

ISLAMIC REPUBLIC OF AFGHANISTAN



PROGRAMME OUTLINE



THE VOLUNTARY RETURN PROGRAMME

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Return Programme Outcome

Improved standard of living and livelihoods in 48 sites for returnees and their communities, ensuring sustainable socio-economic reintegration, peaceful coexistence and development.



Background and justification

Decades of conflicts forced vast numbers of Afghans to flee their homes. At the start of 2002, over a million Afghans had become internally displaced; millions had sought asylum abroad as refugees, mainly in Pakistan and Iran. Since 2002, it is estimated that 5.7 million Afghan refugees have returned, of which approximately 25% are youth between 16 and 25 years of age. Assessments have shown that for many reintegration remains a challenge, especially its economic dimension. An estimated 15% of the returnee population has become secondarily displaced, usually in search of livelihood, to address food security and some due to security concerns. Of those who have become secondarily displaced, most move from rural to urban areas, and a significant proportion move on to neighbouring countries, and beyond.

Approximately 3 million registered refugees are still in exile in the two neighboring countries. Furthermore, 427,000 Afghans are currently conflict-induced internally displaced. With asylum fatigue in neighboring countries and limited absorption capacities in the communities of (potential) return, there is need for more integrated interventions to address the challenges faced by Afghanistan to improve return conditions, especially in areas of high return. The Government of Afghanistan, as per its commitment in the *Solutions Strategy*¹, with its partners is developing the Voluntary Return Programme to provide support to the sustainable reintegration of returning Afghans.

Returnees are not a homogeneous group. In a recent Government of Afghanistan Ministry of Refugees and Repatriation (MoRR)/UNHCR survey, 60% of the people interviewed considered that returnees were worse conditions than local populations, including in terms of access to basic services, land/land tenure and livelihood. However, others come back with new skills, assets and competencies which, if properly assisted, can be mobilized to contribute to economic development of their communities of return.

Given the significant difference between the locations of return (in terms of economic potential, ethnic diversity, percentage of returnees, conflict dynamics, security, etc.), UNHCR and UNOPS are currently undertaking a baseline survey, which will provide the necessary detailed knowledge and evidence per location, to guide the specific interventions required per location. UNHCR is also supporting ILO to undertake an economic opportunity mapping of the different locations to ensure evidence-based and context specific programming in the locations of return will match available skills and opportunities.

Overall objective

To build the capacities of the Government of Afghanistan to provide effective and timely basic services and livelihood opportunities for returnees and their receiving communities, to foster sustainable socio-economic reintegration, peaceful coexistence and local economic development.

Joint Programme Outcome

Improved standards of living and livelihoods in 48 sites of high return, for returnees and their communities, ensuring sustainable socio-economic reintegration, peaceful coexistence and development.

¹ Solutions Strategy for Afghan Refugees to support Voluntary Repatriation, Sustainable Reintegration and Assistance to Host Countries

The programme is expected to increase sustainable reintegration opportunities, thereby diminishing the potential for secondary displacement, return to host countries, and for disenfranchised youth to join militant groups or criminal networks. The programme will provide them with opportunities to constructively participate in their communities. Improved local conditions in areas of origin will furthermore encourage other refugees to return home from neighboring countries.

The proposed Joint Programme approach

An integrated gender responsive approach will be applied bridging the gap between humanitarian assistance and development. This approach will apply a community-based reintegration approach that is holistic and coherent, targeting returnees and receiving communities simultaneously.

In order to test this new approach, 48 sites have been selected in areas of high return to apply the community-based approach. As such, these pilot sites will create models that could be replicated by the Government as soon as the funds supporting the reintegration strategy are mobilized and the ministries have developed the capacity to implement the concept on a much larger scale. An important component of the programme is therefore to strengthen the capacities of the different government services and programmes.

It is expected that through conflict-sensitive and context-driven actions in the 48 sites, an integrated needs and opportunity-based bottom-up methodology will be developed. By linking local economic development initiatives with targeted reintegration support and humanitarian assistance to the most vulnerable, it is expected that return and reintegration will become more inclusive, effective and sustainable.

The successful implementation of the Voluntary Return Programme rests on a number of pre-conditions and is subject to several programmatic risks. To mitigate these risks, the programme will use a conflict sensitive, gender responsive, and evidence-based approach. See Annex 2 for a complete risk log.

Strategic framework

The present Voluntary Return Programme is guided by *the Afghan National Development Strategy (ANDS) sector strategy for Refugees, Returnees and IDPs* (under the ANDS Pillar VII – Social Protection). In particular, this project aims at contributing to the *reintegration* component of the ANDS sector strategy. The Government of Afghanistan, under the leadership of MoRR and with support of UNHCR, updated its national reintegration strategy for returnees (as outlined in ANDS pillar VII-Social Protection) as its integral component of the inter-government policy for finding durable solutions for Afghan refugees. The project's strategic linkages to the United Nations Development Assistance Framework (UNDAF), and to the respective Country Programmes of the partner agencies, are in turn aligned with the ANDS, therefore constituting a single and harmonized strategic reference framework.

In addition, the Voluntary Return Programme will be linked to the National Priority Programmes (NPPs) inter alia through deliverables and outcomes being streamlined within 13 relevant ones (see below), as well as MoUs being established between MoRR and the relevant line ministries:

Agriculture and Rural Development Cluster: 1) National Water and Natural Resource Development; 2) National Comprehensive Agriculture Production; 3) National Rural Access Programme; 4) Strengthening of Local Institutions. **Infrastructure Development Cluster:** 1) Urban Planning Technical Assistance Facility. **Human Resource Development Cluster:** 1) Facilitation of sustainable decent work through skills development and market friendly labour regulation; 2) Education for All; 3) Expanding Opportunities for Higher Education; 4) Capacity Development to Accelerate National Action Plan for

the Women of Afghanistan (NAPWA) Implementation; 5) Human Resources for Health. **Governance Cluster:** 1) National Programme for Law and Justice for All; 2) Programme for Human Rights and Civic Responsibilities; **Security Cluster:** 1) Afghanistan Peace and Reconciliation Programme.

The framework for this programme is also guided by the *Solutions Strategy*, endorsed by the Governments of Afghanistan, Pakistan and Iran in January 2012, providing the broader framework for addressing the regional challenges of Afghan refugees and their host countries and communities. This concept is at the very heart of the Regional Economic Cooperation Conference on Afghanistan, debated in Dushanbe in March 2012, when countries reiterated their determination to promote lasting confidence and partnership for the purpose of securing peace, stability and socio-economic progress in Afghanistan and in the region. The *Solutions Strategy*, of which the national reintegration strategy is a key component, will be officially presented at an international conference in Geneva (2-3 May 2012) for political endorsement from the international community. It is a strategy that will be discussed at the first Organization of Islamic Cooperation Conference on 'Protection of Refugees in the Muslim World', Ashgabat May 2012, which looks at intensifying the search for durable solutions, as well as initiatives and conditions necessary for achieving sustainable solutions. By supporting a move towards sustainable development, the Government of Afghanistan is also beginning to position itself for the Tokyo Conference, July 2012, which will discuss sustainable development in preparation for the Transformation Decade.

However, the strategy for Afghanistan in the *Solutions Strategy* is broader and more ambitious in terms of scope, locations and target beneficiaries than this joint programme, which aims to contribute to this broader initiative.

In addition, following the *Transitional Solutions Initiative*² the programme blends elements of immediate humanitarian relief with medium to long-term development objectives. Lessons learned from earlier initiatives highlighted the challenges of sustainability of return and reintegration, partially due to lack of livelihoods for returnees. Therefore, UNHCR will partner with UNDP to complement its assistance in protection and increasing access to basic services, with solid economic planning and assistance in the area of economic reintegration. Furthermore, to improve parity and social cohesion among returnees and their communities of return the programme will apply a coherent and holistic community based approach, and will create benefit trickle-down effect to neighboring communities through value chain development and economic community infrastructure projects.

Both agencies are committed to ensure maximum coherence and linking with other programmes such as UNDP with its support to rural development programming and UNHCR with IDP programming; e.g. IDPs returning to the 48 sites will be targeted and assisted as returnees.

Stakeholders

H.E. First Vice President Fahim committed his Office to provide national and regional oversight to support inter-ministerial coordination and cooperation to the return and reintegration process.

The Ministry of Refugees and Repatriations (MoRR) of Afghanistan is the lead Government institution to coordinate the implementation of the Voluntary Return Programme. The Ministry fully

² The aim of the Transitional Solutions Initiative is to work towards including displacement needs on the developmental agenda for sustainability of interventions for refugees and IDPs and local community members well into recovery and development programming.

endorses the Programme concept and the joint management and implementation support that will be provided by UNDP and UNHCR. The programme will also work closely with the Ministry of Rural Rehabilitation and Development (MRRD) and a number of other line ministries to implement the Programme (see implementation modalities below). Non-governmental partners will include (I)NGOs, Community Based Organizations (CBOs) (such as Community Development Councils or CDCs) and private sector actors. In addition, other agencies (e.g. UNICEF, UNOPS, ILO, UNESCO, UN Habitat, WFP, WHO, UNODC, UNMACCA, IOM) will be invited to support the different components of the project on the basis of their comparative advantage and presence on the ground. In regions where other UN/government programmes are being implemented, the project will create optimal linkages and synergies with ongoing programmes.

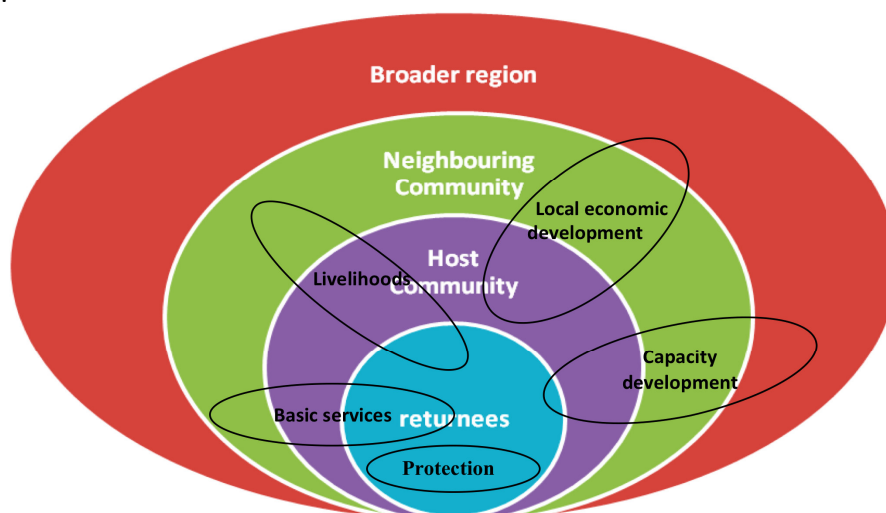
UNHCR and UNDP will provide assistance in each site for the duration of the Programme, during which capacities of DoRRs to coordinate with other line ministries to deliver effective services will be strengthened and to ensure that MoRR/DoRR and local Government will continue their support to the sites and surrounding communities.

Scope and targeting principles

This programme will implement an integrated community-based approach in 48 selected communities in areas of high return over a period of four years, as part of the broader reintegration strategy for Afghanistan. In the 48 sites, which have currently an approximate total population of 600,000 people including returnees, community based social and economic reintegration support will be provided, based on local needs and opportunities. While this programme is focusing on returned refugees, IDPs originating from the sites will equally be assisted.

This Programme will have a phased approach in which during Phase 1, the first 2 years, 22 sites and in Phase 2, the following 2 years, the remaining 26 sites will be targeted. The 48 sites have been selected jointly by UNHCR and the MoRR adhering to the following criteria: i) areas with high return, ii) areas where basic infrastructure required, iii) accessibility, iv) regional and ethnic balance. For Phase 2, the selection of sites might need to be updated towards the end of Phase 1, as accessibility, security and other criteria might have changed and more refined due to lessons learned from Phase 1. See map of sites in Annex 1.

The Voluntary Return Programme is expected to have a significant number of additional direct and indirect beneficiaries, including the villages around the selected sites and members of the broader surroundings region. The diagram below illustrates the population targets of the programme components:



Social assistance will be targeted at the whole community, with particular attention to returnees, IDPs and vulnerable households, including female headed households. In addition, some limited interventions (such as water points, access to education, etc.) will also be implemented in neighboring communities to avoid potential tension resulting from sentiments of inequity. In addition, people in the broader region are expected to have increased access to basic services due to boosted capacities resulting from the capacity development component of this Programme.

For economic reintegration support a dual-targeting principle (50/50) will be applied, targeting returnees and selected community members, with a specific focus on the inclusion of local returned IDPs, unemployed youth, people with disabilities and female headed households. Gender balance will be ensured and monitored.

In addition, based upon solid economic assessments, a community economic infrastructure project will be established to boost the local economy and related livelihood opportunities, which will benefit to the whole population of the site and, where possible, those living in the surrounding communities.

Total population in 48 sites	Total population in 48 sites		Approximate number of Returnees	
	Phase 1 22-sites	Phase 2 26 sites	Current	Expected
600,000 people	250,000	350,000	250,000	50,000

Immediate objectives

1. To provide needs-based access to essential services such as health and sanitation, education, water, improve access to land tenure and shelter for the overall population in the 48 sites;
2. To increase local economic opportunities and enhance employability of the male and female returnees and vulnerable youth in the communities of return;
3. To stimulate peaceful coexistence, provide protection and social reintegration at local levels;
4. To strengthen national capacities at the central and local levels to effectively assist returnees.

Expected outputs

- 1.1 Improved living conditions and increased access to services and land for returnees and vulnerable families in the host communities;
- 1.2 Increased access to education for boys and girls in the 48 sites.
- 2.1 Increased economic opportunities for men, women, boys and girls in the 48 sites;
- 2.2 Increased marketable skills and employability of male and female returnees and other vulnerable people in the 48 sites.

- 3.1 The different population groups in the 48 sites know their rights and resolve their disputes through peaceful means;
- 3.2 Physical and legal protection of civilians improved in the 48 sites.

- 4.1 Institutional coordination on continuous delivery of state-level services to the 48 sites strengthened;
- 4.2 Strengthened institutional coordination and advocacy at the central level on matters contributing to sustainable reintegration of returning Afghans.

Implementation modalities of the Joint Programme

Providing support for sustainable reintegration of the returning Afghans is a long-term engagement for which all possible support must be harnessed. While the Government of Afghanistan has a leading role in advocacy, policy setting and coordination, its capacity to implement reintegration activities must be strengthened. Therefore, an incremental approach will be applied gradually transferring responsibilities while building capacities until the Government institutions take full accountability and leadership. Reintegration is a multi-dimensional process requiring synergies between many different ministries and a wide range of other stakeholders. A coordinated approach to service delivery, especially at the local level, will require appropriate coordination mechanism and capacities, to which both UNHCR and UNDP will make significant contributions, especially in the first phase of the programme.

MoRR, UNHCR and UNDP will pursue coordination, assessment and intervention planning in coordination with key Afghan ministries, including:

- *Ministry of Foreign Affairs for migration-related issues;*
- *Ministry of Rural Rehabilitation and Development, mainly for rural infrastructure development and community empowerment;*
- *Ministry of Urban Planning and Development; to address issues of urban returning refugees, especially those living in sub-standard conditions, such as informal settlements;*
- *Ministry of Justice and the Information and Legal Aid Centres (ILACs) run by the Norwegian Refugee Council (NRC) for relevant legal services and conducting training for lawyers, judges, local authorities and actors who participate in informal dispute resolution systems;*
- *Ministry of Labour and Social Affairs for the purpose of skills training and employment of returnees;*
- *Ministry of Women Affairs and an important number of local civil society organizations, for gender issues; and*
- *Ministry of Agriculture for area-based livelihood promotion.*

The MoRR has an important coordination role to play to operationalize support for the Voluntary Return Programme from other ministries. Coordination capacities of the MoRR will be strengthened through the programme in order to ensure the mainstreaming of reintegration issues into national development plans and processes, and to secure timely and coordinated support of the different line-ministries at the 48 sites.

UNHCR will provide support to the MoRR to strengthen its coordination role, with other line ministries, for the implementation of *protection* and *access to basic services* components of the Joint Programme. Under the leadership of the MoRR, their provincial representatives (DoRRs), local government services, civil society and community-based organizations, assessments and local plans will be developed to provide the basics conditions for sustainable reintegration.

To the maximum extent possible and where available, support for livelihoods will be provided through on-going Government programmes. While MoRR will retain its coordination role, UNDP will work closely with relevant ministries to build their capacities in the area of service delivery for livelihoods and economic sustainable reintegration and to target activities to the reintegration sites. Technical support and capacity development measures will be provided to enable relevant line ministries, and through them, different programmes to play a leading role in delivering livelihood support in the selected sites. This support will be provided on the basis of opportunity mapping and analysis of sectors identified as conducive for sustainable reintegration.

In particular, and while details need to be fleshed out, the Voluntary Return Programme foresees establishment of close partnerships with the National Area-Based Development Programme (NABDP), National Solidarity Programme (NSP), the Afghan Rural Enterprise Programme (AREDP), the Afghanistan Sub-National Programme Governance Programme (ASGP), the Justice and Human Rights for Afghanistan Project (JHRA) and the skills development programme of MOLSA. For those technical areas where no ongoing programme is in a position to provide services in any of the 48 sites, the Joint Programme will partner with civil society organizations and/or private sector actors.

The Voluntary Return Programme will not set-up any additional or parallel structure but will work through existing structures.

Where **Community Development Councils** exist, they will be used as the main interlocutor of the Programme for addressing the needs of the community and for developing local development plans to support sustainable reintegration. The programme will contribute to strengthening their capacities; where the structure does not exist the programme, in collaboration with NSP, will support their establishment.

Furthermore, the programme will work with the relevant **District Development Assemblies**, as established by the NABDP, especially in the area of social and political reintegration.

Afghanistan has a vibrant **civil society** with a large number of small and medium size NGOs. This resource will be mobilized to the maximum extent possible. NGOs can be mobilized to co-implement the services, but they are also an important source of monitoring, outreach and communication. One example is the crucial role of the network of Afghan Women's organizations to develop a monitoring system to monitor gender mainstreaming and gender responsiveness of the Voluntary Return Programme.

In addition, the **Afghan private sector** can play a major role and is crucial for sustainable economic development, also at the micro-levels. They can be mobilized through different channels, e.g. through the ministries, through the Afghan Chambers of Commerce, sectorial associations, and set up transparent procedures (for tendering) for contracting. Private firms can provide services such as labor-based reconstruction projects that include training, vocational training, design of curricula, apprenticeships and business placements in existing businesses. In addition the local private sector can be assisted as a target group, since increasing their capacities and addressing their needs will immediately result in increased economic reintegration opportunities and will revitalize local communities (in terms of accessibility of supplies and inputs).

In terms of **interagency collaboration between UNHCR and UNDP** the following is foreseen: UNHCR will be responsible for Immediate Objective 1 on basic services and Immediate Objective 3 on social reintegration. UNDP will be responsible for Immediate Objective 2 on livelihoods and UNHCR and UNDP will jointly be responsible for Immediate Objective 4 on capacity development. A joint programme management unit will be set-up with a joint project team, which will report to a joint programme board including MoRR, MRRD, UNHCR, UNDP and donor representatives. The exact modalities are currently under discussion between the agencies and with the relevant Government structures.

Possible financial management modalities

Choosing the most relevant financial management modality still depends on a number of factors such as implementation modalities, donor preference, number and type of Government implementing partners involved, inter-agency dynamics, and more. There is a multitude of possible arrangements, and while discussions to identify most relevant mechanisms are underway, the following modality is proposed for further discussions with Government counterparts and potential donors:

A combination of *National Implementation* modalities and *Direct UN Agency* (through their implementing partners) will be used reflecting the nature of the different activities (humanitarian/development) and the availabilities of Government capacities involved.

UNDP intends to mainly use National on-budget execution (funds directly transit from donors to Government Budget/specific Government programmes) for the components on livelihood promotion and capacity development. A small fund might be required to have a number of targeted direct interventions (through NGOs), especially in the first phase of the programme, in order to ensure synergies and an integrated and timely approach. While implementation will take place, to a maximum extent possible, through existing national programmes, additional resources for these programmes are required.

UNHCR is also committed, whenever possible, to implement through government ministries as well as supporting MoRR in its coordinating role. In the early stages, it is foreseen also to work directly with implementing partners in coordination with line ministries to identify and execute improvements to basic services. Possibly a combination with National execution off-budget, or incrementally on-budget can be designed for a number of outputs under the social reintegration component, especially in the case of partnerships with UNDP Trust Funds and existing government-support programmes.

The above implementation modalities and related financial modalities are very much in draft form and need further discussion with respective Government ministries and donors.

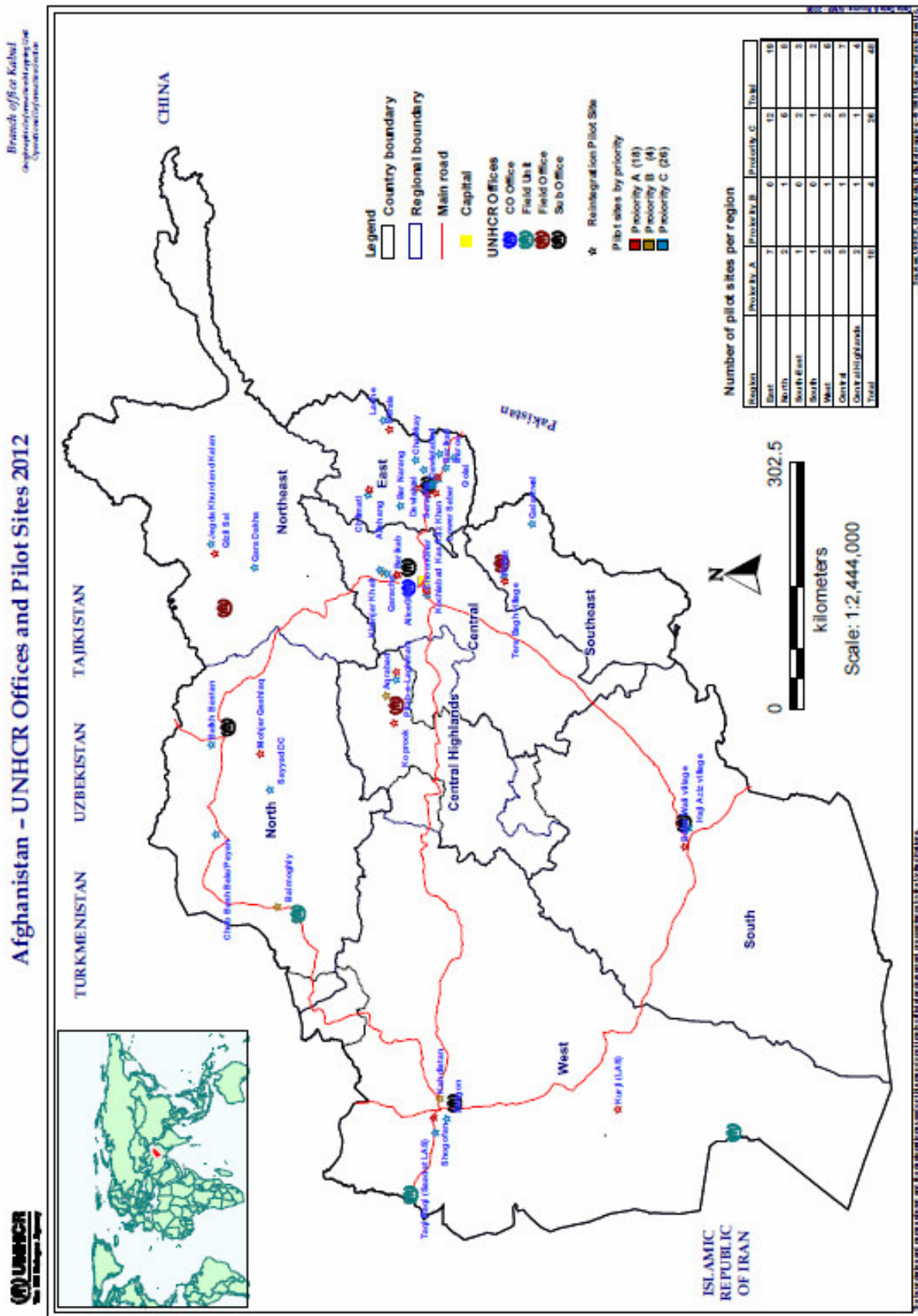
Estimated resources required

Objective	Amount(USD)	Agency
1. Based on needs assessments, to provide access to essential services such as health and sanitation, education, water, land and shelter for the overall population in the 48 sites;	50 000 000	UNHCR
2. To increase local economic opportunities and enhance employability of male and female returnees and vulnerable	60 000 000	UNDP

youth in communities of return;		
3. To stimulate peaceful coexistence, provide protection and social reintegration at local levels;	15 000 000	UNHCR
4. To strengthen national capacities at the central and local levels to effectively assist returnees. (Including operational costs)	50 000 000	UNDP/UNHCR
Total	175 000 000	

The estimated budget above will be fine-tuned based on the baseline study currently underway (with UNOPS). The above results reflect an estimated USD 3.6 million per reintegration site targeting approximately 12,500 people as direct beneficiaries and many other indirect beneficiaries per site. Depending on the current situation on the ground, some sites will require more inputs in basic services while in others, more resources will be devoted to the promotion of livelihoods.

Annex 1 – Selected reintegration sites



Annex 2 – Risks and mitigation measures

RISK	Probability (P) And Impact (I)	MITIGATION MEASURES	Options for PROGRAMME RESPONSE
OPERATIONAL RISKS			
Insecurity prevents access to some programme locations	P: 4/5 I: 4/5	<ul style="list-style-type: none"> Regular assessments of the political and security situation are used to inform project decisions Improved security measures put in place in strict coordination with GoIRA, UNDSS and other international partners as appropriate Increased volume of activities / delivery through partners which can operate with lower risk and less restrictions (most likely Afghan civil society partners) Maintain flexibility to shift geographical focus from one area to another within those selected 	<ul style="list-style-type: none"> ✓ Shift of geographical focus within the selected programme areas ✓ Suspension / termination of programme activities in some areas is possible ✓ Remote implementation through civil society
Difficulties in management of programme assets and infrastructure / equipment maintenance at the local level.	P: 3/5 I: 3/5	<ul style="list-style-type: none"> Adequate maintenance budget included Regular asset / equipment monitoring and verification visits by UNDP/UNHCR and partners during programme operation 	<ul style="list-style-type: none"> ✓ Government and Community representatives involved in the programme are specifically trained in asset/ equipment / infrastructure management
PROGRAMMATIC RISKS			
Capacities of National Programmes to deliver at local level insufficient and inefficient	P: 3/5 I: 4/5	<ul style="list-style-type: none"> UNDP and program partners use existing mechanisms / fora to revive policy discussion Programme emphasis on the <u>sub-national</u> level allows strong delivery within existing policy context Tailor made capacity development 	<ul style="list-style-type: none"> ✓ Implementation modalities are shifted towards more direct implementation ✓ Programme focuses on areas where National Programme can deliver ✓ Secondment/twinning of staff
Limited capacities of national implementing partners hinders implementation of programme activities and quality of outputs	P: 4/5 I: 3/5	<ul style="list-style-type: none"> Capacity building, direct support and coaching, and close monitoring by the programme of implementing partners performance 	<ul style="list-style-type: none"> ✓ Programme hires INGOs as capacity incubators for local partners ✓ Programme enhance the capacity development component of the programme.
Slow UN operational procedures hinder the implementation of the programme	P: 2/5 I: 4/5	<ul style="list-style-type: none"> Improved operational procedures within UNDP and UNHCR remains highly committed to delivering the outputs according to the schedule. 	<ul style="list-style-type: none"> ✓ Programme staff recruited as quickly as possible to allow for a smooth start-up process and quick implementation of the activities.
Coordination among different GoIRA bodies and external partners proves unwieldy	P: 3/5 I: 2/5	<ul style="list-style-type: none"> UNHCR/UNDP and programme partners identify the most suitable counterparts for the programme (including those at the subnational level) and focus collaboration on a more restricted number of GoIRA bodies. 	<ul style="list-style-type: none"> ✓ Increase involvement of key government sectors in the planning and implementation of the programme.

Lack of interest and commitment by Government partners at the National and Sub national level	P: 1/5 I: 2/5	<ul style="list-style-type: none"> Sustained advocacy; 	<ul style="list-style-type: none"> ✓ Preferential partnerships established and strengthened with more committed/responsive GoIRA counterparts
Inadequate level of coordination and synergies with projects/programmes lead to duplication and competition instead of optimal efficiency	P: 1/5 I: 3/5	<ul style="list-style-type: none"> The programme will map relevant programmes and projects in the region in close coordination with MRRD and MoRR, and establish mechanisms to ensure effective synergies with other programmes and organizations. 	<ul style="list-style-type: none"> ✓ MoUs between MoRR and line ministries ✓ Programme management seeks active collaboration at local levels ✓ Capacity development of MoRR/DoRR on coordination and M and E
Policy changes in Countries of Asylum create significant push factors and large-scale, rapid and involuntary returns	P: 1/5 I: 4/5	<ul style="list-style-type: none"> Programme partners (particularly UNHCR) regularly assess the situation, policy environment and prospects in Countries of Asylum UNDP and partners (particularly UNHCR) maintain contingency capacity for high return flows 	<ul style="list-style-type: none"> ✓ Programme maintains flexibility to shift geographical focus if needed ✓ In agreement with donors, rapid scaling up of intervention
Unintended Market distortions due to the programme	P: 1/5 I: 5/5	<ul style="list-style-type: none"> Detailed assessments studies at the start of programme and continues monitoring in communities of livelihood indicators will minimize risks of distortions Staffing programme with relevant level and amount of expertise on Livelihoods. 	<ul style="list-style-type: none"> ✓ Adaptation of programme activities to reduce distortions
Inadequate addressing of Gender issues possibly resulting in draw-backs on women's rights, positions and gender balance	P: 4/5 I: 3/4	<ul style="list-style-type: none"> Assessment and mapping exercises provide disaggregated data (e.g. by gender) and relevant information for gender responsive programming and results. Identification and capacity development of NGOs working on women's issues and relevant ministries. Staff programme with relevant human resources and gender balance. 	<ul style="list-style-type: none"> ✓ Allocate women specific resources in programme budget. ✓ Invest further in innovative approaches for women's equity and access to livelihood for women. ✓ Further develop studies on women's economical situation ✓ Training on gender and related issues for staff and stakeholders
Insufficient conflict sensitivity in the design and implementation of community development programmes possibly leading to increased tensions and conflicts (e.g. ethnic).	P: 2/5	<ul style="list-style-type: none"> Conflict and Development Analysis before engaging with investments. Training of staff on Conflict Sensitive development approach Include conflict indicator in monitoring framework. Identify and contract NGO with capacities in conflict management and transformation 	<ul style="list-style-type: none"> ✓ Focus activities of programme where social cohesion is conducive to development activities. ✓ Strengthen capacities of NGO and Shuras on conflict mitigation and transformation. ✓ Stop programme where it might fuel existing tension and divert resources to other sites until issues have been addressed.

		<ul style="list-style-type: none"> Strengthen capacities of Shuras in conflict mitigation and transformation 	
Natural calamities exacerbate the situation in part or all of the programme areas	<p>P: 2/5</p> <p>I: 2/5</p>	<ul style="list-style-type: none"> Programme partners regularly follow on the impact of natural disasters Strengthening of resilience mainstreamed through programme activities in high risk areas 	<p>√ Geographical and programmatic focus is flexible enough to direct resources to new vulnerable groups in case of natural disasters, within the programme area and groups of interest (returnees, IDPs, host communities)</p>
Donors' support falls short of programme budget	<p>P: 3/5</p> <p>I: 5/5</p>	<ul style="list-style-type: none"> Programme partners adopt a single, unified resource mobilization strategy for this specific project. A multi agency approach to resource mobilization seems more likely to be effective 	<p>√ Shortage of financial resources will imply a reduced number of sites covered. Drastic shortages will also imply reduced project scope in terms of Outputs and Activities.</p> <p>√ Programme continuously develops operational plans to match the availability of funds, which will enable programme to deliver some outputs even if not fully funded.</p>