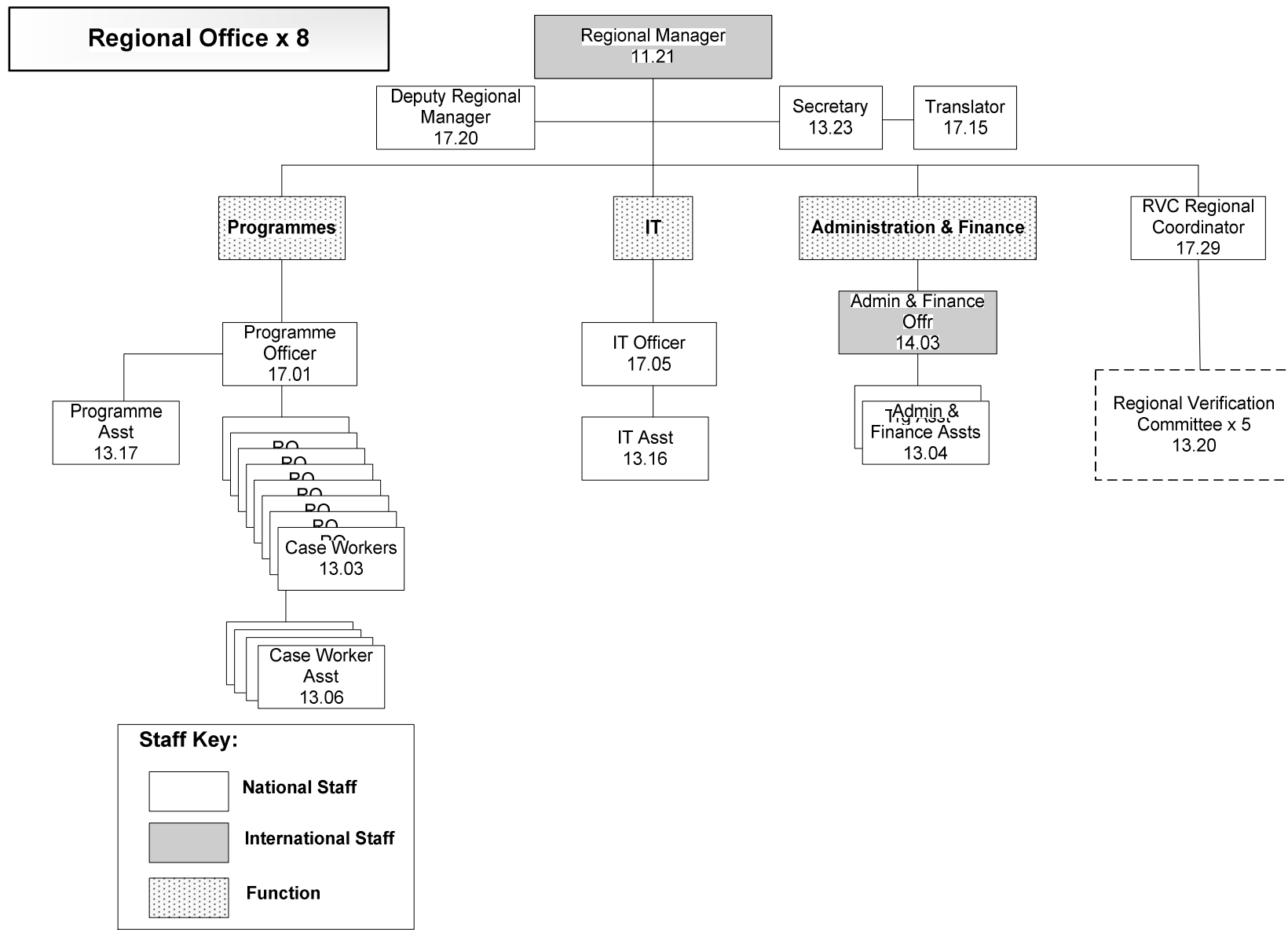


Staff



Total = 20





Demobilisation Centres x 3

