



United Nations Development Programme
Afghanistan
Law and Order Trust Fund for Afghanistan (LOTFA)-Phase V
3rd Quarter Project Progress Report [July-September, 2010]



**ANP Providing Security for 18 September Parliamentary Elections:
Making a Difference on the Ground (LOTFA Output 1)**

Project ID: 00060964
Duration: 2 years & 4 months (01 September 2008 – 31 December 2010)
Strategic Plan Component: Crisis Prevention and Recovery
CPAP Component: Stabilization and Peace Building
ANDS Component: Security
Total Budget: USD 632,705,231
Responsible Agency: Ministry of Interior & Ministry of Finance

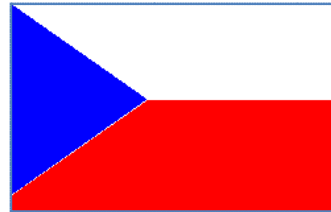
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Acronyms

| | |
|---------|--|
| ABP | Afghan Border Police |
| ACT | Accountability and Transparency Project (of UNDP) |
| AFMIS | Afghanistan Financial Management Information System |
| ANCOP | Afghan National Civil Order Police |
| ANDS | Afghanistan National Development Strategy |
| ANP | Afghan National Police |
| ANPWA | Afghan National Police Women Association |
| APPRO | Afghanistan Public Policy Research Organization |
| ARTF | Afghanistan Reconstruction Trust Fund |
| CPAP | Country Programme Action Plan |
| CPD | Central Prisons Department |
| CSTC-A | Combined Security Transition Command for Afghanistan |
| CSM | Chief Sergeant Major |
| DIAG | Disbandment of Illegal Armed Groups |
| EFT | Electronic Fund Transfer |
| EPS | Electronic Payroll System |
| EUPOL | European Police Mission in Afghanistan |
| FRU | Family Response Unit |
| FY | Fiscal Year |
| GMS | General Management Support (UNDP) |
| GMU | Gender Mainstreaming Unit |
| HR | Human Resource |
| HQs | Head Quarters |
| ID | Institutional Development |
| IPCB | International Police Coordination Board |
| JCMB | Joint Coordination and Monitoring Board |
| LOTFA | Law and Order Trust Fund for Afghanistan |
| MA | Monitoring Agent |
| Mol | Ministry of Interior |
| MoF | Ministry of Finance |
| MoJ | Ministry of Justice |
| MoLSAMD | Ministry of Labour, Social Affairs, Martyrs and Disabled |
| MTR | Mid Term Review |
| NIM | National Implementation Modality |
| NOC | Network Operation Center |
| NTM-A | NATO Training Mission in Afghanistan |
| SC | Steering Committee |
| SPC | Special Procurement Committee |
| ToTs | Training of Trainers |
| UNAMA | United Nations Assistance Mission to Afghanistan |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNODC | United Nations Office on Drugs and Crime |

Executive Summary

The process was progressed for the finalization of LOTFA Phase VI-project document. In the meantime, at the request of stakeholders, the current phase of the project was extended until 31 December 2010 to gain time for finalization of pending issues. LOTFA-VI will be effective from 01 January 2011 through 31 March 2013.



In August, Minister Bismillah Mohammadi (who took office in the last Quarter), made some important top level structural re-assignments within the Ministry of Interior (Moi) and the provinces, in furtherance of his reform agenda. The Deputy Minister for Administration and Support, General Haidar Basir - who was also the National Director of LOTFA - was reassigned as well and replaced by General Ghulam Ali Wahdat, former Head of Counter-Narcotics Department.

The quarterly LOTFA Steering Committee (SC) meeting was held on July 28, 2010, co-chaired by Minister Bismillah Mohammadi and Robert Watkins, UNAMA Deputy Special Representative of the Secretary General. The Minister outlined his 6 top priorities for police development i.e. (i) police leadership development; (ii) training and education of police; (iii) curbing corruption; (iv) improving living conditions of police as well as equipment and arms; (v) review and reform of police structure; and (vi) introduction of reward and punishment system.

During the Quarter, it was reported widely that Kabul Bank (where ANP accounts are maintained) suffered heavy losses because of irregularities in its financial procedures and transactions. This was a cause of concern for LOTFA, but Ministry of Finance (MoF) quickly deputed an official from the DA Afghanistan Central Bank as the acting Chief Operating Officer of the Kabul Bank, made structural arrangements for the bank's refundable debts and assured that the situation was under control. Continuous joint assessments were made by the LOTFA management with LOTFA stakeholders for ensuring the security of LOTFA funds. *Ultimately, it is the MoF who is the guarantor of LOTFA funds, not Kabul Bank.*

As part of the main prioritized activity of the project of disbursement of police remunerations, during the Quarter, LOTFA paid remunerations of maximum 113,572 Afghan National Police (ANP) personnel in all 34 provinces of Afghanistan, on a regular basis amounting to USD 135.4 million. Additionally, an advance of USD 140 million was transferred to the MoF to cover the expenditure of the next Quarter (subject to next quarterly reconciliation).

With respect to the cash versus in-kind food allowance payment, during the Quarter, there were complaints about the cash programme affecting operational effectiveness of the ANP from provincial police Commanders where the scheme had been introduced. At the 28 July LOTFA SC meeting, Minister Mohammadi made a strong case for reversion to food allowance in kind. It was decided that Moi will undertake a comprehensive technical assessment of the cash disbursement scheme, in pursuance of which Moi deployed assessment teams to identified provinces for technical re-evaluation, which recommended reversion to food in kind across the board.

As part of the ANP growth, **4,618 new** police recruits joined the police during the Quarter, based on 1389 ANP tashkil strength of 122,000 ANP (**4.2 %increase** over the last quarter)

The continued implementation of the Electronic Payroll System (EPS) aimed at introducing transparency and accountability in the payrolls, showed progress, with **99.7%** representation of total police force in all 34 provinces by the end of the Quarter (around **1% increase** over last Quarter; **5,472 new police** added). Relatively encouraging progress was also continued to be recorded in Electronic Fund transfer (EFT), the mechanism for payment of police salaries through

individual bank accounts, with around **79%** coverage (around **1% increase** over last Quarter; **5,470 new personnel** added).

Moreover, despite continued network constraints, progress was recorded in web-based EPS system with objective of centralizing all payroll systems at one nodal point in Mol for generation of "clean" payroll reports. Work was advanced to bring Kabul Police HQ and Mol Training and Education Department under the web-based EPS coverage during the Quarter (previously system expanded to Parwan, Panjsher and Kapisa). Constraints have been in the stability of the network system and more importantly, reconciliation of payroll data being maintained at various sources. Ongoing initiatives in alternate technologies i.e. M-Paisa mobile disbursement for timely and efficient salary transfers, as complementary to EFT, were also continued and expanded to 2 districts in Khost province.

Prioritized focus continued on Institutional Development (ID) of the Mol, with prioritization on Training of Trainers (ToTs) programme for long term sustainability of LOTFA processes. Despite the general unavailability of officials for training from some regions (south-east and north) because of their involvement with parliamentary elections duty, two capsules of 20-day training each in new-age accountancy and financial systems was conducted for 20 officials from Shamshad (Central) region and 42 officials from Pamir (North) region. Separately, the MA team conducted training programmes in payroll and asset management for 118 police officials from Finance, Procurement/Logistics and HR Departments through their 7 regional offices. As a new initiative, the proposal of leadership management and development of 1,000 ANP young cadets in Turkey was pursued (modalities to be finalized).

Gender recruitment and mainstreaming continued to form an important component of the quarterly activities, yielding further results. **34 new females** were inducted into the police force (**5% increase** over last Quarter) as a result of recruitment and gender publicity campaigns, bringing the total to **934**.

LOTFA continued payment of salaries to 5,055 uniformed personnel (as per tashkil strength) of the Central Prisons Department (CPD) of the Ministry of Justice (MoJ) through specially earmarked contributions. *Currently, there is shortfall for around USD 5.2 million for the remainder of 1389, and it will be in order to stress that non-mobilization of quick resources will begin to affect CPD salary payments from middle of next Quarter onwards.*

LOTFA continued to be engaged with the procurement of equipment for Disarmament of Illegal Armed Groups (DIAG) unit in the Mol, in collaboration with the Afghanistan New Beginnings Programme (ANBP) of UNDP. There were some administrative constraints but the process was endeavored to be advanced appropriately.

Other procurement and construction proposals for identified Mol departments were followed up, although with some concerns over slipped time-lines, particularly for construction projects. New projects for 2010 viz construction and refurbishment of Police Training Centres in Ghor, Herat, Adraskan and Kabul, upgradation of a Mol Drug Rehabilitation Centre, as well as construction of housing for families of ANP martyrs and disabled were pursued and are in design/implementation phase by Mol construction unit.

Under monitoring and evaluation (M&E), the contract of the Monitoring Agent (MA) firm Joshi and Bhandari was extended for an additional six months from 10 August 2010 to 09 February 2011. The monthly and quarterly reports were shared with LOTFA stakeholders. A monitoring mission was undertaken to Balkh region for technical feasibility of web-based EPS, HR systems assessment and gender recruitment. The post of M&E Officer was filled within the LOTFA Management Support Unit (MSU).

The project activities were advanced in accordance with the 2010 Annual Work Plan (AWP), HR Plan as well as Procurement Plan, and it was the best endeavor to match the delivery of outputs

against the defined time-lines. Moreover, the project continued to collaborate with other donor initiatives being implemented at MoI (particularly in M-paisa, web-based EPS and gender projects) so that synergies could be built and effectiveness of operations improved. Partnership with International Police Coordination Board (IPCB) was strengthened through effective participation and consultation in areas impacting on LOTFA priorities, including administrative reform of MoI. To give credence to the principle of national ownership, during the reporting period, LOTFA MSU remained extensively engaged with MoI on strategic police growth and development issues impacting on LOTFA funding, particularly budget and human resource matters. Moreover, the available project inputs – staff, transport, equipment, etc., were utilized in the most efficient and cost effective manner (constituting only **0.02%** of the total LOTFA quarterly budget).

The main risks and challenges during the Quarter with potential for impacting project outputs related to insufficient ownership by MoI in ID process; security constraints for monitoring/recruitment and EPS implementation missions; non-regularity in receipt of EPS reports by some erring provinces (Nuristan); further expansion of EFT dependent on the expansion of commercial banks at the district level; negative perceptions relating to gender recruitment in the police; continuous serious difficulty in finding qualified staff for filling strategic vacant positions in the project MSU; need for strengthened oversight of MA activities by UNDP-LOTFA, and monitoring of time-bound procurement and construction activities. These issues were taken up appropriately at various levels. Additionally, despite firm MoF assurances, any deterioration in the Kabul bank situation may risk donor confidence in security of LOTFA funds and the situation will need to be continuously monitored.

Future plans for Quarter 4, 2010/ Quarter 3, 1389 which will build on the progress achieved during this Quarter while taking into account the lessons learned will include continued resource mobilization to cover project funding shortfall for the rest of 1389 for CPD/MoJ as well as for LOTFA phase-VI; continued focus on 2010 ID Plan implementation, with prioritization of ToTs; robust oversight of the MA work in provinces; expansion of the centralized web-based EPS in all Kabul Units and Afghan Border Police (ABP) HQ; facilitation to MoI for expansion of M-piasa alternate technology mobile salary disbursement scheme; advancing implementation of procurement and construction proposals; continued engagement in MoI/IPCB discussions on MoI's police development agenda; building on stakeholder partnerships; progression of HR plan to fill strategic MSU positions; follow-up on potential new issues; conduct of Police Perception Survey-2010; participation in the newly established UNDP-Rule of Law Cluster for joint development outputs; and greater advocacy for LOTFA. **Finalization of LOTFA-VI project document before end of current extended phase of 31 December 2010 will also be a key issue for the next Quarter.**

I. Context

Rebuilding the national civilian police force for national security and recovery represents one of the highest priorities for the Afghan Government. The Joint Coordination and Monitoring Board (JCMB), in its various assessments, has underlined that without strategic management of the security situation, insecurity, particularly in the south and south-east of the country, will continue to prevent sustainable development and divert attention and resources from comprehensive security sector reform. The Afghanistan National Development Strategy (ANDS) too, envisions a professional, disciplined and



reinvigorated police force that is responsible and loyal to Mol, widely visible to and respected by the public, capable of protecting human rights, as well as fighting insurgency and drug trafficking.

Despite the considerable work accomplished towards building of an effective, well equipped and trained police force, currently the national police personnel operate under well acknowledged constraints due in part to limited human and material resources, but also because of the non-traditional roles that it has increasingly been required to assume. The ANP has continued to expand (the London Conference [January 2010] and Kabul Conference [June 2010] have endorsed police growth of 109,000 by October 2010 and 134,000 by October 2011), but the quality of the police has lagged in terms of requisite training and equipment.

The international community's support to rebuild the Afghan police force started from the beginning of the establishment of the Afghan Interim Government in 2002, as envisaged by the Bonn Agreement. In May 2002, at the request of the Afghan Government and United Nations Assistance Mission for Afghanistan (UNAMA), UNDP established LOTFA to enable the police to return to operations throughout the country. The Trust Fund has provided a mechanism for coordinating contributions from donors with the principle priority of covering police salaries, as well as pursuing other activities in accordance with project priorities. Since then, LOTFA has completed IV phases and is currently in phase V, which started on 01 September 2008 and will end on 31 December 2010 (next Quarter; work has progressed on finalization of next phase). LOTFA is nationally managed (as per National Implementation Modality) through the Mol. The Ministry of Finance (MoF) is the other implementing partner.

LOTFA-V has the following order of priorities:

1. Payment of police force remuneration;
2. Institutional development (ID);
3. Procurement, maintenance and operations of non-lethal police equipment and supplies;
4. Rehabilitation, maintenance and operations of police facilities;
5. Gender orientation (selection, recruitment and training of police);
6. Remuneration of uniformed personnel employed by the CPD through specially earmarked contributions.

The intended beneficiaries of the project are (a) the ANP personnel as directly benefitting from timely and accountable payment of remunerations as well as police procurement and construction activities. In particular, the female recruitment activities render Afghan policewomen as a special set of direct beneficiaries; (b) Mol as a State, also directly benefitting through systematized institution and capacity development; and (c) Afghan nation as a whole, benefitting as indirect beneficiary from improved law and order situation and service delivery at the national and sub-national levels, particularly the women populace in relation to enhanced female police visibility.

Work during the quarter progressed based on the priorities listed above. The Annual Work Plan (AWP) 2010 served as a strategic implementation guidance document. It was also endeavored to meet the clearly enumerated AWP goals for contribution to the achievement of the Afghanistan National Development Strategy (ANDS) benchmark, the United Nations Development Assistance Framework (UNDAF) outcome as well as the expected outcome and output as per the UNDP Country Programme Action Plan (CPAP) - by way of strengthening police institutions at the national and sub-national level, improving security of the populace, and ensuring delivery of quality public services, with special attention to marginalized groups.

Members that contributed to the Fund for LOTFA-V: Australia, Canada, Czech Republic, Denmark, European Union (EU), Finland, Germany, Italy, Japan, Netherlands, Norway, Switzerland, United Kingdom (UK), United States (US) and UNDP. These members were also the key stakeholders that provided strategic direction to LOTFA during the reporting period. **Specific contributions were received during the Quarter from the US and Netherlands.**

II. Status of the Progress towards achievement of outputs/outcomes

LOTFA supported MoI and MoF during the Quarter to ensure that they were able to meet the expenditure committed under the Trust Fund. Concrete progress towards various development outcomes was made. An overview of the performance and progress is provided below, in full recognition of fact that all results were the products of partnerships with all LOTFA stakeholders, who jointly contributed to the achievement of stated objectives:



Output 1: Police force is supported to perform their job effectively and efficiently.

1.1. Ensuring payment of salaries to police force

The first priority of LOTFA is reimbursement of remuneration (salaries, including incentives and food allowance) of ANP to the MoF in all 34 provinces and ensuring that the payments are made in a timely and transparent manner. The police remuneration expenditure eligible for reimbursement comprises salaries and food allowance. The actual payment of police remuneration took place through the regular government payroll and non-salary payment system. The funds were channeled to provinces by the Treasury Department of MoF. The amount eligible for reimbursement was based on the actual expenditure derived from the Afghanistan Financial Management Information System (AFMIS) maintained by MoF and verified by the LOTFA MSU. During the reporting period under review, the combined expenditure for ANP salaries and food allowance totaled USD 135.4 million. Additionally, a sum of USD 140 million was advanced to the MoF for meeting the expenditure of the next Quarter. The financial information on police remuneration is presented in the Financial Status and Utilization section of this report. The release of funds to MoF enabled the Government to ensure relatively timely payment of police remuneration nationwide.



The amount eligible for reimbursement was based on the actual expenditure derived from the Afghanistan Financial Management Information System (AFMIS) maintained by MoF and verified by the LOTFA MSU. During the reporting period under review, the combined expenditure for ANP salaries and food allowance totaled USD 135.4 million. Additionally, a sum of USD 140 million was advanced to the MoF for meeting the expenditure of the next Quarter. The financial information on police remuneration is presented in the Financial Status and Utilization section of this report. The release of funds to MoF enabled the Government to ensure relatively timely payment of police remuneration nationwide.

With respect to disbursement of food allowance, since assuming office, during the Quarter, there were written complaints about the cash programme affecting police effectiveness from provincial police Commanders where the scheme was introduced earlier (Parwan, Panjshahr, Laghman, Logar, Wardak, Bamian, Saripul, Badakhshan, Takhar, Uruzgan, Farah and Ghor). Minister Mohammadi made a strong case for reversion to food allowance in kind from cash at the LOTFA SC meeting of 28 July 2010 wherein it was decided that MoI will undertake a comprehensive technical assessment of the cash disbursement scheme, to be endorsed at the Working Group level. In the interim, the Minister was given full leeway to switch to food in kind immediately in cases where ANP operational efficiency could be jeopardized (i.e. parliamentary elections). In pursuance of this, MoI undertook a technical assessment in the targeted provinces and recommended reversion to food in kind across the board for all ANP.

Detailed financial information is presented in the Financial Section of the report (Funding Overview: Table 1; Expenditure Status by Activity: Table 2; Expenditure Status by Donor: Table 3).

1.2. Completion of computerization of the payroll system (EPS)

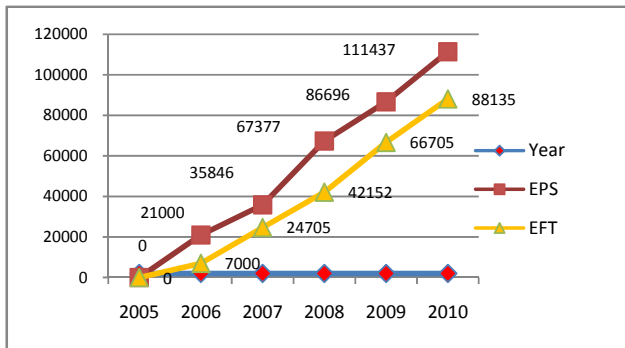
Electronic Payroll System (EPS) continued to serve as an efficient and transparent financial and HR tool, with the objective of ensuring relatively timely and accurate police salary payments to the legitimate staff, through sustainable and cost effective payroll payment procedures.

EPS was implemented in all 34 provinces, covering 111,437 police personnel. Of this **5,472 new police** were added during the Quarter, with overall representation of **99.7%** of the total existing police force.

LOTFA received EPS monthly reports from all 34 provinces. However, there were continued difficulties in the regular receipt of EPS report from security prone province of Nuristan. The LOTFA team closely coordinated the issue with Mol as well as directly with provincial HQ.

1.3 Expansion of centralized web-based EPS

Work was further advanced during the Quarter by the LOTFA-EPS team on the expansion and



monitoring of the web-based database application system for centralizing payroll and personnel information (work is ongoing) at one central point. The objective is to link all Mol data sources (Mol with provincial systems) as well as to link the Mol EPS database with other existing applications, i.e. the DynCorp ID card database, Personnel Asset Inventory (PAI) system and the Mol HR database. This will help in generation of “clean” (transparent) records with full details of

serving personnel. During the current Quarter, Kabul Police HQ and Mol Training and Education Department were covered under the centralized EPS system (in the previous Quarters, the on-line payroll system had been implement Parwan, Panjsher and Kapisa). Work was also progressed for expansion of the plan in the next Quarter to other Mol HQ and Kabul units, including the Afghan Border Police (ABP). The growth plan remains contingent on the Mol Network Operations Center (NOC) expansion system as well as the data reconciliation process. Moreover, the accuracy of the data fed into the system will also depend on the full realization of the DynCorp ID registration as well as the PAI processes. Moreover, these are not to be one-time snap shots but to be updated periodically in an institutional manner, for serving as a sustainable resource base. This was regularly coordinated with Mol and CSTC-A/ DynCorp in the forum of weekly meetings organized by LOTFA. *It should be pointed out that the work is laborious and although Mol should be taking the lead in undertaking this, LOTFA and other partners would need to be strategically involved until requisite capacities are built.*

1.4 Expediting the Electronic Fund Transfer (EFT) for the police force

EFT, introduced by LOTFA as a mechanism for payment of police salaries through individual bank accounts, thereby cutting middlemen and contributing to greater transparency and accountability in salary disbursements, was made functional in all 34 provinces (although not all districts). The number of uniformed police personnel who received salaries by EFT reached 88,135 (**increase of 5,470 personnel**) constituting around **79%** of total existing police force towards end of the Quarter (**1%** increase over last Quarter; other police personnel in process of being enrolled under EFT). The EPS team continued its liaison with the commercial banks for possibility of expansion of branches to cover more districts so that the remaining inactive bank accounts could also be activated (process is ongoing). In parallel, alternative salary transfer mechanism was explored, as given below, particularly for inaccessible regions, for timely and efficient disbursement of salaries.

1.5 Exploration of alternative fund transfer mechanisms, including new age technologies

To overcome the challenge of bringing greater number of police personnel into transparent systems of salary disbursements, in collaboration with Mol, MoF, and Combined Security Transition

Command for Afghanistan (CSTC-A/US military), LOTFA has been pursuing new-age technology initiatives i.e. M-paisa launched by Roshan mobile company in collaboration with First Micro Finance Bank (FMFB) to affect salary payments through mobile phones. This is to serve as a supplement to the EFT system. The scheme has been deemed encouraging: the police receive their salaries in full, on time, do not have to travel unsecured distances to banking facilities, and all transactions are logged and fully traceable. The scheme was expanded to 3 districts in Wardak in the previous Quarter and to 2 districts in Khost province in the current Quarter for a total of 255 police personnel, where the commercial banks are not accessible. Constraints to this have been setting up of an administrator in Mol, supply of mobile phones to police, adequate training in the requisite technology, as well as commission of around Afs 175 per transaction being proposed by Roshan Company (to be accessed in future from individual salaries). In the interim, Kabul Bank too, had come up with its own mobile salary transfer scheme and Mol was weighing the merits of the two schemes on a competitive basis. But with the development of the current situation in Kabul Bank, Mol has been strongly encouraged to advance the Roshan scheme to other inaccessible areas as well after overcoming the above mentioned challenges.

1.6 Monitoring and evaluation (M&E)

UNDP accords the highest priority to M&E work for all projects administered by it to ensure the most efficient and accountable deliverables. In pursuance of this, the services of the independent LOTFA MA was extended for another 6 months from 10 August 2010 to 09 February 2011, after approval of the government Special Procurement Committee (SPC). The financial review work continued in all police zones, and was provided robust LOTFA oversight. Regular monthly and quarterly reports were shared with LOTFA stakeholders. A follow-up action plan was developed for implementation of findings by Mol departments.

A LOTFA monitoring mission was undertaken to Balkh region in September for feasibility of centralized web-based payroll, assessment of HR systems and gender recruitment activities. As per technical assessment, the web-based EPS should be introduced in Balkh in the next Quarter.

The position of M&E Officer was filled at end of September after several previous failed attempts to induct a qualified person.

Additionally, monitoring of project activities was also undertaken through the established reporting systems, as well as internal UNDP management oversight and support procedures for quality assurance. In this regard, monthly /quarterly/ special project review management meetings were held and recommendations arising from these were implemented appropriately for greater efficiencies of project activities.

Output 2: Financial and project management capacity built within Mol

2.1 Conduct of financial/ accountancy/ HR /EPS-EFT/ new-age technology training

During the reporting Quarter, the (ID plan was continuously re-assessed for better accountability and transparency in financial, HR, administrative, and EPS-EFT management systems. (i) A 20-day training capsule was conducted in July through the training company Beacon Consultancy outsourced by LOTFA, on new-age accountancy and financial systems for 20 officials from Shamshad (Central) region covering 10 provinces i.e. Kapisa, Parwan, Panjsher, Wardak, Ghazni, Bamiyan, Logar, Nangarhar, Laghman and Nuristan (ii) Another similar 20-day capsule was conducted for 42 officials of Pamir (North) region covering 9 provinces i.e. Balkh, Kunduz, Badakhshan, Takhar, Jozjan, Faryab, Baghlan, Samangan and Sari-pul. The focus was on Training of



Trainers, and the future plan is for the trained regional officials to undertake independent training programmes at provincial and district level, with oversight from the LOTFA EPS team. This has the potential of contributing significantly to the sustainability of the capacity development process at the grassroots level. Additional capsules on new age web-based technologies were planned for the south-east and north regions but could not materialize on account of non-availability of officials during Ramadan and elections duty.

Additionally, 15 capacity development training programmes were conducted independently by the MA teams on "Payroll & Tax Deduction on Salary Income," "Inventory Management" and "Store Keeping and Maintenance of Store Records" held at the provincial and central level. Trainings were imparted to 118 police officials from Finance, Procurement/ Logistics and HR Departments. This is ongoing MA work towards development of sustainable capacities in the areas of their monitoring work at the sub-national level.

As a new initiative, the proposal of leadership development and management training for 1,000 ANP young cadets in Turkey was advanced in discussions with the Japanese Embassy and NATO Training Mission in Afghanistan (modalities to be finalized). This is aimed towards the development of requisite skills of ANP officer cadre for becoming multi-faceted leaders of the new century.

2.2 Provision of technical support on EPS on a regular basis

During the Quarter, the LOTFA-EPS help desk continued to provide specialized technical advice and support to 120 EPS stations nationwide (additional 5 opened for VIP Security; Cultural Sites; Kabul Gates Security; Ministries; and Recruitment High Command), as well as for the enforcement of the banking culture to police account holders. Weekly updates were also provided to the 65 client databases in Mol central departments, Kabul zonal command, 14 Kabul districts, 22 police stations and 5 border police HQs.

Technical support included the undertaking of computer trouble shooting, scans, maintenance of data back-up, consolidation of financial/HR data, tracking of bank accounts, as well as facilitation with commercial banks for payroll transactions. In the Quarter, more of these functions (i.e. bank liaison, data back-up) were handed over to Mol relevant departments for institutionalization of processes and systems. The progression will be continued in the next Quarter.

Output 3: Police force is equipped with required equipment for improvement of their mobility and responsiveness.

3.1 Procurement of equipment falling under the category of non-lethal

During the Quarter, LOTFA followed-up on priority basis on the supply of non-lethal equipment for the Mol departments of traffic (relating to pollution test/traffic signals/fork lifts/ breath tester/ zebra crossing, etc) and health department (28 items in health fields) with Mol. The project was brought to closure after the extended timeline of 23 August by the Japanese Embassy. **100%** procurement of equipment for health department and **81%** for traffic department was completed.



New procurement projects were finalized and implementation commenced under the Japanese 2010 contribution: (i) medical equipment and supplies for the Mol Drug Rehabilitation Centre, (ii) training equipment for Police Training Centres in Adrsakan, Herat, Kabul and Ghor. *The initial delays in finalization of projects will have to be made up by faster than normal implementation process to meet the project completion time-lines.*

3.2 Procurement of Equipment for DIAG Cell

Procurement process for equipment for the Disarmament of Illegal Armed Groups (DIAG) cell in Mol was progressed, with finalization of tenders for furniture, office equipment and supplies (stationery, generators, fuels). However, only two items will be contracted and the rest of items will be re-advertised due to administrative reasons. With this, **77%** of procurement will be completed. The remaining sum, earmarked for institutional development, is proposed to be utilized during the course of the year.

Output 4: Improved working and living conditions of police contributing to better efficiency and morale.

4.1 Assistance to Mol for construction activities

The construction work of the police gymnasium at the Central Region Command Centre (CRCC) was progressed (**85%** completed; **5%** over the last Quarter). Mol has agreed to a strict completion timeline of end October.



The construction of police facilities relating to health, fire brigade, check-posts, police colonies, traffic and border police departments was progressed. **83.2%** of construction facilities were completed.

New construction projects were finalized under Japanese contribution for 2010, in discussion with all involved stakeholders i.e. Mol, Japanese Embassy, Italian Embassy and carabinieri as well as NTM-A. These are: (i) construction of new Police Training Centre in Ghor; (ii) refurbishment of Police Training Centres in Adrsakan, Herat and Kabul; (iii) construction of housing for families of ANP martyrs and disabled. Mol commenced administrative process on the design as well as advertisement of tenders. These projects will improve the living and training conditions of the police leading to better operational efficiency.

Mol also commenced work on construction of additional 160 phase-II check points under German funding (628 completed in phase-I) in the north, central and eastern police zones (13 provinces).

Output 5: Improved capacity in police force with enhanced gender balance

Activities were carried out in accordance with the 2 sub-components of the gender unit of LOTFA recruitment campaign and gender mainstreaming in Mol.

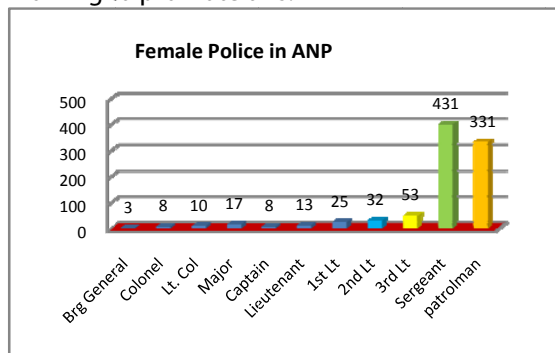
5.1 Undertaking of recruitment campaign

34 additional female police were recruited during the Quarter (**5% increase** over last Quarter). This brought the total to **934** (189 officers, 413 sergeants and 332 patrolwomen). Additionally, 8 female police women were enrolled for courses in the Kabul Police Academy. This is part of LOTFA commitment, together with other stakeholders, in fully supporting Mol Gender Mainstreaming Unit (GMU) strategy for recruitment of 5,000 female police by 1393 (2014).



Media continued to be used as a vital tool for the recruitment of women, with telecast of TV spots in Dari and Pashto on select local television channels during the reporting period. The telephone info-line continued, with operations delegated to the Mol GMU as part of the sustainability plan,

under continuous supervision of LOTFA. However, there were not too many callers on this line, reflecting the need for better publicity of this tool. LOTFA, in consultation with Mol GMU, will be working to promote this.



Coordination with the Ministry of Women’s Affairs (MoWA) and the Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD) was continued for exploring avenues for policewomen recruitment, through the women development organizations registered with these Ministries at the central and provincial levels. Civil society organizations like Afghan Women’s Network (AWN) were also involved in the gender enhancement work through technical support as well as women

enhancement proposals. Contacts were also maintained with prominent women MPs for publicizing female recruitment opportunities in their constituencies.

Regular monthly meetings of Afghan National Police Women Association (ANPWA), an informal platform for recruited women to share experiences and concerns, were continued during the Quarter. The forum is also being used as a valuable tool for recruiting new female recruits into the police through advocacy of their personal experiences.

A gender recruitment Workshop was organized in August in Kabul for provincial GMU focal points from all 34 provinces. Topics included systems and criteria for female recruitment, gender justice and equality, women’s and children’s rights. Principle recommendations included enhancement in tashkil numbers for the female police, particularly in the provinces and greater involvement of civil society in broadening the targeted recruitment base of Mol-LOTFA campaigns through reaching to girls’ schools and women organizations.

In respect of new proposals, production of a documentary film on female police which was contracted out to a renowned policewoman, director and actor in the last Quarter was completed and will be shown through leading national TV channels and mobile cinemas, both for advocacy and as part of recruitment strategy. Other proposal of contracting TV spots serials (with IPCB lead) on different facets of ANP, with one specific segment on policewomen, also as part of the recruitment theme, still needs Mol authorization.

The monthly coordination meeting was facilitated for Mol GMU, with participation of all organizations working on gender issues at Mol on development of a comprehensive strategy for Family Response Units, FRUs (LOTFA has supported FRUs in the past in 6 police zones). The Criminal Investigation Department (CID) Department of Mol has still not signed off on it.

5.2 Conduct of impact study on women in ANP

During the period, LOTFA launched an impact field study on role of women in ANP through the non-governmental organization, Afghanistan Public Policy Research Organization (APPRO). The objective is to assess whether LOTFA gender component has, indeed, increased access of Afghan women to policing services, and if the presence of female police personnel in the ANP has contributed to changing the attitude of male police and Afghan public in general. This will have an important bearing on future LOTFA work relating to gender. The findings are proposed to be presented in November.

5.3 Conduct of on-the-job and theoretical training

On-the-job training in the form of formulating proposals and liaising with other stakeholders was provided to the ANPWA, as a capacity building measure.

A key proposal of organization of an outsourced specialized training capsule for senior ANP female officers at the Kabul Police Academy was finalized, based on needs analysis of leadership development, IT enhancement and administrative procedures. The actual training will commence in October. Some other proposals were also followed up, and need Mol guidance: (i) undertaking of a study to determine specific literacy levels of Afghan policewomen for devising appropriate training capsules in different fields (in conjunction with EUPOL); (ii) devising of training campaigns on HIV awareness for ANP, including policewomen (after authorization by Mol leadership), in collaboration with United Nations Office on Drugs and Crime, UNODC (action resting on the part of UNODC).

5.4 Provision of technical and logistic support to Gender Mainstreaming Unit (GMU) in Mol

Capacity development and logistic support continued to be provided to Mol GMU to further enhance its functional capability. During the current quarter, office and IT equipment was procured for provincial GMUs, for regional gender enhancements.

Output 6: Uniformed personnel of Central Prisons Department are supported to perform their job effectively and efficiently.

6.1 Remuneration of uniformed prison guards

LOTFA continued payment of salaries to 5,055 uniformed personnel of the CPD under MoJ (as per tashkil strength) through specially earmarked contributions from US (EU and Canadian funds were used in previous Quarters). For 1389, there is a shortfall of USD 5.2 million for CPD remunerations, and there is urgency in finalizing this, considering that for 1389 only US has so far come forward with new commitments (for 1388, EU and Canada had also contributed). LOTFA management continued



to take up these issues with the donors appropriately, at all fora. *The case was taken up strongly at the 28 July LOTFA SC meeting, both for meeting the current shortfall at existing pay scales as well as for enhancing the pay scales to bring parity with ANP/ANA, which would entail an additional shortfall of USD 10.5 million for 1389. LOTFA donors undertook to revert after consultation with HQs.* The process needs to be expedited.

6.2 Establishment of electronic payroll system for CPD

Transparency and accountability in the disbursement of CPD salaries, as in the case of ANP salaries, continued to be LOTFA's priority for the most effective use of the funds. Two ToTs programmes were conducted for CPD representatives in Kabul, who will proceed to further train CPD finance officers in EPS technology in Nangarhar, Mazar, Herat and Kunduz provinces. LOTFA also provided logistic support to functionalize the EPS in these 4 provinces. Currently, 50% of CPD personnel are covered under EPS and 50% under EFT (2% increase over last Quarter).

A Performance Tracking Matrix for all LOTFA activities is at Annex I.

III. Challenges

Project Risks and Actions

Although there were no major risks that could seriously risk progress on the project activities, some key issues remained vital. *It was endeavored to turn these challenges into opportunities for finding*



creative and innovative ways to deal with the issues at hand for optimum delivery on the Outputs:

1. Non predictability of donor contributions (general): Uncertain cash flow of funds as per a determined time plan tended to somewhat constrain the scheduling of police reimbursement to MoF and **risk** full delivery on project Priority 1. Longer-term predictability of donor funds will also help to plan prioritized project activities. Additionally, remunerations related to ANP growth as well as the pay and incentive increase proposals approved during the previous Quarters will need to be continuously sustained. In general, timely finalization of contribution agreements at the beginning of the year/Quarter would certainly help in better cash flow and planning projections. LOTFA liaised this issue with the donors at various fora (even while recognizing the limitations in contribution mandates).

2. Funding requirement for 2010/1389 (specific): Based on LOTFA-V/MoI priorities, the funding requirement for 2010 was reassessed to be around USD 553 million. UNDP-LOTFA management undertook periodic mobilization measures for meeting the requirement. At the end of Quarter 2, 1389, around USD 382 million. Had been mobilized. By the end of Quarter 3, the funding shortfall was projected to be met, as more donors finalized their contributions, including USA and Netherlands (Germany is in discussion phase). *However, the USD 5.2 million shortfall for CPD remunerations for 1389, even at current pay scales, remains and the extreme urgency in mobilizing this cannot be overemphasized. Any further delay will risk salaries not being paid from the middle of next Quarter.*

3. Reported irregularities in Kabul Bank, with potential implications for LOTFA funds: There were reports in early August about misappropriations and large losses in Kabul Bank, which was of concern to LOTFA as most ANP accounts are maintained there (has the largest infrastructure in the provinces and districts), with potential for **risking** LOTFA payments. However, the MoF moved swiftly to control the situation by appointing its own Chief Operations Officer at the Bank, and ensuring the liquidity through debt repayments and other fiscal arrangements. LOTFA management, together with donor partners, monitored the situation continuously in meetings with MoF, DA Afghanistan Bank, Kabul Bank and fiscal policy experts. The need for diversification of bank resource base was also strongly stressed to MoF for stability of the banking system in the country. However, it should be stressed that it is the MoF which is the guarantor of the LOTFA funds, not Kabul Bank; and it is to MoF that LOTFA makes quarterly advances and with whom the project affects full financial reconciliations. The Kabul Bank is only used as a tool by the Central Bank for transferring salaries directly to the individual bank accounts of ANP rather than manual "pay by list" process. MoF backing of the Bank and certification of all its claims and transactions provided further assurances.

4. Insufficient ownership by Mol in ID process: While there continues to be definite progress on this, this will remain a strategic challenge, based on the understanding that this is a medium-long term process - **risking** full sustainability of LOTFA implementation and management processes. Consequently, during the Quarter, despite phased hand-over, LOTFA continued to perform certain functions (i.e. verification and adjustment of transactions and financial data correspondence with Mol/ MoF/ commercial banks) which should be routinely performed by Mol staff. Phased hand-over of functions would continue to be followed in the next Quarter. Unless there is sustained encouragement of the relevant Mol departments to work with LOTFA project staff for skills transfer, Mol institutional capacity and memory will not developed to full potential.

5. Security: In view of the security situation over the Quarter, particularly in lead up to the September parliamentary elections, security constraints continued to prove challenging in implementation of some key LOTFA activities and **risking** full delivery on Outputs - including monitoring missions, EPS and EFT implementation, ID programmes, as well as gender recruitment campaigns. For difficult provinces, reliance continued to rest on the MA, with Mol support, and in some cases, even LOTFA donors like CSTC-A (for web-based EPS missions).

6. EPS: External constraining factors in EPS implementation **risking** erosion of EPS gains included - irregularity in receipt of EPS reports from some provinces (particularly Nuristan); unceremonious transfer of trained EPS personnel to other departments, or resignations from jobs; inadequacy of the national telecommunication infrastructure; as well as security-classification of EPS-data. Moreover, the discrepancies in some cases between the EPS and Mol tashkil/ HR figures/ Dyncorp/ PAI data continued to be an assessment challenge. LOTFA liaised directly with the erring provinces for receipt of reports, as well as with relevant Mol departments for assessments. As a mitigating measure, work on the centralized web-based payroll system continued to be progressed, although expansion will depend on the availability and security of the requisite network. Weekly coordination meetings were continued for reconciliation of all payroll and personnel data. Proposal for bringing the positions of the EPS operators under the regular ANP tashkil was also followed-up with Mol leadership (*LOTFA has been assured that this will happen for 1390*).

7. EFT: Further expansion of EFT remained linked to further expansion of commercial banks. This continued to be vital at the remote and inaccessible district level, as police personnel had genuine difficulties coming to the provincial capitals for collection of salaries, and at relatively high cost. There had been a positive trend towards opening of more commercial bank branches in the provinces and districts in the last Quarters, but the changed Kabul Bank situation will impact negatively on this trend as it has the largest banking infrastructure at the sub-national level, and **risk** further advancements in this field. LOTFA management has encouraged MoF to support the smaller banks (i.e Azizi, Maiwand, Bakhtar) in establishing branches at the provincial level for diversification of the banking infrastructure. Alternatively, Mol was further encouraged to take forward the M-paisa mobile transfer scheme, which has shown considerable encouragement.

8. Female police recruitment: Factors such as the reluctance of young women to join the force, the reputation and image of the police, sexist work environment and family compulsions continued to pose a recruitment **risk**. To counter this, the LOTFA gender recruitment plan was oriented to include greater coordination with MoWA, MoLSAMD as well as NGOs/ women organizations. The ANPWA was also involved. Moreover, there is need for more female positions in the ANP tashkil, as per feed-back received from provincial and district police commander, and the matter was liaised with top Mol leadership.

9. Non-fulfillment of some strategic project MSU positions: These include those of EPS Manger, Gender Coordinator, Reporting and Communications Officer, as well as Budget Analyst (the position of M&E Specialist was filled during the Quarter). In some cases, despite re-advertisements, it was found extremely difficult to recruit qualified personnel, as per UNDP guidelines. Although these jobs were taken over by other project staff to prevent disruptions in programmes, prolonged non-fulfillment of these positions will **risk** taking a toll on the project outputs. The recruitment process was reinvigorated. Donor stakeholders were also approached to help in the head hunting process.

A detailed Risks Log is at Annex II.

Project Issues and Actions

1. Strengthened oversight of monitoring processes: There continued to be the need for robust oversight of the MA performance by LOTFA as well as Mol. Deployment of personnel in the provinces and the work undertaken towards capacity development of the police in financial, HR and asset management systems, in particular, required vigorous assessment. Without this assessment, the overall efficiency of the project would have been seriously affected. This would have also negatively impacted on Mol and donor expectations, and jeopardized UNDP credibility. This oversight was provided.

2. Monitoring of progress on project activities relating to procurement of non-lethal police equipment and rehabilitation of police facilities: These activities, falling under priorities 3 and 4, were subject to stringent contractual and delivery time-lines. LOTFA continued to provide strict oversight on progress with the relevant Mol departments throughout the reporting period in order to adhere to these timelines. However, despite best efforts, there were slippages in construction activities for which the timeline was extended to 23 August, after which the projects were closed and remaining amounts transferred to the remunerations component. At the same time, it must also be recognized that the ultimate delivery responsibility lies with Mol, as government procurement procedures are followed, and LOTFA can only play a facilitation rather than decision-making role in this.

A detailed Issues Log is at Annex III.

IV. Lessons Learned

1. EPS and EFT: EPS/ EFT processes have continued to gain reliability amongst government and donor stakeholders, and further efficiencies will need to be integrated into the system, as we move towards greater accuracy of the payroll and HR data. LOTFA will have to keep delivering on the Mol priority of further expansion of the web-based EPS system in prioritized units in the next Quarter (which could not happen in this Quarter because of limitations of the network). For this, the support of



of the key resource partner, CSTC-A will remain vital. In the immediate period, opening of new bank accounts for newly recruited personnel will need to be continued (ongoing process, as every month new personnel join the police force). In parallel, the M-paisa mobile salary disbursement scheme will need to be taken further by Mol (beyond Wardak and Khost), after overcoming challenges. This did not happen appropriately in this Quarter as Kabul Bank too, had come up with a mobile salary transfer scheme and Mol was weighing the pros and cons of the two schemes on a competitive basis. But in view of the financial problems being faced by Kabul Bank, the Mol will now be encouraged to advance the Roshan initiative more comprehensively.

2. Gender recruitment and mainstreaming: The relationship with all stakeholders will need further sustainment, and strategic thinking will be required on how this can be furthered (beyond distribution of gender recruitment material and participation in gender Conferences and Workshops). The liaison with girls' schools and civil society should also prove useful. In gender mainstreaming and training, all the proposals assessed during this Quarter will need to be pursued for implementation, which have the potential of building a sound local capacity base. The Mol GMU will need continuous support to be able to gradually take over all the oversight and implementation roles with respect to female police issues (also being supported through bilateral initiatives). The informal platform of the ANPWA can accord tangible complementary support, and there needs to be follow-up in opening regional chapters in some of the other identified provinces (Nangarhar, Balkh and Kandahar- apart from Herat) which could not happen during this Quarter because of preoccupation of Mol personnel in elections related issues.

3. Institutional and capacity development: Priority must undoubtedly continue for ID and capacity development in the Mol, for medium-long term sustainability of LOTFA gains. Continuous refresher, advanced and on-the-job specialized training, as well as an outsourced help desk office (established) will be essential to build sustainable capacity. The strengthened focus on ToTs in financial management and payroll systems for identified provinces (particularly Herat and Balkh), as per ID plan for institutionalization of the capacity base has yielded the intended results and will be continued. At the same time, there continue to be multiple training and mentorship

programmes supporting ANP/ Mol, and there would need to be greater synergies and mapping of these various initiatives, which is being continuously endeavored. LOTFA could play an enhanced role towards this in the next Quarter/Phase-VI.

4. Inter-Agency programmatic coordination: In previous Quarters, this has worked well with respect to certain key programmatic initiatives i.e. with CSTC-A for the M-paisa scheme, reconciliation of ID card data, enforcement of EFT, and advancement of PAI process; with IPCB for ANP growth and reform discussions; with EUPOL and bilateral police projects for gender activities. This sense of cooperation needs to be taken forward for maximizing common impacts. At the same time, new partners could be identified, particularly for taking forward the procurement and construction projects more productively.

V. Future Plans

In the coming quarter, the following will be the focus of planned activities, ***building upon the progress made during this Quarter, and taking into account the project risks, issues and lessons learned:***



1. Monitoring of banking situation: The banking situation will be continuously monitored in view of implications for ANP accounts maintained at Kabul Bank. It will be the best endeavour to ensure that there is no compromise with the security of LOTFA funds. MoF will continuously be encouraged to diversify the bank base. MoF has also agreed that at the time of floating of bids for new banking contracts, the LOTFA stakeholders could provide inputs for quality assurance of the guidelines.

2. Continued focus on ID Plan implementation: This will build further on LOTFA's core strengths in financial management HR, administration, accountancy, internet concepts, gender mainstreaming and provision of specialized technical support. Work on new age technologies and the progressive hand-over of institutional functions to Mol will be followed-up. Within this overall framework, ToTs programmes will continue to be further prioritized. New areas of involvement in ID i.e. comprehensive administrative reform of Mol could also be considered for the next phase.

3. Expansion of web-based EPS and advancement of work on new-age technologies: This has been prioritized by the Minister. The web-based programme will be further expanded during the next Quarter to identified police units in Kabul, Afghan Border Police (ABP) and Balkh HQ for which considerable reconciliation of EPS-Mol-PAI financial and HR data work has been progressed after expanding and securing the requisite network. In conjunction, current progress on the M-paisa mobile salary disbursement scheme will be advanced with CSTC-A, Mol and MoF. (plan is for expansion in 25 new districts in identified provinces). These initiatives will greatly complement the EPS/EFT payroll and HR transparency systems, and mitigate some of the risks mentioned in the preceding sections.

4. MA oversight: Considering that monitoring, review and verification of LOTA expenditures constitute a vital component of the accountability and transparency process, the work of the MA will require continued strict performance appraisal. This assumes greater criticality in the context of vastly increased financial commitments of LOTFA for 1389 and beyond. The MA has been asked to increase its monitoring sample size, strengthen the ID initiatives and accord more focus to procurement issues, which will require further attention.

- 5. Follow-up on non-lethal procurement and construction activities:** This will be for the DIAG cell as well as other procurement and construction projects for Mol (viz Police Training Centres, housing for families of martyrs and disabled, Drug Rehabilitation Centre) - which have strict contractual deadlines. There have been unavoidable delays in finalization of these proposals after getting all involved stakeholders on board in line with the best aid effectiveness principles, and hence greater pressure for meeting contracted deadlines.
- 6. Progression of gender activities:** The new proposals under discussion will allow LOTFA management to take forward some key gender deliverables, both for recruitment and more advanced gender mainstreaming in Mol. There should be a Gender Coordinator recruited in the next Quarter, which will be helpful for efficient implementation of activities. The results of the survey on impact of female police in the ANP should also be out in the next Quarter, and is expected to provide very useful inputs into the productivity of LOTFA gender work and whether LOTFA gender component has indeed increased access of Afghan women to policing services.
- 7. Finalization of LOTFA-VI project document:** Ongoing discussions with the government and donors will be brought to conclusion for signing of LOTFA phase-VI project document before the extended phase timeline of 31 December, 2010. The two main pending issues relate to GoA commitments /benchmarks relating to take-over of ANP food allowance and base salary, as well as proposed reduction in UNDP General Management Service (GMS).
- 8. Continuous engagement in Mol/PCB fora on ANP reform and development:** Engagement will continue in the next Quarter, covering key areas of police reform and development, in implementation of National Police Strategy, National Police Plan, follow-up to the Kabul Conference, Mol administrative reform, etc. LOTFA will be participating fully, particularly on issues relating to financial aspects and fiscal sustainability. This will also be in alignment with greater stakeholder insistence on more structured collaboration between LOTFA and PCB.
- 9. Building on stakeholder partnerships:** These will be developed further with all police sector institutions, including IPCB/ EUPOL/ UNAMA/ other UN bodies/ CSTC-A/ and bilateral police projects, to maximize outputs and strengthen donor leverage. Civil society partnerships and informal groupings (i.e with MPs and community groups) will be strengthened.
- 10. Prioritized follow-up on recruitment of vacant positions:** These are some key vacant positions of the EPS Manger, Gender Coordinator, Operations Officer, Reporting and Communications Officer and Budget Analyst. Urgent recruitments will strengthen LOTFA MSU's technical skills, provide leverage to ongoing projects and maximize outputs. This is urgently warranted, considering LOTFA's expanding mandate, both in terms of management of enhanced financial resources as well as deepened engagement, at policy level, on police reform and development issues, requiring liaison with diverse police sector organizations. LOTFA members' facilitation in head-hunting for these positions will be greatly welcomed.
- 11. Follow-up/ exploration of potential new issues:** As projected in ongoing discussions with stakeholders, these could include police-community confidence building programmes, Mol leadership training and management capsules, expanded role in capacity development, as per strategic capacity development plan, etc (also incorporated in draft LOTFA project document-VI). This will help LOTFA move beyond its traditional role and gain greater credence in the current climate of competing police sector institutions.
- 12. Continuous follow-up on past SC decisions and preparation for next SC:** LOTFA will continue work on important strategic issues, including systematization of enhanced pay and incentive package; MoF's ANP food allowance responsibility; further determination of mode of allotment of food allowance based on Mol technical evaluation; as well as facilitation of comprehensive re-evaluation of past pay and hazardous duty incentive pay packages, which is to

be undertaken by CSTC-A and be presented at the next SC meeting. CDP pay and incentive parity proposal with ANP also needs rigorous follow-up.

13. Conduct of Police Perception Survey 2010: This will build on the baseline perceptions of the public on police performance established by the 2009 survey. Work is in progress and the results are proposed to be presented in December.

14. Participation in newly established UNDP- Rule of Law Cluster: UNDP constituted a Rule of Law (RoL) cluster during the last Quarter bringing together the police, justice, gender and anti-corruption UNDP projects for building enhanced substantive programmatic synergies and collaboration among these projects in the RoL sector. LOTFA will be participating in this cluster effectively for attainment of joint development outcomes.

15. Advocacy for LOTFA and partners: It will be an imperative to continue to ensure greater visibility for LOTFA's work, both in publicizing its activities as well as the difference it is making for the stabilization of the country in the security sector. In the advocacy programme, visibility for individual donors and areas of their support will continue to be a key component. A consolidated publicity package, including success stories, is proposed to be developed for publicizing LOTFA's work widely. The presentation of the impact study on women recruitment in ANP would be another event for advocacy.

VI. Financial Section

Table 1.Total Income and Expenditure LOTFA Phase V

| Donor | INCOME | | | EXPENDITURES | | BALANCE | |
|---------------|--------------------------------|------------------------------|--------------------------------|--|--|--------------------|---|
| | Total Commitment (approx US\$) | Total Received (approx US\$) | Total Receivable (approx US\$) | Total Cumulative Expenditures as of Dec 2009 | Current Year 2010 (Cumulative) as of the current Quarter, 30 Sep | Total Expenditures | Total Received minus Total Expenditures |
| Australia | 1,919,386 | 1,919,386 | | 1,919,385 | | 1,919,385 | 1 |
| Canada | 8,084,074 | 8,084,074 | | 8,084,074 | | 8,084,074 | - |
| | 7,188,498 | 7,188,498 | | 7,188,498 | | 7,188,498 | - |
| | 11,560,694 | 11,560,694 | | | 11,560,694 | 11,560,694 | - |
| | 5,899,705 | 5,899,705 | - | - | - | - | 5,899,705 |
| CIDA | 820,345 | 820,345 | | 606,706 | 213,639 | 820,345 | (0) |
| Czech | 150,602 | 150,602 | | | 150,602 | 150,602 | 0 |
| Denmark | 1,999,966 | 1,999,966 | | | 1,999,966 | 1,999,966 | - |
| | 1,359,216 | 1,359,215 | | | 1,359,215 | 1,359,215 | - |
| EU | 45,705,490 | 45,705,490 | | 45,705,490 | | 45,705,490 | (0) |
| | 2,812,940 | 2,250,352 | 562,588 | | 2,812,940 | 2,812,940 | (562,588) |
| | 214,794 | 214,794 | | | 214,794 | 214,794 | - |
| | 56,287,651 | 56,287,651 | | | 55,383,164 | 55,383,164 | 904,486 |
| Finland | 1,943,005 | 1,943,005 | | 1,837,742 | | 1,837,742 | 105,263 |
| | 514,102 | 514,102 | | | 356,795 | 356,795 | 157,307 |
| Germany | 12,936,611 | 12,936,611 | | 12,936,611 | - | 12,936,611 | - |
| | 3,886,010 | 3,886,010 | | 3,127,071 | | 3,127,071 | 758,939 |
| | 19,578,313 | 19,578,313 | | 19,578,313 | | 19,578,313 | - |
| Italy | 1,295,337 | 1,295,337 | | 1,295,337 | | 1,295,337 | - |
| | 1,125,176 | 1,125,176 | | | 1,125,176 | 1,125,176 | 0 |
| | 1,221,001 | 1,221,001 | | | - | - | 1,221,001 |
| Japan | 10,000,000 | 10,000,000 | | 10,000,000 | | 10,000,000 | - |
| | 124,800,000 | 124,800,000 | | 115,939,224 | 6,724,800 | 122,664,023 | 2,135,977 |
| | 180,000,000 | 180,000,000 | | - | 89,202,141 | 89,202,141 | 90,797,859 |
| Japan DIAG | 3,822,896 | 3,822,896 | | 1,977,009 | 581,818 | 2,558,826 | 1,264,070 |
| Netherlands | 25,575,448 | 25,575,448 | | 25,575,448 | - | 25,575,448 | - |
| | 13,106,160 | 13,106,160 | - | - | - | - | 13,106,160 |
| Norway | 281,821 | 281,821 | | | 281,821 | 281,821 | - |
| | 15,000,000 | 14,584,689 | 415,311 | | 14,608,331 | 14,608,331 | (23,641) |
| SDC | 371,724 | 371,724 | | 371,724 | | 371,724 | - |
| | 679,592 | 679,592 | | 19,708 | 255,476 | 275,184 | 404,408 |
| USA | | | | | | | - |

| | | | | | | | |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 50,000,000 | 50,000,000 | | 50,000,000 | | 50,000,000 | |
| | 28,100,000 | 28,100,000 | | 7,659,879 | 20,440,121 | 28,100,000 | - |
| | 5,000,000 | 5,000,000 | | | 5,000,000 | 5,000,000 | - |
| | 60,000,000 | 60,000,000 | | | 60,000,000 | 60,000,000 | - |
| | 75,000,000 | 75,000,000 | | | 75,000,000 | 75,000,000 | - |
| | 29,300,000 | 29,300,000 | | | 25,532,735 | 25,532,735 | 3,767,265 |
| | 2,300,000 | 2,300,000 | | | | - | 2,300,000 |
| | 6,300,000 | 6,300,000 | | - | | - | 6,300,000 |
| | 5,000,000 | 5,000,000 | | - | 3,280,934 | - | 5,000,000 |
| | 104,480,000 | - | 104,480,000 | - | | - | - |
| UK | 2,873,563 | 2,873,563 | | 2,873,563 | | 2,873,563 | - |
| | 6,689,171 | 6,689,171 | | 6,689,171 | | 6,689,171 | - |
| | 2,000,000 | 2,000,000 | | 2,000,000 | | 2,000,000 | - |
| | 13,293,051 | 13,293,051 | | | 13,293,051 | 13,293,051 | 0 |
| UNDP | 600,000 | 600,000 | | 250,000 | 226,038 | 476,038 | 123,962 |
| Interest | 1,681,951 | 1,681,951 | | 938,659 | 584,180 | 1,522,839 | 159,112 |
| Total | 952,758,291 | 847,300,391 | 105,457,898 | 326,573,611 | 390,188,428 | 713,481,106 | 133,819,286 |

Table 2. Expenditure by Major Outputs (2010)

| Project Output | Budget (AWP 2010) | EXP (Q1+Q2) Jan - Jun 2010 | EXP. Q3 Jul - Sep 2010 | Cumulative Exp. as of the current Quarter (30 Sep 2010) | Delivery Rate |
|--|--------------------|-------------------------------|---------------------------|---|------------------|
| Output 1: Police Remuneration | 486,654,390 | 210,679,992 | 135,408,541 | 346,088,533 | 71.12% |
| <i>GMS</i> | 25,178,471 | 11,088,421 | 6,894,022 | 17,982,442 | 71.42% |
| Sub-total Output 1. | 511,832,861 | 221,768,413 | 142,302,563 | 364,070,975 | 71.13% |
| Output 2: Institutional Development | 1,296,522 | 260,115 | 166,821 | 426,936 | 32.93% |
| <i>GMS</i> | 54,997 | 5,236 | 12,632 | 17,868 | 32.49% |
| Sub-total Output 2 | 1,351,519 | 265,351 | 179,453 | 444,804 | 32.91% |
| Output 3: Procurement of Non-Lethal Equipment | 10,774,221 | 5,841,905 | (189,855) | 5,652,050 | 52.46% |
| <i>GMS</i> | 547,711 | 279,922 | 11,681 | 291,603 | 53.24% |
| Sub-total Output 3 | 11,321,932 | 6,121,827 | (178,175) | 5,943,653 | 52.50% |
| Output 4 : Construction of Police Facilities | 13,072,384 | 3,193,212 | 3,167,333 | 6,360,545 | 48.66% |
| <i>GMS</i> | 638,142 | 168,064 | 153,044 | 321,108 | 50.32% |
| Sub-total Output 4 | 13,710,526 | 3,361,276 | 3,320,377 | 6,681,653 | 48.73% |
| Output 5 : Gender Mainstreaming | 626,889 | 138,457 | 104,245 | 242,702 | 38.72% |
| <i>GMS</i> | 32,994 | 7,287 | 5,487 | 12,774 | 38.72% |
| Sub-total Output 5 | 659,883 | 145,744 | 109,732 | 255,476 | 38.72% |
| Output 6 : Remuneration of CPD | 12,375,250 | 7,886,630 | 3,269,554 | 11,156,184 | 90.15% |
| <i>GMS</i> | 651,329 | 415,086 | 172,082 | 587,168 | 90.15% |
| Sub-total Output 6 | 13,026,579 | 8,301,716 | 3,441,636 | 11,743,352 | 90.15% |
| Output 7 : Project Staff & Support | 1,556,292 | 916,733 | 179,651 | 1,096,384 | 70.45% |
| <i>GMS</i> | 35,263 | 19,272 | 0 | 19,272 | 54.65% |
| Sub-total Output 7 | 1,591,555 | 936,005 | 179,651 | 1,115,656 | 70.10% |
| Grand Total | 553,494,855 | 240,900,331 | 149,355,237 | 390,255,568 | 70.51% |

Table 3. Expenditure by Donors (2010)

| Donor | Project Output | Budget (AWP 2010) | 2010 Cumulative Expenditure as of the current Quarter (30 sep 2010) | Delivery Rate |
|--------------------------|---------------------------|--------------------|---|----------------|
| Canada | Police Remuneration | 16,587,379 | 10,982,659 | 66.21% |
| GMS | | 873,020 | 578,035 | 66.21% |
| Canada Total | | 17,460,399 | 11,560,694 | 66.21% |
| CIDA | CPD | 202,957 | 202,957 | 100.00% |
| GMS | | 10,682 | 10,682 | 100.00% |
| CIDA Total | | 213,639 | 213,639 | 100.00% |
| Czech Rep. | Police Remuneration | 143,072 | 143,072 | 100.00% |
| GMS | | 7,530 | 7,530 | 100.00% |
| Czech Rep. Total | | 150,602 | 150,602 | 100.00% |
| Denmark | Police Remuneration | 3,191,262 | 3,191,270 | 100.00% |
| GMS | | 167,961 | 167,962 | 100.00% |
| Denmark Total | | 3,359,223 | 3,359,232 | 100.00% |
| EU | Police Remuneration | 53,473,268 | 52,614,006 | 98.39% |
| | Construction | 204,054 | 204,054 | 100.00% |
| | CPD | 2,672,293 | 2,672,293 | 100.00% |
| GMS | | 2,965,769 | 2,920,545 | 98.48% |
| EC Total | | 59,315,384 | 58,410,898 | 98.48% |
| Finland | Construction | 588,397 | 338,955 | 57.61% |
| GMS | | 30,968 | 17,840 | 57.61% |
| Finland Total | | 619,365 | 356,795 | 57.61% |
| Germany | Construction | 720,992 | - | 0.00% |
| GMS | | 37,947 | - | 0.00% |
| Germany Total | | 758,939 | - | 0.00% |
| Interest | Institutional Development | 80,000 | 80,000 | 100.00% |
| | Project Support Costs | 663,292 | 504,180 | 76.01% |
| Interest Total | | 743,292 | 584,180 | 78.59% |
| Italy | Police Remuneration | 1,068,917 | 1,068,917 | 100.00% |
| | Construction | 1,159,951 | - | 0.00% |
| GMS | | 117,309 | 56,259 | 47.96% |
| Italy Total | | 2,346,177 | 1,125,176 | 47.96% |
| Japan | Police Remuneration | 161,927,779 | 84,805,506 | 52.37% |
| | Institutional Development | 891,500 | 148,914 | 16.70% |
| | Procurement | 7,354,221 | 2,232,050 | 30.35% |
| | Construction | 7,527,827 | 4,172,521 | 55.43% |
| GMS | | 8,885,066 | 4,567,950 | 51.41% |
| Japan Total | | 186,586,393 | 95,926,941 | 51.41% |
| Japan-DIAG | Police Remuneration | 441,000 | 441,000 | 100.00% |
| | Procurement | 1,349,511 | 123,363 | 9.14% |
| GMS | | 55,377 | 17,455 | 31.52% |
| Japan-DIAG Total | | 1,845,888 | 581,818 | 31.52% |
| Netherlands | Police Remuneration | 12,450,852 | - | 0.00% |
| GMS | | 655,308 | - | 0.00% |
| Netherlands Total | | 13,106,160 | - | 0.00% |
| Norway | Police Remuneration | 9,005,970 | 9,005,970 | 100.00% |
| | Institutional Development | 198,022 | 198,022 | 100.00% |
| | Procurement | 3,420,000 | 3,420,000 | 100.00% |
| | Construction | 1,521,652 | 1,521,652 | 100.00% |
| GMS | | 744,508 | 744,508 | 100.00% |
| Norway Total | | 14,890,152 | 14,890,152 | 100.00% |

| | | | | |
|--------------------|---------------------------|--------------------|--------------------|----------------|
| SDC | Gender Mainstreaming | 626,889 | 242,702 | 38.72% |
| GMS | | 32,994 | 12,774 | 38.72% |
| SDC Total | | 659,883 | 255,476 | 38.72% |
| UK | Police Remuneration | 12,628,399 | 12,692,133 | 100.50% |
| GMS | | 664,653 | 668,007 | 100.50% |
| UK Total | | 13,293,051 | 13,360,140 | 100.50% |
| UNDP | Institutional Development | 127,000 | - | 0.00% |
| | Project Support Costs | 223,000 | 226,038 | 101.36% |
| UNDP Total | | 350,000 | 226,038 | 64.58% |
| USA | Police Remuneration | 215,736,493 | 171,144,000 | 79.33% |
| | Project Support Costs | 670,000 | 366,166 | 54.65% |
| | CPD | 9,500,000 | 8,280,934 | 87.17% |
| GMS | | 11,889,815 | 9,462,689 | 79.59% |
| USA Total | | 237,796,308 | 189,253,789 | 79.59% |
| Grand Total | | 553,494,855 | 390,255,568 | 70.51% |

Annexes

Annex I. Performance Tracking Matrix (2010)

| Outputs | Performance Indicator | Baseline Information | Performance Benchmark and Target | Implementation Progress in Reporting Quarter |
|---|---|---|---|---|
| Output 1: Police force is supported to perform their job effectively and efficiently (Project Priority 1) | a) All police personnel continued to be paid in 34 provinces in efficient and transparent manner (b) Monthly EPS reports produced in timely and accurate manner (c) Increased # of police force paid through EFT and M-Paisa; (d) # of provinces covered by MA for monitoring and verification. | a) Payment of police salaries in all 34 provinces (b) 86,696 police covered under EPS (c) 66,705 police covered under EFT; (d) Commencement of monitoring and verification work of MA | (a) Payment of ANP salaries in 34 provinces transparently (b) Coverage of all police force under EPS (c) Coverage of 90-95% of police force under EFT; (d) Coverage of 34 provinces by MA for monitoring and verification | (a) Police salaries paid in all 34 provinces; (b) EPS implemented in all 34 provinces including border police, covering 111,437 personnel, representing 99.7% of police personnel (0.5 % increase over last quarter; (c) EFT implemented in 31 provinces, covering 88,135 police personnel, representing around 79% of total force (1 % increase over last quarter). Complementary to EFT, mobile salary M-paisa scheme progressed (3 district in Wardak and 2 of Khost);(d) MA zonal teams continued to verify the payment of ANP salaries in all provinces. |
| Output 2: Financial and project management capacity built within Mol (Project Priority 2) | a) # of ToTs conducted and # of people (b) # of technical/refresher/on -job trainings and # of people (c) Increased technical support (d) # of on job EPS/EFT tasks transferred to Mol; | (a) 41 Mol/provincial trainers (ToTs) (b) Resource pool of 450 finance/HR/admin/EPS and IT officers (c) Provision of technical support (d) Limited transfer of on -job EPS/EFT process to Mol | a) 110 people trained in ToTs (b) 250 additional finance /IT/EPS/admin/HR officers trained through basic/advanced on-the-job training (c) Provision of high level technical support (d) 60% on-job EPS/EFT tasks transferred to Mol | (a) Follow up on ToTs in centralized web-based EPS; (b) 2 capsules of 20-day training each in accountancy/finance/new age payrolls for 42 Mol officials in North region for 9 provinces and 20 officials in Central region for 10 provinces (c) Provision of regular technical support continued during the quarter to all 65 police payroll stations in Kabul /Mol /as well as provincial HQs. Work also progressed considerably on development of web-based database application system for centralizing payroll and personnel information, implemented earlier in Parwan, Panjsher and Kapisa, with progressive work to implement it in Mol/ Kabul |

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|--|--|--|---|--|
| | | | | units; (d) around 15% on-job finance/EPS additional jobs transferred to Mol, as part of phased plan |
| Output 3: Police force is equipped with required equipment for improvement of their mobility and responsiveness (Project Priority 3) | a) % of procurement for Mol departments (b) % of equipment for DIAG cells | a) 60% Procurement for Mol traffic and health Depts (b) 53% Procurement for DIAG Cells | (a) 100% procurement for Mol traffic, and health Depts procured (b) 100% procurement for DIAG cells in center and provinces. | (a) Full procurement of Mol health dept completed and procurement of traffic Dept eqpt progressed by 81%; (24% increase over last month); (b) 64% procurement for DIAG cell completed; process transferred to Mol (no increase over last quarter in quantitative terms; although admin process pursued) |
| Output 4: Improved working and living conditions of police contributing to better efficiency and morale. (Project Priority 4) | a) % of construction of gym (b) % of construction of traffic, fire-brigade and health Depts. (c) # of facilities for Mol identified/constructed | (a) 45% construction of gym (b) 64% construction of traffic, fire-brigade and health Depts.(c) No other identified projects | (a) 100% construction of gym (b) 100% construction of traffic, fire brigade, health and border police Depts. (c) New projects identified at Mol/provincial level; | (a) 85% construction work of gym completed (5% increase over last quarter); (b) 83.2% construction projects of traffic, fire brigade, health and border police Depts completed; (c) New projects finalized, including construction of a Police Training Centre (RTC) in Ghor and reconstruction of Training Centres in Adraskan, Herat and Kabul; as well as housing project for families of martyrs and disabled; in implementation phase |
| Output 5: Improved capacity in police force with enhanced gender balance (Project Priority 5) | (a 1) Increased # of female in police (a2) # of recruitment campaign missions (b) # of provinces receive logistic support for FRUs (c) # of GMU staff trained (d) # of Mol gender staff trained as ToTs | a1) 691 women in police (a2) Recruitment missions on annual basis (b) FRUs logistically supported in 5 provinces (c) 13 GMU/Mol trained staff (d) 300 ToTs | a1) 900 women in police (209 new recruits) (a2) 8 recruitment campaign missions (b) 10 FRUs in provinces (c) 25 GMU staff provided further trainings (d) 310 ToTs (10 additional) | (a1) 934 women in police (34 new recruits in the month); (a2) Recruitments advanced in Balkh; (b) FRUs strategy still being developed by Mol; (c) All GMU staff provided IT/on-job training; (d) no concrete plan for women ToTs programme in quarter, but project for senior female police leadership development in next quarter |
| Output 6: Uniformed personnel of Central Prisons Department (CPD) are supported to perform their job effectively and efficiently. (Project Priority 6) | (a) All CPD uniformed personnel paid in 34 provinces in efficient and transparent manner (b) Monthly CPDs uniformed staff EPS report produced in timely and accurate manner (c) Increased # of CPD uniformed staff paid through EFT; | (a) Commencement of payments to CPD personnel (b) Zero uniformed CPD covered under EPS (c) Zero uniformed CPD covered under EFT | (a) Payment of CPD salaries in 34 provinces transparently (b) Coverage of all CPD uniformed staff under EPS (c) Coverage of 95% CDP uniformed staff under EFT; | (a) Payment to all 5,055 CPD salaries in transparent manner in all 34 provinces; (b) Around 50% CPD staff under EPS; (c) Around 50% CPD staff under EFT (2% increase over last month). |

Annex II. Risk Log

| # | Description | Type | Impact & Probability | Mitigation measure / comments | Owner | Submitted/ updated by | Current Status |
|---|---|---------------------------------|----------------------|---|-------------|-----------------------|----------------|
| 1 | Security constraints for LOTFA monitoring missions / EPS - EFT implementation teams/ gender recruitment campaigns. LOTFA project staffs were considered as direct supporters of police, thereby becoming potential targets. | Security | High | 1. Continuous follow-up on UNDP modified security measures and instructions. 2. Assistance from Mol/CSTC-A/PRTs, to extent practical. 3. MA taking over some monitoring tasks, with oversight by LOTFA. | LOTFA | Ubaidullah | Continuous |
| 2 | Unmet funding requirement for 1389 for CPD salaries (for ANP, funding requirement will be met). Was assessed to impact negatively on ability of project to make cash flow/planning projections, and thereby affect established outputs. | Economic / Financial/ Political | Medium | Issue undertaken with donors at all fora, including 28 July, 2010 SC. US has made a contribution; some others in process of consulting with HQ. | CO | Sandeep/Salim Shah | On-going |
| 3 | LOTFA Prodoc contemplates that UNDP will provide funds in advance to MoF on quarterly basis. Non receipt of timely donor funds tended to risk transfer of advance to MoF and its cash balance position. | Economic / Financial/ | Medium | Effective liaison maintained with donors for affecting sufficient quarterly advances to MoF to meet expenditure of Mol. | LOTFA | Salim Shah | On-going |
| 4 | Insufficient ownership and institutional development of Mol. Tended to result in lack of sustainability/ results of LOTFA processes. | Technical /Operational | Medium | 1. Specialized on-job and advanced training provided to central and provincial Mol finance/HR/Electronic Payroll System (EPS) officers, which also increased commitment to remain with Mol. 2. Focus on training of trainers (ToTs). 3. Continued interventions with Mol. 4. EPS technical team stationed at Mol finance directorate. | Mol / LOTFA | Bawar/Sandeep | Decreased |
| 5 | Resignation of qualified project staff for other job opportunities; and inability to find qualified replacements | Organization al/Mgt | Medium | 1, Endeavored to retain staff through training opportunities, promotions, etc. 2.Re-advertisement of some positions to attract qualified staff. 3. Head-hunting process pursued. 4. LOTFA stakeholder support solicited. | LOTFA | Ubaidullah/ Sandeep | On-going |
| 6 | Security of classified EPS data, needed to be | Technical/ | Medium | 1. Clear communication nodal points | Mol / LOTFA | Abdul Sattar | Decreased |

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|---|---|----------------------------|--------|---|-------------|------------------------|------------|
| | protected at all levels, by all operators. Otherwise potential of leak of information, having political/security implications. | Operational/ Security | | identified in each department so that confidential information regarding personnel was not leaked out or available to unauthorized persons under any circumstance. 2. Web-based (secure) EPS payroll progressed and expanded. | | | |
| 7 | Exit Strategy for payment of food allowance to ANP during LOTFA-V – as per MoF commitment under prodoc. Non compliance would tend to have serious implications for ANP funding sustainability. MoF maintained, was dependent on internal revenues of GoA. | Economic / Financial | Medium | Based on Mar 23 SC decision, MoF committed to take over food allowance expenditure for 41,000 ANP in 1389 and at least 82,000 ANP in 1390. Future commitments being discussed under LOTFA-VI. | Mol/MoF | Sandeep/ Salim Shah | Continuous |
| 8 | Lack of full progress in Electronic Fund Transfer (EFT) implementation (although reached 99.7%). Dependent on expansion of commercial banks in inaccessible districts. Moreover, new police personnel are joining the force every month. Otherwise, risk of not fully meeting key project output. | Technical / Operational | Medium | 1. Issue followed-up with commercial banks strenuously. 12 new district branches opened in quarter. 2. Alternatively, M-paisa mobile salary transfer scheme expanded slightly. Mol to take decision on further progress. | Mol - LOTFA | Abdul Sattar | Decreased |

Annex III. Issues Log

| ID | Type | Date | Description and Comments | Status/Priority | Status Change Date | Author |
|----|--|---------------------------------------|--|--|--------------------|-----------------------|
| | | Identified | | | | |
| 1 | Strengthened management oversight for performance appraisal of Monitoring agent (MA) over extended contractual period. | 10.02..2010 | Work of Monitoring Agent (MA) continued in all police zones. | Robust oversight was provided. Priority was accorded to oversight in institutional set up of zonal Kandahar office by MA team. Donor PRT support was also solicited. | 31.12.2010 | Sandeep/Ubaidullah |
| 2 | Operational/Regulatory - -Process for monitoring of Mol procurement and construction projects | i. 01-09.2010 ii. 01.02.2010 | 1. Monitoring of timely procurement of eqpt and undertaking of construction projects for Mol facilities, having very definitive time-lines; otherwise, implications for future funding. Under continuous administrative oversight; 2. Monitoring of timely procurement of eqpt for DIAG cell. | 1. Implementation of projects in progress. 2. 64% eqpt for DIAG procured. Mol will affect the balance through MoF funding channels. | 31.12.2010 | Ubaidullah/Salim Shah |