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Resilient nations.*

Afghanistan Peace and Reintegration Programme (UNDP Support)

PROJECT COMPLETION REPORT



UNITED NATIONS DEVELOPMENT PROGRAMME

April 2017

DONORS



Denmark



Germany



Italy



Japan



Netherlands



Spain



United States of America (USA)



Republic of Korea

PROJECT INFORMATION

Project ID:	00060777 (NIM)
Project Duration:	August 2010 – March 2016
ANDS Component?	Security
Contributing to NPP?	Social outreach, demobilization and reintegration, community recovery, and improved institutional capacity to support the peace processes
CPD Outcome?	Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights
UNDP Strategic Plan Outcome?	Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change
Total Budget:	USD 135,275,119
Implementing Partner:	APRP Joint Secretariat
Programme Officer:	Ahmad Rashid Watanpahl
Head of Programme Unit:	Dawn Del Rio

Cover Photo: A marginalized woman with her little daughter and an infant preaching peace with the message, “We want peace” at Eid Gah Jada, Kandahar, Afghanistan in 2015

ACRONYMS

AGEs	Anti Government Elements
ANSF	Afghan National Security Forces
APRP	Afghanistan Peace and Reintegration Programme
AWP	Annual Work Plan
CSO	Civil Society Organization
CIP	Commanders Incentive Programme
DIAG	Disarmament of Illegally Armed Groups
FOC	Financial Oversight Committee
FOCS	Financial Oversight Committee Secretariat
FRIC	Force Reintegration Command
GEP	Gender Equality Project
GIROA	Government of Islamic Republic of Afghanistan
HPC	High Peace Council
IDLG	Independent Directorate of Local Governance
ISAF	International Security Assistance Force
ISIS	Islamic State of Iraq and Syria
JS	Joint Secretariat
LMs	Line Ministries
MAIL	Ministry of Agriculture, Irrigation and Livestock
M&E	Monitoring and Evaluation
MoD	Ministry of Defense
MoF	Ministry of Finance
Mol	Ministry of Interior
MOLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoPW	Ministry of Public Works
MRRD	Ministry of Rural Rehabilitation and Development
NIM	National Implementation Modality
NDS	National Directorate of Security
NPP	National Priority Programme
NRAP	National Rural Access Program
PB	Project Board
PCR	Project Completion Report
PGs	Provincial Governors
PJSTs	Provincial Joint Secretariat Teams
PPCs	Provincial Peace Committees
PWC	Public Works Corps
RPC	Regional Programme Coordinator
SGPs	Small Grant Projects
TA	Transitional Assistance
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme

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I. EXECUTIVE SUMMARY

The Afghanistan Peace and Reintegration Programme (APRP) is a national programme led by the Government of the Islamic Republic of Afghanistan (GIROA) to pursue peace through political means and reconcile and reintegrate ex-combatants, develop the capacity of critical institutions to implement peace-building activities, ensure security and freedom of movement for reintegrees and communities, and consolidate peace by promoting community recovery initiatives, social services, justice, and employment. The three main components of the project were: Community Reintegration, Demobilization and weapons management and Community Development.

This APRP project completion report was prepared by the APRP-UNDP Support Project for Window B (a Peace and Reintegration Trust Fund channel managed directly by UNDP) for which the Donors' total contributions amounted to USD 139,766,485 with expenditures of USD 131,860,492.86 (94.3%) as of 31 March 2016 for the period covering 01 August 2010 to 31 March 2016. The funds were managed directly by the GIROA with technical assistance from the APRP-UNDP Support Project to support the reintegration process, demobilization and community development. The review process of APRP budgets and the establishment of allotments in the Ministry of Finance were managed by the APRP Financial Oversight Committee Secretariat (FOCS) with technical assistance from the UNDP Support Project through regular engagement with all partners, Joint Secretariat (JS) and the GIROA Line Ministries (LMs).

The APRP-UNDP Support Project was established to support the JS and manage the donor funds. The overall objective of the UNDP's support to the APRP Project was to support the APRP structures, within the broader framework of the Programme, to achieve peace and stability in the country. UNDP has played a dual role of managing one of the three windows of the Peace and Reintegration Trust Fund (Window B) and providing technical assistance for the delivery of the Programme. The APRP and UNDP Support Project were planned to run for five years and end on 31 July 2015. However, given that the National Unity Government (NUG) had newly taken up power in September 2014 and the HPC needed more time to obtain instructions from the NUG leadership on the future of the peace process and appointment of new leadership for the HPC, the Programme and Project were extended for eight additional months to 31 March 2016.

Under Window B, the following results in 3 Outcomes were achieved:

Outcome 1: Critical institutions provide the enabling environment for peace and reintegration at the national level. Three windows of the Peace and Reintegration Trust Fund have been effectively managed and monitored and the project reports on the successful work of the FOCS, including the execution of the budget, the monitoring and reporting of the Programme's activities, and the achievement of intended goals on an annual basis. The HPC and JS were successfully established at the national level, and Provincial Joint Secretariat Teams (PJSTs) were established in 34 province and Provincial Peace Committees (PPCs) in the 33 provinces except for Panjshir Province where HPC decided not to have a PPC due to lack of insurgency threat in the province.

Outcome 2: APRP Joint Secretariat successfully implements key components. The subnational structures of APRP effectively delivered key components at all levels; some of the specific achievements include: 11,074 reintegrees were biometrically enrolled; 10,955 transitional assistance (TA) packages were delivered; 9,380 weapons were collected, registered and managed by Ministry of Defense (MoD); 1,476 PPCs conducted outreach activities since inception in support of peace and reintegration; 539 activities to promote women's participation in the peace process were conducted since inception; and 151 Small Grants Projects (SGP) projects completed directly benefiting over 2,635 reintegrees and indirectly benefiting approximately 191,999 community members.

Outcome 3: Peace and reintegration processes delivered through existing national programmes for community recovery. The Community Recovery Programme contributions were made through Line Ministries' (LMs) financial and programmatic support to sustainable peace and reintegration in target provinces. LMs projects provided 4,355 reintegrees and 91,164 community members with direct benefits such as access to improved services, work or livelihood opportunities and vocational training opportunities. In addition, approximately 1,395,790 community members have benefited from the 2,724 LMs projects indirectly.

The APRP-UNDP Support Project focused on supporting the APRP in working towards the achievement of four main outputs: 1) All three windows of the Peace and Reintegration Trust Fund are effectively managed (UNDP only managed Window B and there were three windows until the end of 2014); 2) APRP central structures effectively deliver planning, monitoring, coordination and reporting on key components of APRP; 3) Subnational structures of APRP effectively deliver key components at the local level; and 4) Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the Line Ministries' community recovery programmes.

APRP's gender specific results included improving the capacity of women members of the HPC and PPCs in mediation, conflict resolution and peacebuilding through seminars and workshops, resulting in increased confidence and empowerment of women members of the HPC and PPCs to promote peace and unity in the provinces by organizing conferences and dialogues with communities throughout the country. Women representatives of the HPC and PPCs also invited over 250,000 women from all over the country to be actively engaged in the "Women Call for Ceasefire and Peace" campaign, which called for the armed insurgency to participate in peace talks and negotiations. Women also advocated for their inclusion in the 33 PPCs as part of the implementation of UNSCR 1325, which resulted in project requirement of PPCs having a minimum quota of three female members.

APRP interventions benefited from many significant partnerships, including partnerships with key GIRA line ministries to engage communities in development activities that strengthen and support reintegration, social cohesion and community recovery. The LMs included Ministry of Labor, Social Affairs, Martyrs and Disabled (MOLSAMD), Ministry of Rural Rehabilitation and Development (MRRD), Ministry of Public Works (MoPW) and Ministry of Agriculture, Irrigation and Livestock (MAIL). Activities implemented by these ministries focused on wage employment and vocational training for reintegrees and community-based development projects. APRP also partnered with GIRA security ministries, including Ministry of Interior (MoI), MoD, and National Directorate of Security

(NDS), to implement outreach and demobilization activities, including vetting and obtaining biometrics of reintegrees. APRP received support from the International Security Assistance Force (ISAF)/Force Reintegration Command (FRIC) in the form of technical assistance to the JS Field Operations. APRP international partners and donors took a full participatory role in APRP, including on the transition and the future of APRP.

The challenges APRP faced throughout the implementation period included, but were not limited to the lack of good security for Reintegrees and APRP staff and members, deteriorating security situation due to increased insurgency activities and attacks, emergence of ISIS- Afghanistan further complicating the security and peace process, APRP leadership vacuum due to delayed appointments of key positions including the HPC Chairman, HPC deputies and JS CEO from late 2014 to February 2016, strategic change in programming due to termination of the Community Recovery component of the APRP that negatively affected motivation of some AGEs to join the peace process, reduced funding to APRP due donors' concerns about President's apparent lack of commitment to APRP, and lack of funds for small grants projects.

II. CONTEXT

The APRP was established based on the recommendations of the Consultative Peace Jirga (CPJ) in June 2010, and launched following endorsement and commitment for support from the international community at the Kabul Conference in July 2010. The main objectives of APRP were to provide a means for the Taliban and other Anti-Government Elements (AGEs) to renounce violence, accept the Afghan Constitution, reintegrate and become productive members of Afghan society. The main structural components of APRP at the national level were the HPC and JS and at the provincial level the PJSTs and PPCs. The HPC led the political efforts towards peace talks and reconciliation while the JS was an executive body to coordinate the implementation of peace and reintegration initiatives. PPCs and PJSTs performed similar roles at the provincial level. The successful nationwide presence of PJST and PPC structures serves as a strong foundation for long term peace and reconciliation as well as conflict resolution and prevention efforts at the local level.

The APRP evolved to become a National Priority Program (NPP) with a solid structure and country-wide implementation capability. It has recorded significant achievements in promoting broader peace efforts, the reintegration of ex-combatants and their commanders, community recovery and development and public outreach for peace. PPCs' work, supported by PJSTs, in reaching out to fighters and communities contributed to increased public awareness of the peace and reintegration programme and greater public support to end the violence and conflict in the country. The Programme aimed to pursue political means to reconcile and reintegrate ex-combatants, develop the capacity of critical institutions to implement peace-building activities, ensure security and freedom of movement for reintegrees and communities, and consolidate peace by promoting community recovery initiatives, social services, justice, and employment.

Despite the fact that the peace agreement had not been reached yet and fighting continued between the Afghan National Security Forces (ANSF) and the Taliban, APRP has contributed significantly to peace and reconciliation and the reintegration of 11,074 active insurgents and their commanders. Since August 2010, APRP has built the foundation for the combined efforts of Afghan Government institutions to mobilize nation-wide support for peace and reintegration in the country through coordination, engagement and outreach in communities.

At the strategic and political level, the HPC, with support from its international partners, was able to reach out to the leaders of the Taliban insurgency, establish important contacts and find ways to communicate with the Taliban insurgency on possible future peace negotiations. These efforts have largely increased the awareness and knowledge about the peace process, garnered greater public support for peace and, most importantly, have created greater understanding of how the insurgency operates, how it is supported and how to engage it. Yet, portions of the insurgency remain underground or in sanctuary in a neighboring country; protected, supported and prevented from direct talks with the Afghan Government and the HPC. Addressing this issue will require continued multifaceted efforts supported by international partners.

III. PERFORMANCE REVIEW

APRP contributed significantly to peace and reconciliation and the reintegration of 11,074 active insurgents and their commanders. APRP built the foundation for the combined efforts of Afghan Government institutions to mobilize nation-wide support for peace and reintegration in the country through coordination, engagement and outreach in communities.

The overall results were achieved in relation to the Outputs under each Outcome defined in the APRP Project document. The UNDP Support Project worked closely with HPC, JS, PJST, PPC, MoF, MAIL, MRRD, MoPW, MOLSAMD, Mol, and MoD for fund management, planning and programmatic development, operations, and implementation, monitoring and reporting on project progress. As per the AWP agreed upon by JS and UNDP Afghanistan, regular coordination and cooperation among UNDP and respective departments of GIROA strengthened the technical skills both at national and subnational structures of HPC and JS. The UNDP Support Project's six regional offices provided technical support in strengthening the capacity at PJST and PPC provincial level to implement the project and activities under APRP. At the national level, the UNDP Support Project headquarters team provided technical support through the JS for APRP.

The Donors' total contributions amounted to USD 139,671,979 with expenditures of USD 135,275,119 (96.9%) for the period covering 01 August 2010 to 31 March 2016.

IV. IMPLEMENTATION REVIEW

A. Quality of Partnerships

The HPC and JS leadership engaged with key national partners to improve programme implementation and gain support at all levels and obtained critical support from the security ministries on how to improve local reintegration and delivery of the Programme. The JS was the main implementing partner for the APRP-UNDP Support Project. The APRP-UNDP Support Project also partnered with various national and international institutions. APRP interventions benefited from many significant partnerships, including partnerships with key GIRoA line ministries to engage communities in development activities that strengthened and supported reintegration, social cohesion and community recovery. The LMs included MOLSAMD, MRRD, MAIL and MoPW, and activities implemented by these ministries focused on wage employment and vocational training for reintegrees and community-based development projects. The APRP international partners included the international donors, ISAF, UNAMA and other organizations.

APRP also partnered with GIRoA security ministries, including Mol, MoD, and NDS, to implement outreach and demobilization activities, including vetting and obtaining biometrics of reintegrees. APRP received support from the ISAF/Force Reintegration Command (FRIC) in the form of technical assistance to the JS Field Operations. APRP international partners and donors took a full participatory role in APRP, including on the transition and the future of APRP.

B. National Ownership

APRP was fully owned by GoIRA. HPC was fully in charge of the project responsibilities, implemented by the HPC/JS under the direction of the HPC Chairman and JS Chief Executive Officer (CEO). Provincial and District Governors also played a pivotal role in coordinating the support of the line ministries with local peace and reintegration processes. This was accomplished with the support and inclusion of political, tribal and religious leaders and the informal local governance institutions of Afghanistan. The efforts of the Afghan government were supported by the international community to achieve durable peace. The program was based on a broad strategic vision led by Afghan men and women for a peaceful, stable and prosperous Afghanistan. UNDP and ISAF coordinated international community support behind the Afghan lead.

C. Sustainability

The project was based on the assumption of the possibility that there would be a peace deal, stabilizing the situation and eventually leading to more (or a reducing) need for reintegration. It had made however no specific plans for a government financial contribution to the donor-supported APRP project; nor had the project delineated an exit strategy. Given this, however, some aspects of the project's components will be sustainable in the medium-term, subject to their being widespread consensus of their value and ownership of the institutions. First, it is conceivable that a scaled down version of the HPC might be able to be absorbed within the national budgetary framework. Complementing the HPC at the national level, the PPCs to demonstrate potential for sustainability, provided there is a move towards members receiving honoraria from the national budget (as opposed to incentives/salaries) in

return for support to local mediation, conflict mitigation and resolution, based on traditional roles, within and between families, communities, tribes and ethnic groups.

While national and local economic development is possibly more achievable utilizing domestic resources, such investments will be limited for the foreseeable future; Nonetheless, subject to the predictability of resource availability, GoIRA line ministries' focus on investments in socioeconomic development are able to sustainably contribute to improvements in communities living conditions.

During 2014 HPC developed a transition plan for APRP's line ministries. The plan was developed in conjunction with the December 2014 closure of APRP cells in the community recovery LMs. This plan outlined the transitioning of APRP activities from being under the APRP framework to being mainstreamed into LMs' general programming. Each partner LM prepared a transition plan, which included both programmatic and operational considerations.

V. RESULTS

The overall results have been achieved in relation to the following outputs determined under the outcomes defined in the APRP Project document. Since the beginning of APRP, the UNDP Support Project has worked closely with HPC, JS, PJST, PPC, MoF, the LMs, and Security-sector Ministries for fund management, planning and programmatic development, operations, and implementation, monitoring and reporting on project progress. As per the AWP agreed upon by JS and UNDP Afghanistan, regular coordination and cooperation among UNDP and respective departments of GIRA has strengthened the technical skills both at national and subnational structures of HPC and JS. The UNDP Support Project's six regional offices provided technical and financial support to PJSTs and PPCs at the provincial level to conduct outreach activities, hold regular coordination meetings on peace and reintegration activities with provincial stakeholders, organize conflict mapping exercises to identify conflict issues, regularly review provincial finances, and track and report the timely use of provincial funds.

A. OUTPUT 1 (ID: 00079526): Three windows of the Peace and Reintegration Trust Fund are effectively managed and monitored

The management of funds for APRP is under established arrangements and mechanisms with Financial Oversight Committee (FOC) being responsible for overall financial decisions making for all three Windows and Project Board on the Programme's direction for Window B. The APRP-UNDP Support Project provided technical support to the MoF to ensure the APRP Trust Fund was effectively managed, monitored and reported on as appropriate. This work was successfully handled by the FOC Secretariat (FOCS), with technical support from UNDP Support Project, whereby the planning process, execution of the budget, monitoring of the activities of the Programme and reporting were on track with significant improvements from prior years. This level of achievement has led to the support for the main implementing partner of APRP, the JS, to achieve its intended goals on an annual basis. The FOCS worked closely with the FOC to monitor the execution of the quarterly and annual budgets.

Three funding windows were setup to ensure effective Programme management, execution and reporting. The Windows are as follows:

Window	Funds Management Arrangement
A	Managed by World Bank as part of the Afghanistan Reconstruction Trust Fund
B	Managed by UNDP with APRP-UNDP Support Project providing technical input and support
C	Managed bi-laterally by UK Embassy and Afghan Government

Window B donor countries (Japan, Germany, USA, Spain, Italy, Netherlands, Republic of Korea and Denmark) contributed a total of USD 139,766,485 to the overall APRP Window B proposed budget of USD 221 million as contained in the project document. As of 31 March 2016, 131,860,492.86 funding was utilized from 01 August 2010 to 31 March 2016. A detailed

financial table based on agreed budget and utilization of the funds is provided in the annexes of this report.

B. OUTPUT 2 (ID: 00079480): APRP central structures effectively deliver planning, monitoring, implementation, coordination, outreach and reporting on key components of APRP

UNDP supported the HPC for improved legitimate, transparent and inclusive governance in regard to the peace process through assisting the establishment of a financial oversight committee and a technical committee, setting up an M&E unit within the HPC, mobilizing resources and coordinating stakeholder engagement.

Financial Oversight Committee (FOC) and Technical Committee (TC) Were Established in 2010: As part of the APRP's oversight mechanism, regular review and monitoring were established and successfully implemented under the FOC and bodies of the Programme. The Programme also engaged services of an independent monitoring agent to review progress in the country's regional hubs and provide recommendations for improvement of the Programme. The independent monitoring agent's work was completed in early 2015 with a number of key observations and recommendations specifically related to strengthening the communication and outreach component of APRP, ensuring systematic delivery of TA, increasing the level of financial transparency in the TA distribution, further strengthening coordination among the departments in HPC, JS and government line and security ministries and directorates, developing SOPs for SGP projects, and tracking the SGP projects' progress and sustainability.

The JS Monitoring and Evaluation Section Was Established in March 2013: The JS M&E section provided technical support to JS and PJSTs in developing guidelines, action plans, and tools. At least eight tools were developed to support the JS in strengthening internal control and quality assurance systems. JS M&E team monitoring tools helped conduct internal audits of financial management, procurement, admin and HR at the PJST level. Likewise, monitoring tools for process and progress monitoring on reintegration were effective to track the status of reintegrees.

JS Reporting Mechanisms Were Established: The JS, with technical support of UNDP, established its reporting mechanisms and regularly provided information on the Programme's components. JS information reporting consisted of quarterly, annual and special reports on the Programme's progress and also contributed to United Nations Assistance Mission in Afghanistan (UNAMA) reports to the UN Secretary General.

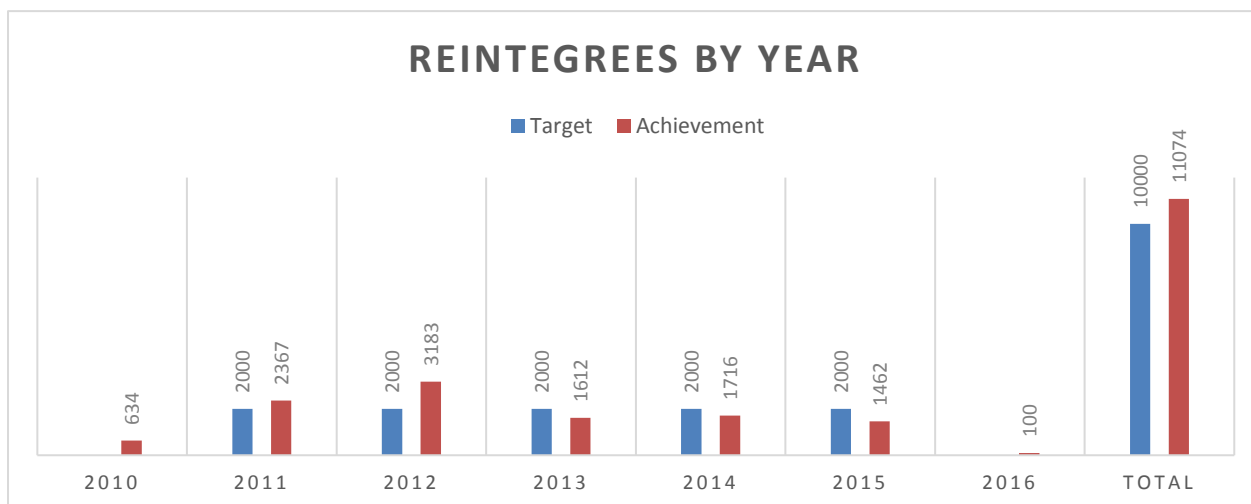
Resource Mobilization and Donor Coordination: The APRP-UNDP Support Project assisted the JS with reaching out to the donor representatives in order to support resource mobilization. The JS and Project continued its efforts to bring together the donor representatives such as US, UK, Netherlands, Japan, Germany, Italy, Spain, Denmark, South Korea and Finland Embassies to participate in important meetings and consultations regarding the Programme to gather political and financial support for APRP. The financial support gathered for Window B for the whole project period reached USD139,671,979.

Engagement with Afghan Government Senior Leadership: The APRP-UNDP Support Project continued its efforts to promote GIRA senior leadership engagement with APRP to ensure clarity on the future of the Programme and peace process and appointments to vacant senior leadership positions. The UNDP Country Office assisted the UNDP Support Project by engaging with higher level Government officials on the Programme's future. The Project engaged with JS management on strategic implementation of the Programme focusing on outreach activities of the Programme and advocacy at all levels. The results of these meetings were the continuous support for the JS's implementation of the Programme's reintegration, outreach and other support at the national and sub-national levels.

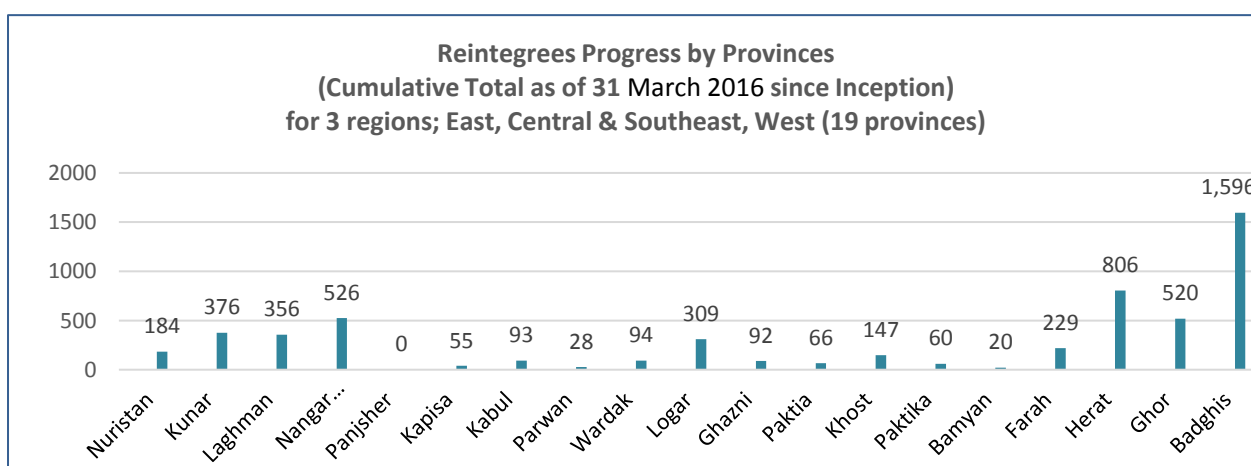
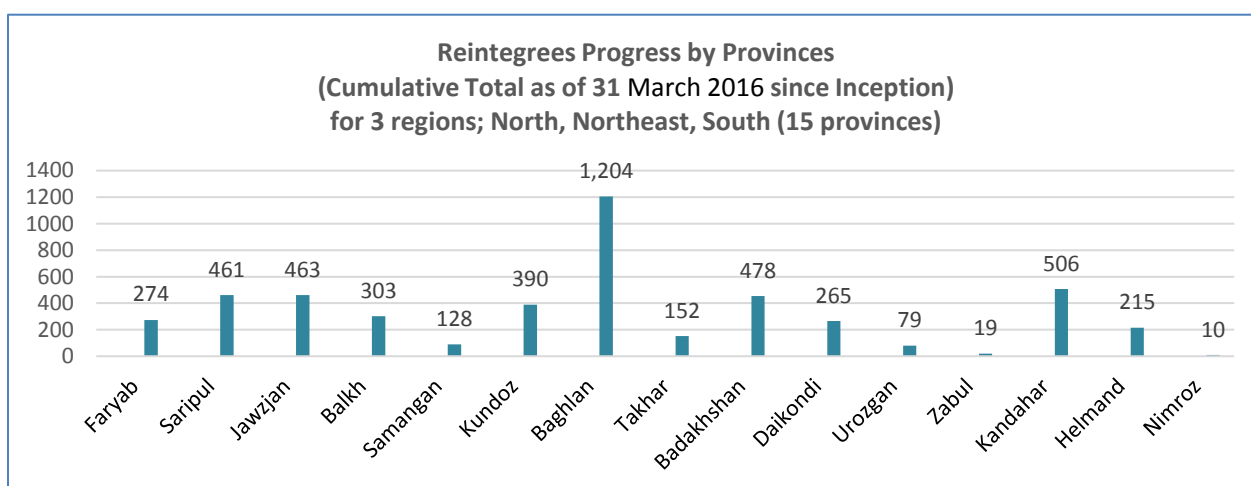
c. OUTPUT 3 (ID: 00079527): Subnational structures of APRP effectively deliver key components at the local level

Demobilization and Reintegration: To ensure ex-combatants are demobilized and reintegrated successfully, the Project provided assistance in terms of facilitating emerging opportunities and registration of AGEs through its provincial and regional presence. The Project supported the Provincial Governors (PGs) in the sub-national planning and implementation of the Programme, playing an especially important role in coordinating the Programme's delivery and processes with the central level. The biometrics process and weapons management activities undertaken involved MoD, MoI, and NDS as partners supporting the JS. Prior to the reintegration, vetting was carried out on every single candidate to prevent abuse by false beneficiaries as well as to identify those who did not qualify for reintegration. The table and charts below list the total status and yearly figures of biometrically enrolled reintegrees and the TA provided as of 31 March 2016:

Indicator	Cumulative TOTAL March 2016
Reintegrees biometrically enrolled	11,074
Transitional assistance packages delivered	10,955



The number of reconciled AGEs biometrically enrolled and TA broken out by provinces as of 31 March 2016:



The JS Operations Department facilitated the reintegration of former insurgents shown in the tables above by working with provincial government authorities and PPC members and coordination between ANSF, NDS, PG, and PJSTs. The JS and its partners reintegrated 11,074 insurgents, exceeding the target of 10,000 reintegrees. Security coordination meetings chaired by the PGs were held on a regular basis in different provinces in which ANSF, NDS, PG, PJST and PPC members participated. The JS Operations Department also assisted the provincial authorities in the sub-national planning and implementation of the Programme, playing an especially important role in coordination of the Programme's delivery and biometric enrollment of reintegrees.

Facilitation of Weapons Collection: APRP JS operations also facilitated weapons collection by police headquarters, Afghan National Army (ANA) units, and NDS provincial offices that were seized during operations or confiscated from unlicensed carriers. As of 31 March 2016, a total of 9,380 weapons (159 different types) were confiscated and handed over to MoD for cantonment. This process involved the MoI, ANSF, and NDS to hand over confiscated weapons to the MoD Disarmament of Illegally Armed Groups (DIAG) officers.

The Commanders Incentive Programme (CIP):

The APRP capacity and success in engaging key stakeholders such as former mid-level commanders of insurgent groups through the CIP and through better coordination with security agencies advanced peace efforts for Afghanistan. Outreach and negotiation with insurgent groups were strategically coordinated with these key stakeholders. PPCs successfully conducted 1,476 outreach activities since inception (more than 200 in 2014, 151 in 2015 and 72 in 2016) in support of peace and reintegration, and played a role in promoting a peaceful and inclusive election process (Presidential Elections 2014) in their communities. As of March 2016, there were 102 commanders involved in CIP.



High level outreach by HPC in Badakhshan Province,

Coordination with Civil Society Organizations (CSOs): Throughout the country, PPCs and PJSTs have been coordinating with CSOs and organized various outreach activities. Outreach activities included broadcasting peace programmes through local radio and local TV shows, distributing peace magazines and journal newsletters of HPC, making speeches during Friday prayer to disseminate peace messages and conducting peace campaigns with tribal elders and religious scholars. In addition to these larger outreach activities, the APRP regional and provincial teams also conducted numerous smaller outreach activities to reach out to more insurgents through groups such as elders, Ulema, women groups, and youth groups.

Influence of Foreign Fighters: High level political negotiations are critical to stop cross-border sanctuary for insurgents, and bring them, as well as domestic insurgents, into the peace process. that sanctuary for cross-border insurgency was a critical issue. There are cases

of cross-border insurgents that have joined APRP. Please find below an example of one of these cases:

A Case Study of Cross-border Fighter

Sayed Jalal Padshah, a former commander well known in Achin District of Nangarhar Province recently joined APRP and shared his experience as a cross-border fighter who used to be a member of the Taliban. He said “after the defeat of the Taliban regime, we migrated to the Bara area in Pakistan. As we were new migrants to Pakistan, we had to find work to support our family. During that time, there were many armed groups active in Bara, Pakistan. I joined one of those armed groups for several years.

We were involved in activities that brought us financial benefits. We were receiving money from our group leader, although we were not aware of the source of this financial support. Then the Pakistan Government put pressure on armed groups to come back to Afghanistan. After coming back to Afghanistan, the Pakistan Government started supporting and encouraging us for Jihad in Afghanistan”. When we came back to Nangarhar Province we were active in Achin and Speen Ghar districts and engaged in providing support to smugglers. In return we received financial supports from the smugglers. “We received military weapons and ammunitions from Pakistan”. Furthermore, we had a group of kidnappers who kidnapped people for ransom and we received a lot of money from their families.

When he was asked to share his motivation to join APRP, he said “I was fighting against my country for many years. We killed many innocent people, burnt and closed many schools in support of Taliban rules. Our senior commanders used to say that after the fall of the Government of Afghanistan we would be the new leaders of our country. But years passed and we were only involved in illegal and terrorist activities. We were confused about our purpose and realized that illegal criminal acts would not bring us to the power. So, we decided to separate from Taliban; put our weapons on the ground and join the peace process”.



Sayed Jalal Padshah from Achin District of Nangarhar officially joined APRP

Support for the Implementation of SGPs: APRP supported provincial and community level actors including Community Development Councils (CDC), District Development Assemblies (DDA), Civil Society Organizations (CSOs), and Non-Governmental Organizations (NGOs) to implement SGPs to support reintegrees and the community populations between 2011 and 2014. The SGPs provided short-term labor and support to livelihood to reintegrees and community members in the community where reintegration took place. SGPs supported communities with 151 infrastructure development projects, such as deep tube wells, small bridges, roads, protection walls, canals and schools in communities. As per the independent monitoring team's report that verified thirteen SGPs in 4 provinces in 2014, six were determined to be in good condition, six in average condition and one in poor condition.

The six regional UNDP Support Project offices assisted PJSTs with the design, review and implementation of SGPs. PJSTs improved skills in project assessment, supervision, monitoring, and reporting through receiving required training. APRP also developed a checklist to ensure community consultation. The regional UNDP Support Project offices improved coordination of SGPs led to more timely disbursement of funds to the vendors.

Based on the lessons learned from SGP implementation, new criteria and priorities were developed to ensure that the necessary steps are taken from initial stages including selection of beneficiaries, risk management, efficient needs assessment and identification of appropriate implementation partners. The APRP-UNDP Support Project regional teams ensured the SGPs were utilized as effective political tools to help reconcile the communities and accelerate the reintegration process in support of the national level programme. However, it should be noted that the implementation of new SGPs was put on hold due to the limited funding for APRP in 2015 and 2016.

Importantly, mechanisms were established to include women in the process of developing SGPs. As part of social inclusion of vulnerable groups, women empowerment and peacebuilding projects were to be delivered through SGPs. The inclusion of women in the peace process was partially achieved through female engagement in projects. In empowering women with necessary knowledge, skills and practical experiences, it enhanced their participation and engagement as active agents for peace.

The second mechanism was also introduced to facilitate formulation of the SGPs for the five eligible sectors. These sectors were part of the Standard Operating Procedures (SOPs) for SGP implementation: Infrastructure, Agriculture and agriculture infrastructure, Vocational training, Victims and Vulnerable groups, and Literacy program. The JS and the Project compiled the information of project types for each eligible sector by collecting the information based on the needs in each region. The list of project types which are conflict sensitive and can be very effective to tackle the causes of the local conflicts were compiled.

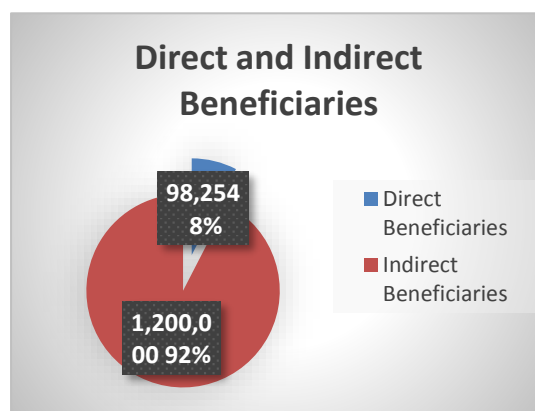
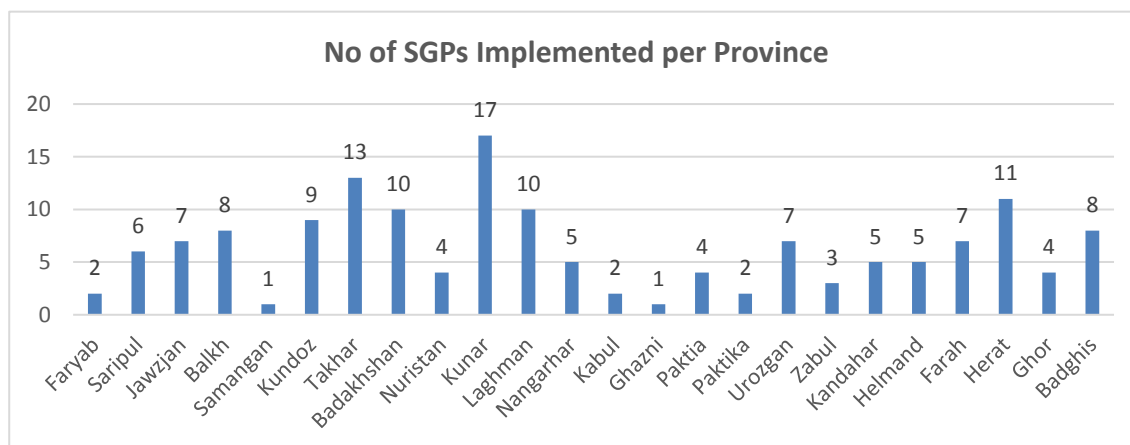
The following table summarizes the number of APRP SGPs:

Small Grants Projects	Cumulative Total Inception to 31 March 2016
Total number of SGP projects initially approved for implementation	161
Number of projects completed	151
Number of provinces where SGPs are being implemented	24

Number of districts where SGPs are being implemented	105
Number of Reintegreees directly participating in SGP project implementation	2,635
Number of community members benefitting from SGPs	191,999

Out of 161 SGP approved projects, 151 projects were successfully completed in 105 districts of 24 provinces while 4 projects were cancelled and six were suspended due to worsening security and procurement issues.

Number of SGPs Implemented per province



Income generation projects undertaken by NGOs: In order to facilitate the reintegration process, a number of proposals for job placement and employment were also put before the FOC. Of those, two proposals from NGOs were approved and implemented up to 2012: (1) HALO Trust de-mining project, and (2) OMAR de-mining project. The objective of the HALO Trust project was to facilitate the successful reintegration and provide employment to 180 reintegreees, including training and fulltime employment as humanitarian de-miners by HALO Trust Afghanistan. By the end of August 2011, all 180 reintegreees were recruited, trained and deployed in the provinces of Baghlan, Samangan and Takhar. The APRP funded reintegrated de-miners to clear mines and unexploded ordnances (UXOs) and achieved the following key results in the provinces of Baghlan, Samangan and Takhar.

- Total minefield area cleared: 432,928 sqm.
- Total Anti-Personnel (AP) mines cleared: 228
- Total UXO cleared: 52
- Total Stray Ammunition cleared: 48
- Total Small Arm Ammunition (SAA) cleared: 134
- Total number of beneficiaries: 1,156 families

Similarly, the OMAR de-mining project was designed to provide training and employment opportunities to reintegrees that joined the Programme. Following the approval and contractual agreement between The HALO Trust and OMAR in July 2011, 110 reintegrees and community members were recruited, trained and deployed in Badghis Province to engage in de-mining activities.

Community Recovery Programme: The Community Recovery Programme, implemented through LM projects, supported 4,355 reintegrees and 91,164 community members as direct beneficiaries by creating opportunities for them to earn a living, and thus supported their families. According to the Asia Foundation's Survey of the Afghan People 201, the average household size is 9.8 persons. Therefore, the LMs supported 840,567 ($4,355 + 91,164 = 95,519 * 8.8 = 840,567$) family members in the Programme's implementation areas as indirect beneficiaries.

Secondly, the LM projects recorded 1,395,790 community people as total indirect beneficiaries who benefitted from the program. This is a significant achievement of the Programme to be able to impact lives of communities in 23 provinces. In effect, population ratio of direct and indirect beneficiaries is 8:92 and out of 34 provinces of Afghanistan, the LM projects were implemented in 23 provinces which is 70% coverage of the country. Practically, almost half of the indirect beneficiaries are counted as the family members of direct beneficiaries and considering the coverage of implemented projects and the total population, all these projects have benefited indirectly at least 3.32 % community members of those provinces.

Reintegration and SGP Success Story: 2012

Bringing Peace and Development to Afghan Communities

Mullah Rahmatullah is from Ganj Aabad Village of Bala Bluk District of Farah Province. Balabluk District used to be considered one of the most insecure areas in Farah Province, wherein insurgents had free access to communities while undertaking anti-government activities including attacking police check points, blocking highways, burning convoys and even killing of people. The insurgency had left its mark, making this a poor district with low agricultural productivity, no community development, and huge water problems besides being faced with the consequences of poppy cultivation.

It is in this context that APRP witnessed the reconciliation of a group of AGEs. Mullah Rahmatullah along with his four men gave up arms and joined the peace programme on 14 Feb. 2012. Father to four sons and two daughters, this former commander who was actively engaged in anti-government activities for 8 years, felt the pinch of not being able to provide a safe environment to his children where they could go to school. In fact, there was no school in the village, nor any scope to have any development activity due to the insecure situation. He did not want his children growing up uneducated and illiterate leading a life of violence and poverty.

Rahmatullah with his four members went through the biometric process on 07 March 2012 and received the 90 days of transition assistance. He then initiated efforts to get developmental projects to the district. Given the chronic problem of portable water, a proposal was made to dig eight wells in the community, locations for which were identified in discussion with community elders. This proposal was reviewed and funded under the SGP component of APRP.

Haji Abdul Sattar a resident of Ganja Abad Village who has benefited from the wells project said that after Mullah Rahmatullah's group joined APRP the security situation has gotten better in the area and people feel safe, having no fear of getting attacked by insurgents. He praises the former commander Mullah Rahmatullah for his hard work in bringing both peace and development projects to his community. He added that in return, the community also supported Rahmatullah's reintegration back into the village and community. The old Haji said "I am happy about the peaceful environment in my village".

Nafas Gull another resident of Ganj Abad village was not too far behind in expressing her happiness on witnessing the implementation of the well project in her village. She said that given that providing safe drinking water was one of the responsibilities of women in this village, it had benefited the woman most as they no longer had to walk long distances to fetch water for the family. She stated that the implementation of this project has strengthened the people's faith in the government. "They now realize the importance of peace as it brings comforts and a better life for the community".

From being a feared insurgent who could not mix with his own people, Mullah Rahmatullah is now working on his farm having given up a life of fighting and violence, currently supporting the government and APRP by spreading peace messages to other AGEs.



Mullah Rahmatullah



Haji Abdul Sattar



Nafas Gull

APRP Public Outreach: The APRP PPCs and PJSTs organized various peacebuilding events including seminars, Ulema conferences, awareness sessions and other public gatherings throughout Afghanistan for advocacy on peace and awareness of the Programme's components such as the CIP Peace Advocates, and reintegration procedures. The APRP PPCs and PJSTs successfully engaged religious scholars and Ulema, Imams of mosques, tribal elders, influential personnel, government officials, CSOs, human rights activists, women networks and organizations, media,

writers, and students. They participated in peace dialogue and disseminated peace message to the general public. Participation of such groups was enormous during the Peace Week celebration every year, which was a countrywide movement appealing for peace. During celebration of peace week, schools, universities, media, religious leaders, women groups, CSOs, tribal elders, and government officials were actively involved in organizing events and spreading peace messages. The community was informed through these activities of benefits of peace, its importance and initiatives on how to create a peaceful society. Other than Peace Week, there were activities conducted with different groups in relation to promoting peace and advocating for bringing stability to Afghanistan.

The APRP PPCs and PJSTs worked effectively with media to disseminate peace messages to civil societies. The peace messages were designed to reach people in urban and more remote villages to build their awareness of the importance of peace and efforts of HPC in this regard. Former AGE commanders with the CIP were also actively involved and coordinated with PJSTs, and religious scholars to raise awareness on APRP. Peace messages were distributed through HPC journal newsletters in all the meetings and events. All these efforts contributed to increased awareness of people about the efforts of the HPC and grabbed the attention of the communities to provide a helping hand to the HPC in its struggle for reintegration and peacebuilding.



PJST Head preaches peace in his speech to the Civil Society gathering in Helmand Province, August 2015

D. OUTPUT 4 (ID: 00079527): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes

Under the leadership of JS/HPC, LMs promoted and implemented projects at provincial levels in support of peace and reintegration. These projects provided the reintegrees and their communities with livelihood and employment opportunities and community infrastructure such as roads and bridges.

The LMs faced a major challenge to reduce poverty and search for alternative solutions to improve the conditions of people living in insurgency affected areas (deteriorating cities, districts and villages). The Community Recovery Programme broke with conventional approaches by strengthening community management in human settlement improvements, targeting communities and governments (local and central) with training and operational projects in selected districts.

The Community Recovery Programme had operational activities in 23 provinces. Programme activities built upon the activities of CDCs, cooperative groups, community-based organizations and people's movements as the primary stakeholders of community development. It provided practical management and technical skills as well as opportunities for collaboration with other stakeholders in the community recovery sector. The Community Recovery Programme educated public authorities about the importance of community participation and assisted local authorities to plan projects at grass root level.

Between 2011 and 2014, APRP's community recovery initiatives were implemented by partner LMs (MRRD, MAIL, MoPW and MoLSAMD) aimed at supporting medium to long term peace and reintegration through the delivery of peace dividends to reintegrees' communities. The LMs' projects provided labor intensive work activities, vocational training projects, and medium or long-term livelihood creation initiatives to reintegrees and community members where reintegration took place. In partnership with the JS Development Team and ISAF/FRIC, UNDP provided programmatic and financial support to the LMs in the planning, implementation, monitoring and reporting of community recovery projects. UNDP also provided support in the review and finalization of LMs' annual work plans and assisted the development and use of the project tracking and monitoring system.

Participatory and bottom up planning was essential to ensure that designed community development projects effectively support reintegration. Project design was led by provincial departments of the LMs and PJST Development Officers, as they were more aware of the needs, aspirations, and opportunities for reintegrees and community members. In order to assess the involvement of provincial departments and PJSTs in the project design, the Project designed a simple survey and administered it to the ten provinces where new projects started in 2013. Out of these, all ten provided inputs to LMs in Kabul for project design and development. In fact, all of these line departments led project design, showing that bottom up planning is the norm within LMs in the implementation of APRP.

LMs' projects provided direct benefits to reintegrees, for example work provided by MoPW for reintegrees was helpful as it provided 820 reintegrees full time employment for the duration of the contract that was renewed on a yearly basis until the end of 2014. PWC workers received job training on routine maintenance of roads, roads defect inspection and maintenance supervision. MoLSAMD's vocational education training (VET) provided vocational training to 1,965 reintegrees in skills demanded in local market such as tailoring, carpentry, embroidery, carpet weaving, vehicle/motorbike repairing, plumbing, electric equipment repairing, mobile repairing and electricity. MoLSAMD's VET projects provided vocational training to 3,135 community members. Out of 3,135 community members, 681 were female trainees who were trained in areas such as embroidery, carpet weaving and tailoring.

In addition to providing direct benefits to reintegrees, LMs' projects also provided indirect benefits to communities. As a result of LMs' projects implemented in support of APRP, approximately 1,395,790 community members benefited indirectly from the 2,724 LMs' projects in 23 provinces. Rural roads constructed by NRAP provided an estimated 174,490 community members with improved access and mobility. Since the Programme's inception, NRAP completed construction of 50km of tertiary and asphalt roads in Balkh, Jawzjan, Uruzgan and Herat.

Communities where MAIL projects were implemented benefited from increased reforestation, establishment of fruit orchard activities, and improved irrigation systems. MAIL reforestation projects planted 425,000 pistachio and pine nuts seedlings in 650 hectares of land in eight provinces. Also, MAIL's fruit orchard projects distributed 243,000 fruit saplings to 1,981 eligible selected farmers (169 reintegrees and 1,981 community members of which 83 were women) and leveled 430 hectares of land to establish fruit orchards in nine provinces. Additionally, MAIL irrigation projects improved 170km of canal structure in five provinces with the construction of 167 micro structures which resulted in 9,710 hectares of land newly brought under irrigation.

Community Recovery Projects (Source: JS)					
Actual Results (Cumulative Numbers as of 31 December 2014)					
Institutions	# of reintegrees directly benefited	# of direct beneficiaries (These are community members. Reintegrees not included here)	# of indirect beneficiaries	# of projects completed	# of provinces
MRRD/NABDP	435	25,200	91,164	45	7
MRRD/NRAP	151	18,498	176,490	11	6
MRRD/RuWATSIP	5	7,550	1,355	33	10
MRRD/NSP	-	29,848		2,517	23
MAIL-reforestation	781	2,604	362,500	58	8
MAIL-fruit orchard	169	1,981	634,350	13	9
MAIL-irrigation	29	1,290	86,263	17	5
MoLSAMD	1,965	3,135	32,400	21	21
MoPW	820	1,058	11,268	9	9
Total	4,355	91,164	1,395,790	2724	

Specific Line Ministry Plans, Results and Selected Highlights 2011 - 2014

- **Ministry of Rural Rehabilitation and Development (MRRD)**

MRRD supported the APRP through the implementation of community recovery programmes in 23 APRP priority provinces. These included the National Solidarity Programme (NSP), the National Area Based Development Program (NABDP), National Rural Access Programme (NRAP), and the Rural Water Supply, Sanitation, and Irrigation Programme (RU-WATSIP) all financed through APRP Window C funding. MRRD ensured these projects absorbed reintegrees and community members in areas where the reintegration took place.

NABDP implemented 45 projects in seven provinces providing opportunities for 435 reintegrees to participate in labor intensive activities to strengthen rural infrastructure and livelihood opportunities. NRAP also provided community members with livelihood opportunities to work on construction and rehabilitation of rural roads and bridges. Some 18,498 community members in APRP priority districts participated in NRAP projects in six provinces which generated 164,685 labor days. This included NRAP projects in Jawzjan and Balkh provinces which constructed 37 km of roads. Rural roads constructed by NRAP provided expanded access to economic opportunities and basic services to the community members in APRP priority districts.

- **Ministry of Agriculture, Irrigation, and Livestock (MAIL)**

The MAIL projects successfully absorbed reintegrees and community members and focused their activities on irrigation and watershed management, reforestation of pistachio and fruit production and processing in six provinces (Badghis, Faryab, Baghlan, Kunduz, Takhar and Samangan). The approved funding of USD 17 million was allocated to irrigation and watershed management projects (USD 10 million), reforestation of pistachio projects (USD 5 million) and fruit and nuts production and processing (USD 2 million). UNDP supported the MAIL APRP cell in developing the work plan and ensuring the activities were in line with the focus and criteria of APRP.

APRP conducted consultations to identify and prioritize projects in target districts in partnership with the Provincial Departments of MAIL, District Development Assemblies (DDAs), and members of the PPCs. Following consultations with community members, projects in the areas of irrigation, pistachio reforestation and fruit orchards were chosen and workers were selected in Baghlan, Kunduz, Badghis and Takhar provinces. The projects identified in these provinces included: Baghlan: five forests, four cold storages, and five irrigation projects; Kunduz: three forests, four cold storages, and 18 irrigation projects; Takhar: five forests and four irrigation projects; Badghis: two forests and seven irrigation projects. The implementation of forest sub-projects expanded from Baghlan and Kunduz provinces to Takhar and Badghis provinces, and a total of 2,604 community members and 781 reintegrees benefited from work opportunities and worked on the projects to establish forests on hill lands.

MAIL's Green Core programme (renamed from Agriculture Support for Peace & Reintegration) was implemented to support reintegration in the near term by creating labor activities as well as creating and supporting agricultural associations to manage MAIL projects to help improve community level cooperation. The longer-term objective of the programme was to support peace building through the provision of sustainable livelihood opportunities for reintegrees and community members. The MAIL programme was implemented through three main programme components; reforestation, fruit orchards, and irrigation.

The MAIL APRP projects (ASPR) resulted in irrigation of pistachio plantations, totaling 1,200 hectares. These plantations were split into 57 reforestation project sites in eight provinces (Herat, Samangan, Kunduz, Faryab, Badghis, Takhar, Baghlan, and Kunar). In addition, ASPR, in coordination with the Department of Agriculture, Irrigation, and Livestock offices in these provinces, coordinated with communities so that watering activities involved reintegrees as well as community members and provided them with work opportunities. Of the 775,000 saplings planted through the MAIL ASPR programme, 598,350, or 80%, were still alive as of APRP end date.

- **Ministry of Public Works (MoPW)**

Through the establishment of the PWC, MoPW's programme created employment and capacity development opportunities for 820 reintegrees and 1,058 community members by recruiting them as contractors on the PWC to work on routine maintenance of roads in 9 provinces. Overall, 95km of roads were being maintained by PWC recruited reintegrees and community members in Baghlan, 183 km of roads in Faryab, 160 km of roads in Kunduz, as well as roads in Nangarhar, Paktia and other provinces.

While there is no robust and systematic data and information, there were some signs of improving security in some districts following APRP and other security and peace building interventions. For instance, following APRP interventions, the security box was also widened in Kunduz Province around Kunduz City as well as other district centers.

- **Ministry of Labor and Social Affairs, Martyred and Disabled (MoLSAMD)**

The action plan implemented by MoLSAMD was designed to increase employment opportunities for reintegrees and community members by providing training for skills demanded in the local job market. It also aimed to improve relationships between reintegrees, their communities and the government to promote community reconciliation. Overall the TC approved the allocation of USD 4 million to the MoLSAMD programme with the objective of providing vocational training for reintegrees and community members in APRP priority provinces. An assessment conducted revealed that there was a high demand for vocational training in APRP priority provinces. MoLSAMD implemented projects in 21 provinces providing vocational training to 1,965 reintegrees and 3,135 community members (832 females) on skills such as tailoring, carpentry, embroidery, carpet weaving, auto and motorbike repair, metal work, masonry, electronics repair, beauty parlor, plumbing and house wiring.

In order to determine what percentage of trainees has employment (wage, self, etc.), MoLSAMD conducted tracer survey for 30% of trainees in 12 provinces (Kunar, Faryab, Samangan, Baghlan, Kunduz, Takhar, Badakhshan, Herat, Farah, Helmand, Kandahar and Saripul). The results of the MoLSAMD tracer study found that over 75% of trainees were employed when the tracer study was conducted in 2014.

Mainstreaming gender participation and empowerment in APRP has been a Community Recovery Programme priority. While the APRP leadership has consistently messaged the importance of women in the peace process, this has been challenging to translate into implementation. Preliminary feedback from the independent monitoring agent on perceptions from the field showed that the most prominent way women have influence in the peace process is through the domestic realm in influencing fathers and sons to put down arms and join APRP. Five Community

Recovery Programme livelihoods projects for women were vetted and approved for implementation by NABDP. These projects were based on assessments and input from community members and the department of women's affairs (DOWA) in the regions. However, due to the closure of the MRRD cell, these projects were not able to be implemented during the Programme's timeframe. The primary focus of the development projects was to support the reintegration of ex-AGEs, who were all male. As a result, the 15% target for women's participation at the decision-making level could not be reached. In some circumstances, due to cultural norms of the area, females who were appointed to such roles subsequently ceded this role to their husband or male relatives.



MoLSAMD project: Women from reintegrees communities attending a tailoring course in Saripul, 2014

VI. GENDER SPECIFIC RESULTS

Women's participation has been dramatically increased in recent years by establishing an effective network of women called N-Peace Network. With support from APRP and the leadership of the HPC Gender Unit, different women networks have taken part in the peace dialogues both nationally and internationally. These women networks have regularly participated in social events and outreach activities to promote peace in Afghanistan. The Project utilized these networks to promote

women's active role in the Afghan peace and reintegration process. Through these networks, Afghan women representatives were exposed to peace engagements by women in various other conflict countries as three Afghan women won the N-Peace awards: Afghan lawmaker Farkhunda Zahra Naderi, Amina Afzali and Quhramaana Kakar, who were chosen for their leadership and contribution towards building peace in Afghanistan in 2014.



Herat women's forum participants brainstorm on increased role of women in peace process during Peace Week in 2012

The HPC organized a high-level meeting with HE President Ashraf Ghani in 2015 where women's participation in the peace process was discussed. APRP successfully organized different activities to promote women's participation in the peace process that included art exhibitions, Peace and Unity Week celebration, discussions at educational institutions, and leadership training for female activists. Through the female members of PPCs, HPC/JS encouraged women participation in the peace process with 31 women leaders across the country trained on mediation, negotiation and conflict resolution. They are now playing active roles in their respective communities to resolve local conflicts or neighbor/family disputes.

As a result of the advocacy and networking efforts of the women's committee of the HPC and the JS Gender Unit, the visibility and inclusion of women in peacebuilding initiatives has increased steadily since 2010. The JS Gender Unit contributed to an increased dissemination of information of the impact of the conflict on women and the potential role of women in peacebuilding through the review of key policy and procedural documents such as Afghanistan's National Action Plan on UNSCE1325-Women, Peace, and Security, etc.



Gender policy discussion, Kabul, 14 August 2011

Furthermore, the visibility and inclusion of women in peacebuilding initiatives increased during recent years. The HPC clearly defined the role of women in supporting the peace process, whereby Afghan women:

- Demand the armed opposition to end the war through peaceful talks on the basis of Islamic principles and Afghan law and regulations.
- Engage in a collaborative effort of all sectors of society to advance the peace process in coordination with the international community, civil society, religious leaders, women's networks, youth leaders, and tribal leaders.
- Garner support from the international community, the United Nations, the Organization of the Islamic Countries, and the regional and neighboring countries to ensure sustainable peace in Afghanistan.
- Persuade the opposition to stop the war and initiate peace negotiations.
- Increase access of women to social, political, economic and cultural services by creating a peaceful and safe society.
- Establish women's empowerment programmes.
- Persuade women to participate in peace talks in order to help create a more durable peace in Afghanistan.
- Improve women's effectiveness in advancing the peace process.
- Increase peace building and conflict resolution through greater participation and involvement in local politics and peace negotiations.

APRP Gender Specific Results in increasing women's role in peace and reconciliation:

- Improved the capacity of women in the country's 34 provinces through seminars and workshops.
- Promoted peace and unity in the provinces and organized more than 20 national and international conferences.
- Advocated for women's acceptance in the 33 PPCs as part of the implementation of UNSCR 1325.
- Designed and printed a brochure entitled "The Role of Women in the Peace Process" in three languages, Pashto, Dari and English. One thousand copies were printed and distributed to donors, embassies, provinces and other relevant actors.
- Improved employment opportunities in 40 districts for reintegrated families by launching 124 vocational training projects primarily in tailoring.
- Launched 171 agriculture projects for families of reintegrees – particularly to the female members of the reintegrees.

APRP Gender Highlights:

The following key achievements have been made by the HPC female members and the JS Gender Unit:

- Afghanistan National Action Plan for the implementation of UNSCR 1325 was developed and endorsed.
- HPC and the JS Gender Unit mobilized Afghan women for the peace signature campaign in 2014. Over 250,000 Afghan women signed the petition for the "Women Call for Ceasefire and Peace" campaign, calling for the armed insurgency to

participate in peace talks and negotiations, which was presented to both GIRoA leadership and to the UN leadership in New York.

- Three representatives from Afghanistan were selected as N-Peace Award winners in 2014. One of the winners was the head of PPC for Badghis who won in the category “campaigning for action: women and men mobilizing for peace”.
- In 2015, HPC female members presented the recommendations to HE President Mohammad Ashraf Ghani regarding the Peace talk’s initiatives.
- HPC Gender Representatives also had meetings with the US Embassy and Canadian Embassy to discuss women’s empowerment and how to boost and accelerate gender activities for the year 2015; these discussions resulted in increased funding provided by the Embassies to activities relevant to empowerment of women in Afghanistan.
- Different women networks and the women members of HPC Gender Unit attended round table discussions on Women, Peace and Security organized by the Swedish Embassy.
- Women leaders from PPCs, PJSTs, DoWAs and women’s networks coordinated and initiated a country wide campaign to discuss on “The Role of Women in the Peace Process”. They actively took part in planning and implementing APRP outreach and advocacy activities in coordination with other relevant actors in their regions and provinces.
- An MOU was signed on 22 May 2015 between the HPC and UN-Women to strengthen the capacity building of HPC female and male members in mediation, conflict resolution and peacebuilding. As a result of this collaboration, nine HPC female members were provided with an opportunity to engage in an exposure visit to the Philippines in July 2015, and attended training courses as part of this MOU.

VII. MONITORING AND EVALUATION

UNDP's monitoring and evaluation support focused on the APRP structures, within the broader framework of the Programme, to achieve peace and stability in the country. UNDP played a dual role of managing one of the three windows of the Peace and Reintegration Trust Fund (Window B) and providing technical assistance for the delivery of the Programme. As part of the fund management, UNDP ensured that donor funds were used in the most efficient and effective manner and in accordance with the guidance and endorsement of the FOC. Technical assistance was also provided for the delivery of the Programme both at the national and sub-national level while activities remained consistent with the APRP. The objectives of the UNDP's support to APRP included the following:

- 1) Three windows of the Peace and Reintegration Trust Fund are effectively managed and monitored.
- 2) APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP.
- 3) Subnational structures of APRP effectively deliver key components at the local level.
- 4) Contributions made to sustainable peace and reintegration in target provinces through financial and programmatic support to the line ministries' Community Recovery Programme.

The following table summarizes the key results for all Programme outputs as per the AWP during the budget period from August 2010 to March 2016.

Programme Components	Results
Output 1 (ID: 00079526): Three windows of the Peace and Reintegration Trust Fund are effectively managed and monitored	<p>MoF successfully facilitated the management of APRP Trust Fund (TF) with support from UNDP and ensured transparency and accountability of donor funds. Through establishment of the FOC, it provided guidance and approval for funding of major Programme activities including the facilitation of regular FOC meetings, release of funds on time, and communication of FOC decisions to the Programme's stakeholders. The on-budget review mechanisms were followed and Afghanistan Financial Management Information System (AFMIS) of the government enabled the Trust Fund Manager to review and reconcile monthly.</p> <p>With the enhanced capacity, the FOC Secretariat effectively performed their roles in preparing monthly financial reports, monitoring budget execution and advance clearance, and facilitating disbursement from MoF to LMs. As an example of the efficient management of funds, the actual expenditure for Window B of APRP in 2013 was USD 46 million compared to USD 34 million of 2012. The percentage of expenditure versus approved budget improved dramatically from 45% utilization in 2012 to 86% in 2013.</p>

<p>Output 2 (ID: 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP</p>	<p>A strong internal control and quality assurance system was functional in JS by strengthening the JS M&E section for conducting internal audit, investigation, and programme monitoring. Planning, monitoring, implementation, and reporting were always considered central and critical areas in APRP deliverables. Further development was made in relevant departments in JS through addressing the independent monitoring agent recommendations. For example, the JS Operations and Finance developed better coordination to ensure transparency and accountability to ensure biometric information in database, using group code, ID card, and the distribution list with reintegrees' photos, finger prints, and certification by respective authorities which improved the entire process to quickly deliver the TA package. Therefore, the documentation and archiving system remarkably improved.</p> <p>The efficiency in programme management has also been enhanced through regular consultation meetings held between UNDP and JS leadership which helped in developing guidelines, SOPs, and tools. For instance, 25 meetings were held in 2015 at senior management levels with JS and UNDP on policy, planning, management, and development related issues.</p>
<p>Output 3 (ID: 00079527): Subnational structures of APRP effectively deliver key components at the local level</p>	<p>The PJSTs through ensuring better communication and coordination with JS Operations, successfully facilitated the reintegration process, TA package distribution, organizing outreach activities, and engaging different groups including women, students, media, CSOs, tribal elders, and religious scholars to promote APRP objectives. Since the beginning of APRP, a total of 11,074 reintegrees joined the programme; 10,955 TA packages were distributed; 9,380 weapons were collected; and outreach activities were conducted by PPCs and PJSTs.</p> <p>Different groups of people (youth, women, peace promoters, disabled, media, Ulema groups, etc.) participated in peace dialogues and advocacy initiatives throughout the country.</p>
<p>OUTPUT 4: Contributions made to sustainable peace and reintegration in target provinces through financial and programmatic support to the LMs' community recovery programme</p>	<p>LM projects to support community recovery were considered high priority. The JS supported all the LMs by deploying APRP focal persons (Cells) to ensure better management of the projects. A total of 95,519 individuals, including 4,355 reintegrees and 91,164 community members, were employed by LMs, and those projects brought livelihood opportunities in the respective communities. Altogether, 1,395,790 million people indirectly benefited from different projects implemented by the LM.</p>

APRP Mid-Term Evaluation (2013)

The APRP midterm evaluation was conducted by an external evaluator in February 2013. Below is a summary of some of the most important mid-term evaluation findings:

1. APRP serves an indispensable function by allowing armed dissident groups and individuals to discontinue fighting with the Government of Afghanistan, to take an oath to obey the laws and constitution of Afghanistan, hand in weapons, and register to receive various forms of benefits for themselves, and community recovery projects for their communities.
2. APRP has made noteworthy progress in developing its structures, policies and methodologies for the past two years, all from the ground up.
3. APRP has established itself with a strong but as yet unrealized potential to serve all corners of Afghanistan.
4. APRP effectiveness has improved as it learns from experience; more recent efforts can be shown to be supporting the peace process with its interventions.

The outcome of the mid-term evaluation were recommendations for improvement of the programme followed by an action plan to address the suggested areas of improvement. The action plan was fully implemented and the recommendations were integrated into the programme such as phasing out the LM Community Recovery Programme component, except for one of the recommendations, which was not accepted by JS Management.

Independent 3rd Party Monitoring of APRP (2014-2015)

APRP was also monitored by an independent third party, Monitoring Agent (MA), from September 2014 through January 2015. The monitoring was conducted in Uruzgan, Nangarhar, Kunduz, and Badghis provinces. Below is a summary of some of the most important MA findings:

- **Line Ministry Projects:** The monitoring team verified 38 LM projects in the four sample provinces. Fifteen were determined to be in good structural condition, eleven in average condition and nine in poor condition (three projects were under construction and had not been completed yet). The majority of those deemed to be in poor condition were MAIL projects in Kunduz Province. These were mainly orchard projects that failed due to poor planning and a lack of agricultural extension services provided by the Directorate of Agriculture, Irrigation and Livestock. In Uruzgan Province, 73% of the beneficiaries thought that the LM projects had a positive impact on their community. In Nangarhar Province, 100%, in Kunduz, 68% and in Badghis 97% of the beneficiaries believed that the LM projects had a positive impact on their community.
- **Small Grant Projects (SGP):** The monitoring team also verified thirteen SGPs. Six were determined to be in good condition, six in average condition and one in poor condition. In Uruzgan Province, 96% of the beneficiaries believed that the SGPs have

had a positive impact. In Nangarhar, Kunduz, and Badghis provinces, 100% of the beneficiaries believed that the SGPs have had a positive impact.

- **Outreach Component of APRP:** The MA measured the outreach of APRP as defined by a general awareness of the programme and receptivity to peace and reintegration messaging. Partly due to low levels of communication infrastructure and literacy, Uruzgan Province was most challenged on this APRP component, where 63% of community members were not aware of APRP and the majority of all the target groups were not aware of any peacebuilding outreach activities conducted by the PJST or PPC. The outreach of APRP in Nangarhar Province has been reasonably effective, with 90% of community members being aware of APRP and the majority of all the monitoring target groups also aware of peacebuilding outreach activities conducted by the PJST or PPC. The outreach of APRP in Kunduz Province was also effective with high awareness about APRP amongst all the beneficiary and stakeholder groups. Furthermore, with the exception of religious leaders, the majority of beneficiaries and district-level APRP stakeholders are aware of the peacebuilding and outreach work conducted by the PJST and PPC. The outreach of APRP in Badghis Province has apparently also been effective with 66% of community members aware about APRP and the outreach activities of the PPC and PJST in all communities, beneficiary and stakeholder groups.
- **Reintegration and Transitional Assistance (TA):** The administrative reintegration process (vetting, registration and biometrics) was critical in attracting or deterring potential AGEs. The observed findings in all the provinces are that reintegrees feel that the process is too long and they strongly suggested that it must be expedited in the future. The payment of TA by APRP was also considered as a valuable tool in encouraging AGEs to reintegrate and it helps to sustain them during their initial reintegration process.

Addressing Monitoring Agent (MA) Findings:

In response to MA findings, a detailed action plan was prepared by all the respective departments in JS. Consequently, a periodic progress report was shared by those departments. By February 2016, it had been reported that over 90% of recommendations of the MA had been implemented and issues were addressed. The following are the key developments in response to the findings.

A. Communication and Outreach:

- A HPC restructuring plan was developed and approved by H.E President Ghani. In February 2016, the President appointed a new HPC Chairman and deputies and new JS CEO and an additional Deputy CEO. With this new leadership, it is expected that promotion of APRP and the peace messages will be improved.
- Two international Ulema conferences to promote peace in relation to Islam were held in Kabul; five joint public awareness programs conducted in educational institutions in five provinces, while during Peace Week, students actively engaged in all the

provinces and districts. Joint workshops and seminars with CSOs, women, and youth were conducted in six regions.

- Twelve public gatherings of Ulema, Tribal elders, influential individuals and CSO representatives were held in ten provinces including three in Kabul province to counter the narrative of violence and promote the peace; 100 Ulema gathered in a national conference for promoting peace, observed the holy month of Ramadan with peace messages in different community events, and Imams delivered speeches on peace during Friday prayers in the mosques; observed the birthday of prophet Mohammed with peace messages across the country
- Capacity enhancement workshops for 30 Provincial Communication and Outreach Officers were conducted. They were provided with a digital camera and computer as per need to promote APRP through ensuring its visibility and communication both internally and externally.
- The Public Information and Communication department printed and circulated three brochures with peace messages and the role of women in peace in Dari, Pashto, and English languages. Books about Burhanuddin Rabbani were printed and circulated during Peace Week. Yearly calendars with peace messages were also printed. Twelve monthly and one special edition on Peace Week newsletters with peace messages and developments from HPC and HE President were printed and circulated; and maintained communication and coordination with Resolute Support (RS)/ ISAF for promotion of peace through media.

B. Demobilization and Reintegration:

- JS Operations unit ensured systematic delivery of TA by ensuring NDS approved Vetting List, effectively managing database, ensuring group coding, ID cards, and sticking color photographs in the TA Distribution List, and ensuring proper certification from NDS, PPCs, PJSTs and Governors in the distribution list.
- Financial transparency ensured through checking process and engaging finance officers to ensure presence of the TA distribution team and obtained their signatures in the documents. Monthly on time liquidation of TA funds at provincial level was also ensured before disbursing money to the provinces for next TA distribution.
- For further strengthening coordination among the departments in JS as well as other government entities especially security ministries, several coordination meetings with NDS, MoD, and MoI were held to ensure the integration process is shortened as much as possible. A number of coordination and follow up meetings took place between JS Operations and other departments or unit at JS and PJST level.

C. Community Recovery:

- SGP SOP was revised and criteria set as a list of menu/types of project for assessing SGP proposals. PJST staff were trained on assessing project proposals, supervision, monitoring and reporting.

- The Tracker sheet for SGP and database on biometric information was upgraded. It also improved internal control and coordination at provincial and central levels to provide information on reintegrees and their payment, and the community beneficiaries.

VIII. PARTNERSHIPS

APRP is Afghan led and owned and was implemented under the National Implementation Modality (NIM), whereby the implementing partner is primarily responsible and accountable for achieving results. The HPC and JS leadership engaged with key national partners to improve programme implementation and gain support at all levels and obtained critical support from the security ministries on how to improve local reintegration and delivery of the Programme. The JS is the key implementing partner for the APRP-UNDP Support Project.

Since the Programme's launch, the APRP-UNDP Support Project partnered with various national and international institutions. APRP interventions benefited from many significant partnerships, including partnerships with key GIRoA line ministries to engage communities in development activities that strengthened and supported reintegration, social cohesion and community recovery. The LMs included MOLSAMD, MRRD, and MoPW. Activities implemented by these ministries focused on wage employment and vocational training for reintegrees and community-based development projects. The APRP international partners included international donors, ISAF, UNAMA and other organizations.

APRP also partnered with GIRoA security ministries, such as MoI, MoD, and NDS, to implement outreach and demobilization activities, including vetting and obtaining biometrics of reintegrees. APRP received support from the ISAF/Force Reintegration Command (FRIC) in the form of technical assistance to the JS Field Operations. APRP international partners and donors took a full participatory role in APRP, including on the transition and the future of APRP.

The key institutional partnerships and their core achievements are detailed below:

- **Line Ministries (Development)**

APRP partnered with GIRoA LMs to engage communities in development activities that strengthen and support reintegration and social cohesion. The LMs included MOLSAMD, MRRD, MAIL and MoPW and activities implemented by these ministries focused on wage employment and vocational training for reintegrees and community-based development projects. The JS Development Team and APRP-UNDP Support Project Development Team worked closely with the LMs to ensure the delivery of community recovery projects to support medium and long terms support to community and reintegrees.

As part of the APRP's new strategy for 2015, the APRP closed its Community Recovery Programme component at the end of 2014. The APRP had spent almost 70 percent of its budget on community recovery projects to support communities where reintegrees were returning. This approach of offering incentives to communities was crucial in order to encourage other communities to support reintegration. The community recovery component also significantly assisted with improving service delivery and building small infrastructure in remote places. With APRP's increased focus on high level reconciliation and negotiation in 2015, the community recovery components were integrated into the Afghan Government's LMs. Since working for peace is a whole-of-government approach, the participation of different important government institutions is to be considered as direct in-kind contributions by the Afghan Government in support of APRP.

- **Security Ministries**

APRP partnered with GIRoA security ministries, including MoI, MoD, and NDS, to implement outreach and demobilization activities, including vetting and obtaining biometrics of reintegrees. The JS Field Operations Unit worked closely with these ministries. The functions and structures of various components of these APRP security cells were retained in 2015 in order to maintain an effective internal liaison and coordination. In the long term, the security cells will be handed over to the regular government ministries.

- **Independent Directorate of Local Governance (IDLG)**

APRP partnered with IDLG to ensure programme coordination and linkages at the provincial level. IDLG staff participated in JS monitoring and evaluation missions and supported JS in preparing M&E forms and activities.

- **International Donors/Development Partners**

APRP international partners, including international donors, have taken a participatory role in APRP. Over time, the status of donor representatives on the TC changed from observer status to member status, which provided APRP donors with the opportunity to have more direct input into the Programme's direction.

- **International Security Assistance Force/Force Reintegration Cell (ISAF/FRIC)**

APRP also received support from the ISAF/FRIC in the form of technical assistance to the JS Field Operations Unit, logistical support in the field, and the sharing of relevant information. ISAF/FRIC also provided support for PPC and PJST capacity development through a series of trainings related to specific job functions, teamwork, and leadership. The FRIC/ISAF drew down its staff during the first half of 2014 and closed its operations completely in September.

- **UNDP's Sub-national governance and development cluster**

APRP fell under the sub-national governance and development cluster within UNDP, along with other programmes such as UNDP's Afghanistan Subnational Governance Programme (ASGP) and the National Area-Based Development Programme (NABDP). APRP-UNDP Support Project participated in the development of the sub-national governance and development strategy, providing input on including conflict-sensitive approaches in all aspects of sub-national programming.

APRP-UNDP Support Project also worked closely with the UNDP Country Office Gender Equality Project (GEP) and Gender Unit, in a joint effort on Women Leadership Training. In addition, the Project's team participated and engaged with the Programme Unit on sub-national government strategies, advocating for a stronger link between the peace programme and the sub-national programme.

IX. CHALLENGES

- **Leadership and Direction of HPC:** While there was much optimism about the new President's commitment to peace and reconciliation, the delayed appointments of key positions including the HPC Chairman, HPC deputies, and the JS CEO from late 2014 to February 2016 created a serious leadership vacuum and led to the donors being less responsive in committing their financial support to APRP. The departure of CEO Minister Stanikzai to be Minister of Defense and HPC Chairman Salahuddin Rabbani to be Minister of Foreign Affairs happened at a critical time when the National Unity Government was trying to engage the Taliban in peace negotiations. Without the decision or clarity on senior APRP leadership, the Government was not fully prepared with a structure and mechanisms to support the peace process. It also had a negative impact on management of the Programme at the national and provincial levels due to the lack of direction, guidelines and timely decision making. The lack of APRP leadership remained a critical pending issue until the President made appointments of the new HPC leadership and JS CEO in February 2016.
- **Resource Mobilization:** While donors expressed interest in continued support for APRP, they were concerned about the President's apparent lack of commitment to APRP, the lack of leadership appointments and the uncertainty about APRP's future. The lack of funding created difficulties for APRP in the overall implementation of the programme. APRP was forced to operate on a series of short term emergency budgets during the last couple of years. The delay in receiving commitments had a negative impact on some of the Programme's components, e.g. SGPs implementation in 2015.
- **Influence of Foreign Fighters:** The APRP focused only on the Afghan AGEs for reconciliation and reintegration while there were a number of foreign fighters operating in Afghanistan. These foreign fighters are usually not reconcilable and they have had a negative influence on the reintegration process. The reported surge in foreign fighters, including ISIS, has changed the political dynamic, and the insurgency has increased. Secondly, cross-border Taliban fighters were reportedly increasing as the Pakistan Government pushed them back to Afghanistan. Therefore, reintegration of local AGEs is highly dependent on regional higher-level cooperation and negotiations to deal with the insurgency.
- **New Insurgent Group Complicates Process for Peace Negotiations:** While the National Unity Government was forming its new cabinet, and strategizing on the modality for negotiations with the existing Afghan AGEs; a new foreign based insurgent group, ISIS, came on the scene and started recruiting insurgents for its cause, which created new complications for beginning a process for peace negotiations.
- **Need for an Updated APRP National Programme Document:** The APRP National Programme Document expired at the end of July 2015 and a new Document needed to be signed by the Afghan Government's senior leadership. A draft revised National Programme Document was prepared at the technical level for a three-year period

(2016 - 2018) and submitted by the JS to the senior Government leadership. However, it appeared that it was not fully engaged by the leadership.

- **Security Situation:** The security situation deteriorated during the past five years, especially in the east, northeast and southwest regions of the country. These events reduced the number of insurgents willing to reintegrate and diminished prospects for peace talks in the foreseeable future. In many places the AGEs reorganized and gained more ground. Insurgent activities and attacks increased. In addition, the security situation has been further complicated with the inroads made by ISIS. There are reports from all regions that ISIS has implemented a well-funded recruitment programme for insurgents and that it is gaining ground in many areas.
- **Lack of Good Security for Reintegreees and APRP Staff and Members:** The poor security of reintegreees, the PPCs and PJST members, peace advocates and Ulema has been a serious challenge to the peace process. The number of reintegreees, PPC members and PJST staff killed by AGEs was a serious challenge. Such incidents created fear among the PPCs/PJSTs members and reintegreees. This highlighted the inability of GIRoA to provide protection for the reintegreees or to those who work for the peace process. APRP engaged ANSF at all levels to improve situation for the APRP beneficiaries and citizens as a whole. JS reported that 184 reintegreees and 40 APRP staff and members were killed, including former HPC Chairman Burhanuddin Rabbani during the whole span of the project.
- **Strategic Change in Programming:** With the termination of APRP Community Recovery Programme at the end of 2014, LM community recovery projects for reintegreees and their communities significantly decreased in the following years. This change had a negative effect on motivation of some AGEs to join the peace process.
- **Lack of Funds for Small Grants Projects (SGP):** The SGPs made important contributions to peacebuilding by engaging reintegreees in development projects and creating job opportunities/livelihoods for the community as a whole. However, the limited funding in 2015 for SGPs had a negative impact on the programme. Reintegreees were waiting for PJSTs to allocate funds for SGPs and lost face to their followers and communities as they failed to bring new projects. Consequently, the expectations for SGPs and the lack of funding for them negatively affected the image of APRP.

X. LESSONS LEARNED

There were a number of important lessons learned from the implementation of APRP during the past five years. These lessons should help the GIRA to identify its priorities and best practices in developing a new peace and reconciliation programme. The following section on lessons learned is broken into some general and more specific lessons learned during each of the Programme's years:

General Lessons Learned

- **Longer Term Focus:** All stakeholders should maintain a longer-term focus on achieving the Afghan Government's number one priority of ending the violent conflict through political dialogue. Incremental or short approaches do little to help resolve the main drivers of a protracted violent conflict and provide the necessary support for important institutions like the APRP though it is understandable to expect progress and results including the formalization of the peace talks, programmatic and strategy decisions, and high-level leadership appointments and results from existing programme components like reintegration. It is very important to remember that this is a long-term process that requires a patient, consistent and dedicated approach by all stakeholders. The APRP-UNDP Support Project regularly engaged the key stakeholders to help create a better understanding of the peace process, the challenges it faces and the need for a long-term approach.
- **Reconciliation First:** Reconciliation should have been a greater priority from the beginning of APRP. Reintegration of insurgents would then have naturally followed after political dialogue created the necessary conditions.
- **Reintegration is Dependent on Agreements:** The successful implementation of a reintegration programme is very dependent on the parties to the conflict first negotiating a cease fire and/or peace agreement.
- **It is an "Afghan Owned, Afghan Led" Process:** The international community stakeholders must understand and respect that achieving peace in Afghanistan is an "Afghan owned, Afghan led process".
- **Regional Support and Coordination:** The APRP structure was established at the National level (HPC and JS) and the provincial level (PPCs and PJSTs) and there was no structure at the regional level. It was critical for the Programme to have a regional level support to ensure better support for the provincial level and coordination/communication between the national and provincial levels. The APRP-UNDP Support Project filled this gap and facilitated important support, communication and coordination for and between these levels.

Year 2011

- **Need to Fully Utilize SGPs in Support of Reintegrees:** The Programme's design did not make adequate provisions for meeting the needs of reintegrees during the initial phase of the peace and reintegration process. After the distribution of short term TA

packages and before longer-term development initiatives took hold, the need for medium-term livelihood and income generation support to reintegrees and their communities became clear. As LMs could not initiate projects to address this need, comprehensive SOPs for SGPs were developed to address this gap. Further, the need for the identification and implementation of these projects to cater to reintegrees and communities, through a localized and participatory approach, was subsequently incorporated through discussions and consultations with local government officials and CSOs.

- **Importance of Decentralizing the Programme's Implementation:** At the outset of Programme's implementation it became clear that the centralization of its delivery mechanisms in Kabul were hindering the delivery of the Programme's activities at the sub-national level. Therefore, the Programme decentralized some decision-making authority to strengthen provincial and regional structures and this resulted in quick responses to emerging opportunities for peace and reintegration and community recovery. To support this, the recruitment of provincial level posts was accelerated in order to ensure that strong local structures were in place with adequate capacity.
- **Field Inputs:** Lessons learned from the field or provincial levels were important for the overall programme design and strategy at the central level. In addition, APRP recognized the importance of bottom up planning and coordination between LMs (Kabul and provincial departments) and APRP (PPCs and PJSTs) at the provincial level to ensure project formulation and relevance to the reintegration component.
- **Security for Reintegrees and APRP Members/Staff:** As mentioned in the challenges section, the relatively poor security for reintegrees, PPCs and PJSTs members, and others involved in peace efforts was a serious problem for the Programme. In the future, more attention should be focused on creating better arrangements for security for those involved with this process.

Year 2012

- **Settlement of Provincial Transfer:** A provincial transfer is an advance payment from MoF to Mustofiat, which is a provincial office of MoF. MoPW-PWC utilized this provincial disbursement network for salary payments of their project workers in provinces. The challenge was that the advance account was settled in the accounting system only at the end of the fiscal year and therefore FOCS could not report it as expense in a timely manner, which was necessary to request additional funds. As changing procedures in the Government took time, the solution was that FOCS should collect the authorized documents from provinces and settle the advance account manually. The FOCS explored other alternatives, including making direct transfer of payments to workers in order to resolve this issue.
- **Delivering Peace Messages:** Some community recovery projects implemented by LMs took place in districts and villages where there were few reintegrees. In addition, there were many cases in communities where APRP supported projects were taking place, project stakeholders and communities were not aware that these projects were

supported by APRP or connected to peace and reintegration initiatives. Improvements were then made to link LMs' programmes to support peace and reintegration and deliver strong messages about the peace process. Intensive outreach and communication initiatives that took place during Peace Week in September were good examples where peace messages were delivered during project launch ceremonies. In addition, in coordination with the JS and PJSTs, LMs began to ensure that their projects were implemented in APRP priority districts where reintegrees were located.

- **Sustainable Livelihood Options:** As the Programme expanded and more reintegrees joined the peace process, provision of longer term and more sustainable livelihood opportunities were critical. LMs' community recovery projects needed to be expanded to as many reintegrees and community members as possible. Beyond community recovery activities implemented through LMs, APRP needed to build linkages with other development programmes that could provide reintegrees and community members with additional sustainable livelihood opportunities. In some provinces, there were opportunities created by major development projects such as ring road, water purification/supply, and power plant projects. Dialogue and partnership with provincial authorities, civil society and private sector was critical to build linkages with other development initiatives.

Year 2013

- **Training needed to be More Effectively Targeted:** There were several different types of training and capacity development events initiated by the JS, FOC, and ISAF/FRIC over the years. While the training modules developed were clear and instructive for the material to be prepared, their impact was weakened at times because the materials did not match the participant needs or their profiles. There were several reasons for this, one trying to train a group of people with very diverse skills and capacities. In other instances, it was not clear to the units or LMs, who specifically should attend the training. Increasing the impact of these capacity development initiatives could be achieved through proper assessment and clustering of the attendees.
- **Lack of Good Data Affects the Programme:** The requirement for independent monitoring of APRP in the field had been discussed in previous years, but in 2013, the lack of good data and evidence from the field took on particular importance as discussions shifted from how to improve implementation, to planning for peace and reintegration after 2014. The lack of clear data and evidence-based analysis of APRP activities and the absence of tracking of the economic situation of households affected by reintegration led to discussions that were based on anecdotal evidence rather than impartial observation and analysis. As there was significant discussion during this year on the future of peace, reintegration, and reconciliation activities for the remaining months of the project, as well as on how to end different APRP activities, evidence of impact of community recovery activities and their linkage to rates of recidivism would have elevated these discussions from being based on personal observation to being anchored in objective evidence.

Year 2014

- **Improved Coordination with Stakeholders:** Beginning in 2014 there was a more intensive engagement by the UNDP-APRP Support Project team with both JS and donors. This resulted in an increased ability to address communication problems and other programmatic issues. It also resulted in the better coordination of work and the development of a mutual understanding and a common approach to the Programme's implementation, as well as discussion of future funding and programming. If the stronger level of coordination continues to be improved, it would have a positive impact on the overall Programme's coordination and delivery.
- **APRP Focus versus Election Focus:** The election preparations, elections, runoff elections and recount/audit of results captivated the full attention of the Government and the international community. During this period, the APRP-UNDP Support Project worked very closely with the donors and the JS leadership to keep the focus on APRP and the peace process. These efforts resulted in a positive outcome on the strategy on how to move the Programme forward. The lesson learned here is to ensure that no single issue takes all of the attention at the expense of the other programmes.

Year 2015

- **Critical Support for APRP:** The APRP-UNDP Support Project's engagement with key actors including the Afghan Government, International Community, JS, HPC and civil society was critical to increase understanding of the challenges ahead, to improve coordination and to keep all stakeholders' focus on supporting the APRP, the Afghan Government's only institution dedicated to the peace and reconciliation process. Regular engagement by the APRP-UNDP Support Project with the JS, donors and other partners addressed emerging political and technical concerns about APRP implementation and importance of maintaining the Government's infrastructure to support the peace process. The complex and very political nature of the peace negotiations in Afghanistan, partly due to the multiple actors involved, created an environment where the main supporting peace process mechanism could be easily overlooked in favor of more ad hoc approaches.

XI. ANNEXES

A. Annex 1: FINANCIAL TABLE

Donor Name	Commitment (a) in USD	REVENUE		IPSAS Adjustment (d)	Total Expenses (e)	Un-spent Balance F=(b-c+d-e)
		Revenue Collected (b)	Transfer to Other Phases (c)			
Denmark	7,961,741	7,961,741			7,961,741	0
Germany	39,535,469	39,535,469		(11,453)	39,521,920	2,096
Italy	5,683,656	5,683,656	248,877		5,424,467	10,312
Japan	52,055,941	52,055,941			52,054,633	1,307
Japan Supplementary	15,000,000	15,000,000		117,265	15,117,230	35
Netherlands	2,500,000	2,500,000			2,500,000	(0)
Republic of Korea	4,000,000	4,000,000	2,922,408		1,077,592	(0)
Spain	6,666,667	6,666,667			6,666,667	0
USA	5,000,000	5,000,000	1,302,184		3,682,363	15,453
UNDP - Interest	1,268,506	1,268,506			1,268,506	-
Grand Total	139,671,979	139,671,979	4,473,469	105,812	135,275,119	29,204

B. ANNEX 2: EXPENSES BY OUTPUT

Project Output ID and Description	Total Expenses in USD
Output (ID 00076674): Afghan Peace & Reintegration Programme	1,016,796
Sub-total	1,016,796
Output 1 (ID 00079526): All three windows of Peace and Reintegration Trust Fund are effectively managed and monitored	1,696,232
Sub-total Output 1	1,696,232
Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	17,651,030
Sub-total Output 2	17,651,030
Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	41,398,432
Sub-total Output 3	41,398,432
Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	51,108,791
Sub-total Output 4	51,108,791
Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	22,403,838
Sub-total Output 5	22,403,838
Grand Total	135,275,119

C. ANNEX 3: EXPENSES BY DONOR

Donor	Project Output ID and Description	Total Expenses in USD
Denmark	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	769,825
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	7,191,915
Sub-total Denmark		7,961,741
Germany	Output (ID 00076674): Afghan Peace & Reintegration Programme	(0)
	Output 1 (ID 00079526): All three windows of Peace and Reintegration Trust Fund are effectively managed and Monitored.	93,489
	Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	6,476,901
	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	13,526,588
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	8,619,767
	Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	10,805,175
Sub-total Germany		39,521,920
Italy	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	1,712,842
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	3,711,625
Sub-total Italy		5,424,467
Japan Regular Fund	Output (ID 00076674): Afghan Peace & Reintegration Programme	1,016,796
	Output 1 (ID 00079526): All three windows of Peace and Reintegration Trust Fund are effectively managed and Monitored.	1,219,985
	Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	7,748,250
	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	12,614,678
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	21,897,220
	Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	7,557,705
Sub-total Regular Fund		52,054,633
Japan Supplementary	Output 1 (ID 00079526): All three windows of Peace and Reintegration Trust Fund are effectively managed and Monitored.	296,470
	Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	2,380,037

	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	4,373,066
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	5,528,715
	Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	2,538,944
Sub-total Supplementary Fund		15,117,230
Netherlands	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	2,179,544
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	320,456
Sub-total Netherlands		2,500,000
Republic of Korea	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	77,592
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	1,000,000
Sub-total RoK		1,077,592
Spain	Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	138,758
	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	4,662,696
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	1,675,426
	Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	189,787
Sub-total Spain		6,666,667
UNDP	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	104,839
	Output 4 (ID 00079528): Contributions made to sustainable peace and reintegration in provinces through financial and programmatic support to the line ministries' community recovery programmes	1,163,666
Sub-total UNDP		1,268,506
USA	Output 1 (ID 00079526): All three windows of Peace and Reintegration Trust Fund are effectively managed and Monitored.	86,288
	Output 2 (ID 00079480): APRP central structures effectively deliver planning, monitoring, implementation coordination, outreach and reporting on key components of APRP	907,085
	Output 3 (ID 00079527): Subnational structures of APRP effectively deliver key components at the local level	1,376,762
	Output 5 (ID 00079529): Effective management of APRP delivery ensured through UNDP technical and operational support	1,312,228
Sub-total USA		3,682,363
Grand Total		135,275,119

D. ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Counter measures/ Management response	Owner	Submitted by	Status
1	Uncertainty about the outcome of the current peace efforts creates concerns about the very reason for APRP's existence	January 2015	Strategic	While peace remains the priority of the National Unity Government, it has not yet announced concrete steps and measures to be taken and there is still uncertainty about the prospects of reaching a peace settlement. This has caused concerns regarding the effectiveness of APRP. Probability: High	While APRP's future is subject to the Government's decisions and priorities, other options should be developed that could support the peace process. There should be increased focus on institutional support for high level negotiations and reconciliation.	Project Manager and Government	Project Manager	Ongoing
2	Resource Mobilization for 2015	January 2015	Strategic	Crucial work on resource mobilization is strongly affected by the uncertainty regarding the implementation of a peace process and the future of APRP. The delay in decision making on APRP by the Afghan Government could result in no new funding commitments. Probability: High	Since the National Unity Government has not yet clarified its policy and plans for peace, a complete plan for the year and beyond 2015 will be unlikely in the immediate future. The best option is for the JS leadership to continue direct discussions with donor representatives at the technical level on support for APRP.	Project Manager and Government	Project Manager	Ongoing The budget plan for the full year 2015 was approved in September.
3	Provincial Capacity Constraints: The capacity, competency and level of activity of the PPCs and PJSTs vary	January 2015	Operational	As reintegration efforts gradually intensify and show results in various provinces, the PPCs will be challenged to assume the full extent of their responsibilities and this will be a risk to the Programme in its effective delivery. Probability: High	More direction from HPC and JS is required in order to fully support provincial activities. Better coordination between the PPCs and the PGs as well as other relevant security institutions is crucial to promoting successful reintegration and the overall role of the Programme.	Deputy CEO	Joint Secretariat	Capacity Development initiatives on-going and has improved significantly

	from province to province.							
4	The shift in the Government's focus from reintegration to reconciliation, while seeing reintegration an inevitable outcome of the reconciliation.	January 2015	Strategic	The National Unity Government views reconciliation and peace talks as the best way to end the conflict. In 2015, reconciliation was given more priority. The key concern is the lack of progress in the Government's efforts for launching peace talks may adversely affect funding for the sub-national components such as reintegration.	The JS and APRP-UNDP Support Project must maintain continue to focus and prioritize support for the sub-national programme while higher level reconciliation and negotiations are ongoing. In addition, awareness of the sub-national programme should be regularly raised with the donor representatives.	Project Manager and Government	Project Manager	Ongoing
5	Lengthy Process to Initiate Independent Monitoring	March 2014	Operational	Lengthy process has delayed the selection of local partner which has not been identified yet. A delay in this process reduces the period for monitoring as well as opportunities for using data gathered to improve programme activities. Probability: High	In order to speed up the process, the Team Leader has developed the monitoring methodology and conducted market research of local partners for capacity In order speed up the process, the Team Leader has developed the monitoring methodology; conducted market research of local partners with the capacity to conduct field work; drafted the Terms of Reference for the research organization.	Project Manager	Project Manager	Completed in 2014 and report available in Q1 2015
6	Need to Release Some PWC Workers	March 2014	Programme	Releasing of workers needs to be managed so that any potential conflicts can be avoided as much as possible. Probability: High	In order to make the process as inclusive and fair as possible, a joint evaluation committee consisting of PWC coordinator, PJST, Provincial Governor's office and Department of Public Works will be established to carry out performance	Project Manager	Project Manager	Completed as part of phasing out of LMs in December 2014

					evaluation based on which decisions will be made.			
7	Deterioration of security situation	March 2015	Strategic	Deterioration of security situation limits project monitoring and field missions by road. This affects the quality delivery of sub national programme and may affect the overall credibility of peace process. Probability: High	In order to monitor the projects in the provinces and districts, remote monitoring mechanism and strategies should be developed by JS and Project M&E teams.	Project Manager and Government	Project Manager	Ongoing
8	Inter-ministerial coordination	March 2015	Programme	Inter-ministerial coordination needs to be improved for efficient and appropriate vetting process, TA distribution and weapon management. The delay and inappropriate management may dismay the reconciles. Probability: High	In order to facilitate better coordination in the provinces, more effective mechanism should be considered at the central level with JS Operation Unit especially for dealing with security issues to send biometric teams to remote and inaccessible areas.	Project Manager and government	Project Manager	Ongoing

E. ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
1.	Programmatic	March 2015	The recent security situation has been a concern for GIRA and all development partners to address new issues as the group like Da'esh in some provinces in the north and south-west and west is emerging. Provinces that were previously reported as peaceful appear now to be more unstable. Insurgent individuals and groups who were in negotiation expressed more concern about their personal security in unstable areas. Therefore, APRP and its Government partners need to be more focused on addressing the security concerns of reintegrees.	With assistance and support from the security ministries, civil society and other stakeholders, JS and the APRP-UNDP Support Project will closely monitor the situation. The relocation programme for the senior commanders continues to expand. However, due to the budget constraints, no senior commanders were relocated to safer areas like provincial capitals.	High March 2015	Project Manager
2.	Programmatic	December 2014	The APRP LM Community Recovery Programme officially ended 31 December 2014. The proposed budget for SGPs in 2015 was increased in order to continue support for reintegrees in the absence of LM projects. However, final approval of the SGP budget is dependent upon available financial resources in 2015. As of June 2015, limited funding in 2015 for SGPs has delayed planning for new projects.	HPC/JS and the APRP-UNDP Support Project have prioritized fund raising to in order continue support for SGPs and the overall programme. Communication with donor representatives has been strengthened. PJSTs have been waiting for JS approval of budget allocation for new SGPs.	High September 2015	Project Manager
3.	Programmatic	April 2014	Reports indicate that the security situation is deteriorating in some provinces that were previously peaceful. The deterioration of the security situation will have a serious impact on the security of reintegrees and APRP work in general.	APRP continues to collaborate with security agencies in the reintegration efforts and critical process of vetting. The idea is to advance the reconciliation efforts and negotiations at the high level in order to reduce the levels of violent conflict.	High December 2015	Project Manager
4.	Programmatic	June 2014	The Presidential election disputes continue to have an effect on APRP planning for the next year and resource mobilization. Funding	In March 2015, the President approved a new HPC Structure and was supposed	High June 2015	Project Manager

			<p>commitment from donors requires APRP's future role to be clarified.</p> <p><u>YEAR END UPDATE:</u> The National Unity Government has expressed support for APRP. However, specific instructions from the President regarding the leadership and structure of the HPC have not yet been announced. Some donors are reluctant to make new commitments of funding for APRP until there is more clarity on APRP's future.</p>	<p>to make appointments of HPC leadership and membership.</p> <p>As of December 2015, the President has not yet issued a decision on the appointing the new HPC leadership and membership. The APRP CEO was appointed as Minister of Defense and HPC Chairman was appointed Minister of Foreign Affairs, this has created a senior leadership vacuum at a critical time.</p>		
5.	Strategic	March 2015	<p>Lack of a clear statement from the President that he intends to use APRP HPC/JS to achieve his highest priorities of peace and reconciliation. This has negatively affected resource mobilization for APRP in 2015 and beyond from donors.</p>	<p>The APRP's future role and funding is dependent on decisions by Government senior leadership. Other options should be developed that could support the peace process in case APRP is no longer utilized by the Government.</p>	High December 2015	Project Manager
6.	Strategic	June 2015	<p>The current APRP National Programme Document needs to be updated and signed off on by the Afghan Government senior leadership to be in line with the current project situation and priorities.</p>	<p>A draft revised National Programme Document was prepared at the technical level and submitted to the senior leadership. However, the Document has apparently not been fully engaged by the leadership.</p>	High June 2015	Project Manager
7.	Strategic	June 2015	<p>APRP is completing its first phase at the end of July 2015.</p>	<p>Although the Programme and Project were extended to December 2015 and later to March 2016, there is no clear indication of a further extension or a follow on programme. Donors have taken a wait and see approach pending Government's decisions addressing APRP's future.</p>	High December 2015	Project Manager