

## Balanced Scorecard for DDR in Afghanistan

OBJECTIVE	INDICATOR
<b>Long-term outcome</b>	
<b>Break down the complex web of existing divisive and destructive power structures and dependencies</b>	<ul style="list-style-type: none"> <li>Nr. of factional fighting per quarter</li> <li>Nr. of explosive attacks (bomb, suicide, IED, grenade, rocket) per quarter</li> </ul>
<b>Short-term outcomes</b>	
<b>Sustainable reintegration of up to 100.000 ex-combatants into civilian life</b>	<ul style="list-style-type: none"> <li>Nr. of XCs finishing re-integration programmes</li> <li>% of XCs finishing re-integration programmes compared to XCs demobilized</li> <li>Nr. of XCs working in civilian professions and Police/ANA for a minimum of 6 months after completion of re-integration package</li> <li>% of XCs working in civilian professions and Police/ANA for a minimum of 6 months after completion of re-integration package compared to XCs demobilized</li> </ul>
<b>Outputs</b>	
<b>Verification</b>	
<b>Agreement on combatants to be demobilized</b>	<ul style="list-style-type: none"> <li>Nr. of Cs MoD submits to ANBP for demobilization</li> </ul>
<b>Verification of submitted lists</b>	<ul style="list-style-type: none"> <li>Nr. of Cs verified by RVCs</li> <li>% of submitted names verified by RVC</li> </ul>
<b>Disarmament</b>	
<b>Disarmament of combatants</b>	<ul style="list-style-type: none"> <li>Nr. of Cs disarmed</li> <li>Nr/type of weapons received by ANBP</li> </ul>
<b>Community-based disarmament</b>	<ul style="list-style-type: none"> <li>Nr. of weapons volunteered</li> </ul>
<b>Heavy Weapons Cantonment</b>	
<b>Heavy Weapons cantoned before Presidential Elections 10/2006</b>	<ul style="list-style-type: none"> <li>Nr. of HW surveyed</li> <li>% of weapons surveyed cantoned</li> <li>% of Corps with 100% of HW cantoned <sup>1</sup>(total: 11)</li> </ul>
<b>Demobilization</b>	
<b>Demobilization of combatants</b>	<ul style="list-style-type: none"> <li>Nr. of combatants decommissioned</li> <li>% of Cs who are officers</li> <li>% of XCs disarmed but not demobilized</li> </ul>
<b>Decommissioning of military formations</b>	<ul style="list-style-type: none"> <li>% of targeted units decommissioned</li> <li>% of targeted formations only downsized</li> <li>Nr. of targeted formations declared non-compliant</li> </ul>
<b>Reintegration of XCs</b>	
<b>Provide timely re-integration programmes for</b>	<ul style="list-style-type: none"> <li>Nr. of XCs entering re-integration programmes<sup>2</sup></li> <li>% of XCs who demobilized but did not appear for reintegration</li> </ul>

<sup>1</sup> Total number of Corps: 11

<sup>2</sup> Nr. of XCs who started reintegration package (excluding those are in temporary wage labor and those who chose not to participate)

Monitoring and Evaluation:  
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<b>up to 100.000 XCs</b>	• % of demobilized XCs declining reintegration package
	• % of XCs temporarily in interim wage labor
	• Average nr. of days between demobilization and start of re-integration programmes
	• % choosing agriculture programme
	• % choosing vocational training programme
	• % choosing small business programme
	• % choosing de-mining programme
	• % choosing ANA and police
	• % choosing contracting teams programme
	• % of reintegration drop-outs <sup>3</sup>
• Nr. of new employment positions filled by ex-soldiers and officers	
<b>Provide interim support to XCs</b>	• % of XCs provided with interim wage labor
<b>Provide support to under-aged XCs</b>	• Nr. of under-aged XCs processed
<b>Reintegration of commanders</b>	
	• Nr. of commander profiles completed <sup>4</sup>
<b>ANBP performance</b>	
<b>Human Resources</b>	
<b>Level of staffing</b>	• Nr. of total ANBP staff employed
<b>Nationalization of ANBP staff</b>	• % of international staff to total staff
<b>Decentralization of ANBP staff</b>	• % of total staff based in regional offices
<b>Implementation partners</b>	
	• Nr. of active contracts with IPs
	• US\$ committed to IPs
	• % of IP reports currently delayed
	• Average nr. of days IP reports are delayed
	• Average score of quality of IP reports
<b>Regional Office</b>	
<b>Effective monitoring of XCs</b>	• Ratio of monitoring sheets to total caseload in Regional Office
<b>Public Information</b>	
<b>Generate international interest in ANBP</b>	• Nr. of hits on www.undpafg.org
<b>Inputs</b>	
<b>Program fully funded</b>	• Overall funds pledged for ANBP
	• Funds received so far
	• % of funds received compared to funds pledged
<b>Current expenses</b>	• Total expenses in million \$
<b>Monthly expenses</b>	• Monthly expenses in million \$
<b>Operating expenses</b>	• % of monthly operational expenses
<b>Average cost per XC</b>	• Average cost per XC for reintegration package in USD

<sup>3</sup> Number of XCs who started but not finishing reintegration package;

<sup>4</sup> Includes Deputy Commanders and Chief of Staff of Corps and Divisions.