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Table of Contents

Executive Summary.....	1
I. Context	4
II. Results and Impact	5
Pillar 1: Support to the police remunerations and police infrastructure	6
Output 1: Police force and uniformed personnel of CPD supported to perform their job effectively and efficiently	6
Output 2: Police force equipped with required equipments and infrastructure for improved mobility, responsiveness, operational efficiency and morale	10
Pillar 2: Consolidated capacity development and institutional reform	11
Output 1: Capacity of MoI developed in identified areas and administrative institutional systems strengthened	11
Output 2: Improved capacity in police force with enhanced gender balance	13
Pillar 3: Community Policing: Building of effective police-community partnerships under police-e-mardumi project	15
Output 1: Police-community partnerships strengthened for enhanced local security, service delivery and accountability	15
III. Implementation Arrangements	17
IV. Implementation Challenges/Risks/Issues	19
Project Risks and Actions	19
Project Issues and Actions	21
V. Lessons Learnt.....	22
VI. Future Plans.....	23
1. VII. Financial Information	26
Annex I: Detailed Reporting on Results and Impact	30
Annex II: Policy and Knowledge Products	36
Annex III: Training and Capacity Building Outputs.....	37
Annex IV: RISK LOG	39
Annex V: ISSUES LOG	41

Acronyms

AFMIS	Afghanistan Financial Management Information System
ANCOP	Afghan National Civil Order Police
ANDS	Afghanistan National Development Strategy
ANP	Afghan National Police
APPF	Afghan Public Protection Force
ARTF	Afghanistan Reconstruction Trust Fund
CPAP	Country Programme Action Plan
CPD	Central Prisons Department
CSTC-A	Combined Security Transition Command – Afghanistan
DIAG	Disbandment of Illegal Armed Groups
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EOD	Explosive Ordinance Disposal
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
FY	Fiscal Year
GMS	General Management Support
GMU	Gender Mainstreaming Unit
HQs	Head Quarters
IPCB	International Police Coordination Board
JCMB	Joint Coordination and Monitoring Board
LOTFA	Law and Order Trust Fund for Afghanistan
MA	Monitoring Agent
MoI	Ministry of Interior
MoF	Ministry of Finance
MoJ	Ministry of Justice
NIM	National Implementation Modality
NPP	National Police Plan
NPS	National Police Strategy
NTM-A	NATO Training Mission - Afghanistan
NOC	Network Operation Center
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
ToTs	Training of Trainers
UNAMA	United Nations Assistance Mission to Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women Activities
UNFPA	United Nations Fund for Population Activities

Executive Summary

In agreement with the LOTFA stakeholders, pending the formal signing of the project document for which a decision on the UNDP General Management Service (GMS) issue is awaited, current Phase-VI of LOTFA was made operational from 01 January 2011 and will run through 31 March 2013. In the new Phase, LOTFA-VI has moved beyond its traditional trust fund management role into a more substantive 3-Pillar platform with more substantive capacity development at the policy, organizational and individual level, and a new democratic policing component, for more effective decentralized service delivery through police-community partnerships.



A project Steering Committee (SC) meeting was held on 22 February 2011, at which 2010 project implementation progress was reviewed. Updates were also provided on the new commercial banking contracts by the Ministry of Finance (MoF) in the wake of Kabul Bank situation, and need for diversification of the banking base, as well as on the comprehensive survey to be conducted by Combined Security Transition Command for Afghanistan (CSTC-A) on the impact of pay and incentive increase on police ground efficiency.

The results of the second independent annual Police Perception Survey 2010 were released, building on the police performance baselines of 2009. The survey provided an overall positive perception of the police, identified opportunities where progress could be reinforced as well as challenges which needed to be overcome on the road to creating a professional and sustainable Ministry of Interior (MoI) and Afghan National Police (ANP) for the people of Afghanistan.

At the policy level, UNDP participated in the International Police Conference in Brunssum (25-27 January, 2011) on police growth and reform. Locally, a Conference was organized on the main themes arising out of the police perception survey "Police Professionalization versus Corruption" and "Effectiveness of Women in the Police," attended by the top MoI leadership and a wide cross-section of stakeholders. LOTFA also continued to engage at the International Police Coordination Board (IPCB) forum in discussions relating to the police reformed development.

Resource mobilization work continued for meeting the budgetary requirement of USD 600 million for FY 2011/1390. By the end of Q1, USD 367 million had been mobilized.

Under Pillar 1, with respect to the main project activity of disbursement of police remunerations, during Q1/ 2011, LOTFA paid remunerations of maximum 122,000 Afghan National Police (ANP) personnel, as per tashkil (new recruits in the Quarter) in all 34 provinces, on a regular basis. It transferred a total of USD 117.6 million to the MoF to cover the expenditure of police remunerations for Q1 2011 as well as USD 120 million as advance for Q2 of 2011 (subject to quarterly reconciliation). The regular payment of police ensured, in general, an efficiently functioning police on the ground. LOTFA also made salary payments to uniformed personnel (as per tashkil strength) of the Central Prisons Department (CPD) of the Ministry of Justice (MoJ) through specially earmarked contributions.

The coverage of police under the Electronic Payroll System (EPS), aimed at introducing transparency in payrolls and reducing the length of salary process, remained at around **99.3%** as there was **4.5% increase** in police numbers over the last Quarter. Electronic Fund Transfer (EFT)

coverage also remained at around **80%**, with **4% increase** in police numbers over the last Quarter. Further expansion remains dependent on opening of commercial banks at the sub-national level, and it is hoped that there will be further progress in the next Quarter with the award of new banking contracts by MoF. Progress was recorded in the web-based EPS system with objective of centralizing all payroll systems at one nodal server in Mol for generation of "clean" payroll reports. During the quarter, additional police units in Kabul Central Police Command (KCPC), Mol Finance and Budget Directorate and Kabul Security Belt Battalion were covered under the web-based EPS. With respect to alternate payroll technologies i.e. M-Paisa mobile salary disbursement in inaccessible regions (as complementary to EFT) a decision was taken by the Mol to expand the scheme to 22 additional districts of provinces to cover 4,650 police. To develop capacity towards sustaining these payroll systems, during the quarter, the payroll capacity programmes were continued, especially at the sub-national level, for building a sustainable local resource base. Two training modules were organized in financial management, accountancy, and HR concepts in Paktia zone and one capsule in financial management and accountancy in Kandahar zone.

With respect to police infrastructure, progress was made on ongoing projects *through national modalities*, for enhancing police mobility and responsiveness, contributing to police efficiency and morale. These included construction of a Police Training Centre in Ghor and a housing complex for families of ANP martyrs, as well as supply of equipment for Police Training Centers in Herat, Adraskan and Kabul. The Police Drug Rehabilitation Centre was officially inaugurated in February.

Under Pillar 2, in capacity development, programmes were supported for strengthening identified Mol service departments, leadership development, media management and police advocacy, as well as mentorship for specialized units – towards long-term sustainability of Mol capacity at all levels. In particular, the contract was signed between Mol and the Turkish Embassy for leadership training of 500 ANP cadets for 6 months in the Police Training Centre in Siva, Turkey through LOTFA funding, after finalization of all modalities.

Additionally, 18 training sessions were conducted by the LOTFA Monitoring Agent (MA) on "Payroll Process Risk & Related Controls" and "Contract Management & Regulation" for 215 Finance, Procurement, Logistics and HR police officials from Balkh, Kandahar, Kunduz, Patkiya, Nangarhar, Herat and Kabul police zones.

In gender, around 100 new police women were inducted into the police force, bringing the total to around 1,100 (**10% increase** over the Quarter). This was complemented with gender awareness and capacity development programmes, towards gender enhancement in Mol.

Under Pillar 3, the police-e-mardumi (community policing) project for building effective partnerships between the police and the local communities was implemented with institutionalization of police-community meetings, knowledge building through interaction with civil society and local administration, promotion of women's platforms, development of public awareness campaigns as well as operationalization of police emergency response centre (No 100 helpline) in Kandahar. Work is in progress for establishment of information desks in 12 additional districts in Kabul, Nangarhar and Herat to support a positive police-community interface. This contributed to greater police responsiveness and information sharing with the communities.

With respect to monitoring and evaluation (M&E), monitoring missions were conducted to identified provinces of Panjsher, Parwan and Kapisa jointly with the representatives of Mol for financial monitoring of police remunerations, EPS/EFT/ web-based EPS implementation and gender recruitment. Findings were shared with the government and appropriate follow-up is in progress. The contract of the independent LOTFA MA firm Joshi and Bhandari for payroll review services in all 34 provinces was extended from 10 February to 09 August 2011, based on performance evaluation.

The project activities were advanced in accordance with the 2011 Annual Work Plan (AWP), HR and Procurement Plans. Moreover, the project built synergies with other donor initiatives being implemented at Mol for improving effectiveness of operations. For capacity development initiatives, proposals were shared with other stakeholders like UK for avoidance of duplication of programmes. For community policing deliverables, partnerships were broadened with CSTC-A and European Police Mission in Afghanistan (EUPOL). Partnership with the IPCB was also reinforced through effective consultation in areas impacting on LOTFA priorities, including administrative reform of Mol. In full recognition of national ownership, particularly in lead up to the transition stage, national modalities were followed for all project procurement and infrastructure activities.

The project goals were aligned towards the achievement of the Afghanistan National Development Strategy (ANDS) benchmark by way of contribution to the building of a professionalized police force; that of the United Nations Development Assistance Framework (UNDAF) outcome by way of improving the presence and availability of the police force for the local populace, contributing to stability and security; as well as the expected outcome and output of the UNDP Country Programme Action Plan (CPAP) by way of empowering police institutions at the national and sub-national level, contributing to the rule of law, more effective local service delivery and long-term sustainability of the police institutions. This was done through efficient salary payments, improvement in police infrastructure, police capacity development initiatives, support to women recruitment and building of productive police-community partnerships.

The main risks, challenges and issues during Q-1/2011 with potential for impacting on project outputs related to - unpredictability of donor funding for ANP and CPD, risking timely payment of salaries; insufficient ownership by Mol of ID process, risking long-term sustainability; security constraints for monitoring/recruitment and EPS implementation, risking full delivery on Outputs; non-regularity in receipt of EPS reports by some provinces i.e. Uruzgan and Nuristan, somewhat risking erosion of EPS gains; expansion of EFT remaining dependent on the banking infrastructure at the sub-national level, risking further advancements; non-assessment of detailed needs-gap capacity at Mol, somewhat risking full CD implementation; negative perceptions of the police, risking gender recruitment programmes; non-setting up of a specific Democratic Policing Secretariat at the Mol, risking full Mol lead and ownership. Issues requiring follow-up by the management were need for strengthened M&E activities, progress on police infrastructure projects, detailed technical capacity assessment at Mol, and formal signing of LOTFA-VI project document. These issues were taken up appropriately at various levels.

Future plans for Q-2/2011, building on the progress achieved during Q-1 and taking into account the lessons learnt, will include - continued resource mobilization for 2011/1390; further strengthening of the payroll technologies, including expansion of the centralized web-based EPS and M-paisa alternate mobile salary disbursement scheme for covering inaccessible regions; follow-up on time-bound implementation of police infrastructure activities, for improved police mobility and responsiveness; comprehensive capacity assessment of Mol through a technical UNDP team, even as current identified programmes are progressed, for sustainability of capacity base; strengthened M&E activities, particularly at sub-national level, for greater accountability of financial processes; enhanced prioritization of gender activities for strengthened gender empowerment; continued engagement with Mol/IPCB on police development and reform agenda; building on stakeholder partnerships; participation in the UNDP-Rule of Law Cluster for joint development outputs; and further advocacy and communications for LOTFA work.

Summarized Key Results for Q-1/2011:

- **Under Pillar-1**, ANP and CPD supported to perform effectively through timely, accurate and transparent salary payments in all 34 provinces, with constant 99% coverage under EPS and 79% under EFT; in parallel, Mol capacity developed for sustaining the modern payroll technologies;
- Improvement in police mobility, responsiveness and morale through progress on needs-assessed police infrastructure at the national and sub national level;
- **Under Pillar-II**, capacity and administrative institutional reform of Mol through proposed capacity programmes for identified service departments and leadership development;
- Gender enhancement in Mol through recruitment of 200 new police women in ANPAs well as gender awareness activities;
- **Under Pillar-III**, enhancement of local police service delivery and accountability through institutionalized police-community interface in identified districts;
- Overall enhancement of GoA ownership and long-term sustainability through continued hand-over of core LOTFA functions to Mol.

I. Context

Rebuilding the national civilian police force for national security and recovery represents one of the highest priorities for the Afghan Government. In recognition of this, in May 2002, at the request of the Afghan Government and the 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 undertaking other police activities, including capacity development, infrastructure building and gender activities. Since then, LOTFA has completed V Phases and is currently in Phase-VI.



However, despite the past achievements, it is clear that International Community (IC) support to the police development will continue to be required, at least in the medium-term. The Joint Coordination and Monitoring Board (JCMB), in its various assessments, has underlined that lack of further substantive improvement in the security situation, particularly in the south and south-east, will continue to prevent medium-long term sustainable development and divert attention and resources from comprehensive security sector reform. The ANDS too, has envisioned 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 – which continues to be work in progress.

Despite the need for an effective, well equipped and trained police force, currently the national police operates under significant constraints due in part to limited human and material resources, but also because of the non-traditional role of fighting insurgency. The ANP has continued to expand (as per the London [January 2010] and Kabul [June 2010] Conference decisions), but the quality of the police has remained questionable. There is conviction that the quantitative aspects of the police growth should be accompanied with proper training and education, leadership, vetting and accountability, as well as strengthening of Mol institutional systems. Some of these issues have been taken up in Phase-VI of LOTFA which has a more substantive qualitative thrust, with Pillar 1 covering police and uniformed CPD remunerations and infrastructure; Pillar 2 having an expanded

capacity development component at the policy, organizational and individual level; and Pillar 3 having a new democratic policing component for decentralized support to the police for more effective service delivery.

The intended outcome of the project is a better capacitated, gender balanced and appropriately resourced ANP, as well as institutionally strengthened Mol contributing to the strengthening of law and order across the country, and in turn contributing to the promotion of national, regional, and global security. In addition, more efficient payment of CPD uniformed personnel will help to improve the management infrastructure of the prisons, increase professionalism and lead to overall better conditions for CPD and the inmates.

The beneficiaries of the project are (a) the ANP and CPD uniformed personnel, directly benefiting from timely and accountable salary payment, individual capacity development, as well as police infrastructure activities, contributing to improvement in mobility, responsiveness and working conditions. In particular, the female recruitment campaigns render Afghan policewomen as a special set of direct beneficiaries; (b) Mol as a state organ, directly benefiting through systematized institution building and capacity development at the policy, organizational and enabling environment level; (c) Afghan nation as a whole, benefiting as an indirect beneficiary from improved law and order situation and service delivery at the national and sub-national levels. In particular, the Afghan women on the ground benefit from the visibility of more female police in the ANP, with higher comfort level in access and reporting of women-related crimes; and (d) targeted local communities at the district level, who will benefit directly from increased local security and police service delivery and accountability.

LOTFA is nationally managed as per National Implementation Modality (NIM) through the Mol, and is governed by UNDP's financial rules and regulations. The MoF is the other responsible party to which all police remunerations are made on a quarterly basis.

Members that currently contribute to the Fund are: Canada, Denmark, European Union (EU), Finland, Germany, Italy, Japan, Netherlands, Norway, Switzerland, United Kingdom (UK), and United States of America (USA). These members are also the key stakeholders that provided strategic direction to LOTFA during the reporting period. During Q1, 2011 specifically, pledges/commitments were made by the US, Japan, UK and Canada.

II. Results and Impact



LOTFA effectively supported the Mol and MoF during Q-1, 2011 to ensure that it was able to meet the commitments under the Trust Fund. Measurable progress towards various development outcomes was made. An overview of the performance and progress is provided below, in full recognition of fact that the results were the products of effective partnerships with all stakeholders, who jointly contributed to the achievements:



Pillar 1: Support to the police remunerations and police infrastructure

Output 1: Police force and uniformed personnel of CPD supported to perform their job effectively and efficiently

1.1. Ensuring payment of police and CPD salaries

LOTFA reimbursed police remunerations (salaries and food allowance) of ANP in all 34 provinces and ensured that the payments were made in a timely and transparent manner. During Q-1, 2011, the combined expenditure for police salaries and food allowance totaled USD 117.6 million. There was also release of USD 120 million advances to MoF for Q-2 to ensure continuity in payment of ANP remunerations. The regular release of funds to MoF contributed to the overall efficiency and effectiveness of police functions.



Additionally, LOTFA paid regular salaries of CPD uniformed personnel under the MoJ (as per tashkil strength) through specially earmarked contributions, as per pay parity pay scale with the ANP. This was in implementation of the decision taken at the end of 2010 for better synergies between the justice and the police sectors, contributing to the overall strengthening of the rule of law sector. The food allowance was covered by MoF's internal resources. This contributed to UNDP-CPAP Output relating to better empowerment of state institutions (CPD) responsible for maintenance of rule of law through efficient payment of salaries and capacity initiatives in payroll management.

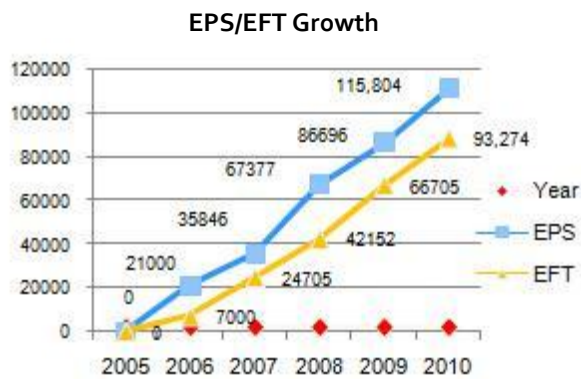
Sustainability of expenditures: LOTFA was intended to fund recurrent costs of MoI during the transition and consolidation period, until the costs could be sustained from domestic revenues. The issue of fiscal sustainability of LOTFA payments remains complex, given the fluid security situation and limited MoF revenue collection. During 2010, some strategic agreements were reached with MoF in relation to police remunerations over the next two years. MoF committed to taking over 3% of police salary budget and food allowance of 82,000 ANP in 1391 [March 2011] and 7.5% of salary budget and food allowance of 98,239 ANP in 1391 [March 2012]. These are important first steps towards fiscal sustainability of LOTFA expenditures.

Survey of past ANP pay and incentives on ANP operations: At the 22 February SC, Combined Security Transition Command for Afghanistan (CSTC-A/US military) undertook to contract out a comprehensive survey on impact of pay and incentives on ANP efficiency, with results statistically projected to the entire police population, covering all regions. It will be conducted by third party local nationals to reduce mistranslation, and to reach to police in districts with no coalition presence. Contract was expected to be awarded by March 2011, and estimated presentation date was August, 2011.

Detailed financial information is presented in the Financial Information Section of the report [Total Income and Expenditure: Table 1; Expenditure by Major Outputs: Table 2; Expenditure by Donors: Table 3].

1.2. a Computerization of police payroll system (EPS)

EPS continued to serve as a fairly efficient and transparent financial and HR tool, with the objective of ensuring timely and accurate police salary payments to the legitimate police staff, through sustainable and cost effective payroll payment procedures.



During Q-1/ 2011, EPS continued to remain operational in all 34 provinces, including 65 client payroll stations in Kabul zone and Mol central departments, covering around 121,020 police personnel. Of this, **5,216 new police** were added during the Quarter, constituting around **99.3%** of the total existing police force (**4.5% increase** of police numbers over the last Quarter). Additionally, **75% of CPD** personnel were covered under EPS (**constant** over last Quarter), and work is in progress for covering the remaining

personnel, as management capacity is further developed. EPS implementation teams were deployed to additional 10 provinces for increasing the EPS coverage. LOTFA also provided logistic (IT equipment) in support of this.

During the Quarter, the LOTFA-EPS help desk continued to provide regular technical advice and support to all 115 EPS stations nationwide, as well as for the enforcement of a banking culture to police account holders. Weekly updates were provided to the 65 client databases in Mol departments, Kabul zonal command, 14 Kabul districts, 22 police stations and 5 border police HQs. LOTFA received EPS monthly reports from all 34 provinces, although regularity of receipt of reports continued to be a challenge from security vulnerable provinces like Uruzgan, Kandahar and Nuristan. The LOTFA team closely coordinated the issue with Mol as well as directly with provincial HQ. Independent preparation of reports in the provinces by Mol authorities was an encouraging sign of progressive sustainability of the established payroll processes, particularly at the sub-national level.

To sustain the payroll systems, the payroll capacity programmes were continued during the quarter, especially at the sub-national level, for building a sustainable local resource base. Two training modules were organized in financial management, accountancy and HR concepts for finance/HR/administrative/EPS officials from provincial police zones, border police and ANCOP in Paktia zone and one capsule in financial management and accountancy in Kandahar zonal command. This was conducted through an outsourced firm, Beacon Consultancy, with oversight from LOTFA-EPS team. However, as being reported in earlier reports, this is a medium-term results based management process and will need to be continuously followed-up for longer term sustainability.

1.2.b Expansion of centralized web-based EPS

Work was 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 at one central server. 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, for accessing better payroll details of serving personnel. The reconciliation work is ongoing. During the Quarter, the on-line payroll system was implemented in additional police units in Kabul Central Police Command (KCPC), Mol Finance and Budget Directorate and Kabul Security Belt Battalion.

However, it needs to be pointed out strongly that the growth plan remains contingent on the Mol Network Operations Center (NOC) expansion system as well as the data reconciliation process. 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 updates. 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 needs to be pointed out that although Mol is taking the lead in undertaking this, LOTFA and other partners will need to be strategically involved until the requisite technical capacities are developed in the government.*

1.3.a Expediting the EFT to 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, continued to be functional in all 34 provinces (although not all districts). The number of uniformed police personnel who received salaries by EFT by the end of Q-1/2011 reached 97,095 (**3,821 new police**), constituting **80%** of the total existing police force (**4% increase** of police numbers over the last Quarter). Additionally, **82% of CPD** personnel were covered under EFT (**7% increase** over last Quarter). The LOTFA EPS team liaised with commercial banks for expansion of the branches to cover more districts, but the instability in the Kabul Bank situation (having the largest infrastructure at the district level) reported during mid-year somewhat offset the process. In parallel, alternative salary transfer mechanism was explored, as given below, particularly for inaccessible regions, for timely and efficient disbursement of police salaries.

1.3.b Exploration of alternative fund transfer mechanisms, including new age technologies

LOTFA continued to pursue new-age technology initiatives i.e. M-paisa to make salary payments through mobile phones in inaccessible areas-to overcome the challenge of bringing greater number of police personnel into transparent salary disbursement systems. This was done in collaboration with Mol, MoF, and CSTC-A. During the Quarter, the scheme was continued in the 5 districts of Wardak and Khost provinces for a total of 255 police personnel, with the operational costs borne by LOTFA. Constraints to this have been ownership of this process, supply of mobile phones to the police and adequate training in the requisite technology. A proposal to advance the M-paisa scheme to 25 new districts not covered by commercial bank coverage, for around 4,700 police personnel, after overcoming the above mentioned challenges has been agreed to in principle by the Minister, but needs to be signed off by him formally.



1.4 Progressive transfer of EPS/EFT processes and core functions to Mol

As per the AWP, progressively, around 35% of the core EPS /EFT functions were handed over to Mol relevant departments in 2010 (i.e. production of EPS reports at sub-national level, commercial bank liaison, tracking of bank accounts, data back-up), for long-term institutionalization of processes and systems. This resulted in increased independence in functioning and management of daily technical jobs. The progression was continued in Q-1/2011 and will need to be reinforced in the next Quarters as well.

1.5 Monitoring and Evaluation (M&E)

The project undertook various M&E mechanisms for ensuring efficient and accountable deliverables. These included the services of the independent LOTFA MA for better oversight on the project expenditure, as well as capacity development in financial management, fiduciary reviews and accounting systems. The MA team remained positioned in all the police zones and was provided robust LOTFA oversight. Monthly and quarterly reports were shared with all stakeholders. A follow-up action plan for implementation of findings by the relevant Mol departments was updated. However, it must be pointed out that the monitoring agent’s role is not that of an auditor but rather, review and monitoring of ANP remuneration as its main goal.

During the Quarter, independent joint monitoring missions by MoI, UNDP-LOTFA were conducted in, Parwan, Panjsher and Kapisa. The positive findings were that EPS was being used efficiently for processing of payroll and that all personnel in the 3 provinces were covered under EFT. Key recommendations included: need for timely allotments by MoI/mostufiats to provincial HQs; institutionalization of positions of EPS operators for sustainability of the capacities built (in Panjsher, the EPS officer had recently been transferred to another department); regular reconciliation of EPS and HR data; regularization of EPS/EFT refresher/advanced trainings; need for WEPS re-engineering for integrating new features (automate barcode generation components); need for more female positions in the ANP tashkil; and DynCorp to be encouraged to hire representatives in provinces and/or zones to issue Police ID cards. and need for more female positions in the ANP tashkil. Action points arising from the missions were appropriately followed-up with MoI and MoF leadership.

Additionally, monitoring of project activities was undertaken through the established reporting systems, as well as internal UNDP management oversight and support procedures for quality assurance. In this regard, regular monthly /quarterly/ special project review management meetings were held and critical inputs arising from these incorporated appropriately in the implementation plans for greater efficiencies of project outputs. An internal UNDP audit was also conducted in March, covering the 2010 financial period.

Summary matrix of activities:

Activity result	Description of results/achievement	% of target progress rate / delivery
1.1 Efficiency of police and CPD functions enhanced for contribution to overall contribution to more effective law and order maintenance throughout the country and overall stabilization and security	Timely and accurate payment of police remunerations (including to 1,200 female police as well as incentives to female trainees in Police Academies) in all 34 provinces	100%
1.2 Greater accuracy, verification, accessibility and sustainability of police payroll and technical / institutional capacity of MoI / (MoJ) strengthened	Computerized EPS reports produced timely and accurately in all provinces (with exceptions of Uruzgan, Nuristan); expansion of centralized web-based EPS in identified provinces; provision of regular technical support to all 115 EPS stations nationwide for conduct of independent operations; and development of sustainable capacity and on-job skills at grassroots level (Paktika, Kandahar and Kabul zones);	99% EPS coverage for ANP and 75% for CPD (affected by increase in police tashkil; work in progress)
1.3 Transparency and efficiency in	Systematic implementation of individualized EFT	79% EFT

individualized police payments	payments through commercial banks and utilization of alternative, new-age salary transfer mechanism (i.e. M-paisa) in inaccessible areas (Mol decision to expand to 25 new districts; implementation in next Quarter)	coverage for police and 75% coverage for CPD (full realization constrained by external factor of non-expansion of commercial banks at sub-national level)
1.4 Sustainability and ownership of Mol enhanced with progressive hand-over of core project functions	Prioritization of Mol ownership /progressive hand-over of core work-for sustainability of institutional systems and independence in functioning	100% (in keeping with target of 30-40% handover of overall tasks by end 2010)
1.5 Quality assurance through M&E for effective, efficient and accountable ground delivery of Outputs	Implementation of established project monitoring, evaluation and reporting systems; field monitoring missions to identified provinces; as well as coverage of all 34 provinces by MA services	100%

Output 2: Police force equipped with required equipments and infrastructure for improved mobility, responsiveness, operational efficiency and morale

2.1 Procurement of non-lethal police equipment

Activities under this Output had the potential of contributing to the achievement of the UNDP-CPAP Outcome of increasing the capacity of state institutions for overall security and peace building. These were also as per the perceptions of the Afghan populace across the country, projected in the Police Perception Survey-2010, about the need for the police to be better equipped for more efficient discharge of functions.



- (i) Medical equipment and supplies for the Mol Drug Rehabilitation Centre was completed and the Centre officially inaugurated in February. More than 1,000 police have so far been treated and successfully rehabilitated at the Drug Rehabilitation Centre.(ii) Processes were advanced for the equipment for the Police Training Centers in Adrsakan, Herat and Kabul, in liaison with the Japanese Embassy and the Italian carabinieri. By the end of the Quarter, 40% procurements had been completed. All gym, IT, stationery and logistics equipment was completed. Contracts for clothing were awarded for all Training Centers, but later the contractor indicated inability to deliver on basis of inadequate supplies. Quotations were also floated for training equipment, but as no valid quotations were received, these will be re-advertised in the next Quarter.

2.2 Construction of police infrastructure



As in case of police procurement activities mentioned above, these police facilities also contributed to the achievement of the UNDP-CPAP Outcome of increasing the capacity of state institutions for overall stabilization and security, through creation of infrastructure for better police performance.

The construction projects, finalized in alignment with the National Police Strategy (NPS) priorities and in discussion with all involved stakeholders were progressed; (i) construction of a new Police Training Centre in Ghor under Japanese funding: The RFPs were floated for the design of the Centre, and the design approved after appropriate inputs from Mol Facilities Department, LOTFA and the Japanese Embassy technical teams. Based on this, the construction contact is in final stage of being awarded; (ii) construction of housing for families of ANP martyrs and disabled under Italian funding: the design was finalized internally by the Mol Facilities Department, LOTFA and Italian Embassy technical teams. The construction contract has been finalized and will be awarded in early next Quarter; (iii) construction of 160 phase-II check points under German funding: Most of these were completed during the Quarter in the north, central and eastern police zones. (628 had been completed in phase-I in 13 provinces).

The projects will contribute to the improvement in the working and living conditions of the police and their families, leading to better operational efficiency.

Summary matrix of activities:

Activity result	Description of results/achievement	% of progress rate / delivery
2.1 Overall police mobility, responsiveness and efficiency improved for better police service delivery and operational capacity	Procurement of non-lethal eqpt for Drug Rehab Centre completed; ongoing procurement process for Police Training Centers (including for female police) in Kabul, Adraskan and Herat	100% of Drug Rehab Centre eqpt; 40% of police training centers
2.2 Working and living conditions of ANP improved, resulting in better police morale and confidence	On-going admin process for construction of Ghor Police Training Centre and housing for families of ANP martyrs (also for female police)	Administrative processes completed for award of construction contracts

Pillar 2: Consolidated capacity development and institutional reform

Output 1: Capacity of Mol developed in identified areas and administrative institutional systems strengthened

1.1 Strengthening of Mol institutional systems / “administrative enablers”

This entailed supporting the development of identified services/departments at the Mol. Towards this, modalities were finalized for two important proposals, which will be implemented in the next Quarter i.e. that of (i) recruitment of 12 technical specialists for various Mol Departments of Finance & Budget, Procurement, Logistics, Facility, ICT, and Training & Education; and (ii) deputation of 100 - 150 ANP Officers from across the country ranking from 2nd Lieutenant to Major for short term courses and capacity development work shops/seminars by the technical specialists in the corresponding disciplines. This is in alignment with the UNDP CPAP Output of empowerment of government institutions responsible for security in the country, for long term sustainability.



Additionally, 18 training sessions were conducted by the MA for 215 Finance, Procurement, Logistics and HR officials from Balkh, Kandahar, Kunduz, Paktiya, Nangarhar, Herat and Kabul police zones on “Payroll Process Risk & Related Controls,” “Contract Management & Regulation” and “Procurement Law and Regulation.” These focused on procurement process and life cycle of contract, the critical success factors in contract management, and the reasons for the failure to manage contracts. “Payroll process, Risk & Related Control” focused on the processes, accounting transactions involved in payroll and personnel cycle, functions in the payroll cycle, time keeping, payroll preparation, payment procedure, related internal controls, payroll fraud and mitigating of fraud risks. This is ongoing MA work towards development and sustainability of Mol institutional capacities in the areas of their monitoring work at the sub-national level.

1.2 Supporting programmes for ANP leadership development

After considerable liaison with involved stakeholders, the contract was signed between Mol and the Turkish Embassy for leadership training of 500 ANP cadets in the Police Training Centre in Siva, Turkey for 6 months. This is a cost-sharing training proposal, funded through LOTFA (from Japanese funding) and the US. Based on the success of the programme, it will be duplicated for further 500 ANP officers. This is aimed towards the development of requisite skills of ANP officer-level cadre for becoming multi-faceted leaders of the new century.

1.3 Media management and public relations

The MOI Department of Media and Public Relations was supported through provision of technical experts for greater advocacy of the police and better media management. The Media Department produced monthly newsletters about on-going police work which was distributed widely, improved media coverage for key police activities (including for release of Police Perception Survey) and produced better quality publicity material for Kabul and the provinces.

1.4 Mentorship of specialized Mol units

Specialized technical support was provided to identify Mol Departments of Finance, Facilities, and DM’s Office through provision of national advisors, as identified by the Minister of Interior. This was done through provision of strategic policy support, skills transfer and on-the-job mentorship. Additionally, specific areas were also followed up in the context of UNDP cross-project collaboration for maximizing ground impact of results, i.e. strengthening of LOTFA linkages with the anti-corruption, justice and gender projects. Some progress was made in the areas of anti-corruption (setting up of a Vulnerability to Corruption Assessment [VCA] unit in Mol and an Anti-

Corruption Unit funded by LOTFA), and justice (strengthening of human rights units in MoI and MoJ).

Summary matrix of activities:

Activity result	Description of results/achievement	% of target progress rate / delivery
1.1 MoI administrative institutional systems strengthened for long - term institution building	Proposals advanced for (i) deputation of 12 technical specialists for identified MoI Departments of Finance & Budget, Procurement, Logistics, Facility, ICT, and Training & Education; (ii) deputation of 100 - 150 ANP Officers from across the country for short term courses and CD workshops/seminars by the technical specialists; (iii) 215 police personnel trained in procurement and contract management by MA teams	Proposals in implementation -n phase
1.2 ANP next generation leadership developed	Contract signed between MoI and the Turkish Embassy for leadership training of 500 ANP Officers in the Police Training Centre in Siva, Turkey for 6 months (Officers to be sent in batches in next Quarter)	100% targeted administrative process completed
1.3 Media management in MoI and advocacy for police improved	MoI Department of Media and Public Relations supported through technical experts	100% (technical work in progress)
1.4 On-job-skills of identified MoI Departments improved	Provision of specialized mentorship and policy support to MoI identified units of Finance, Logistics and GMU	Ongoing work

Output 2: Improved capacity in police force with enhanced gender balance

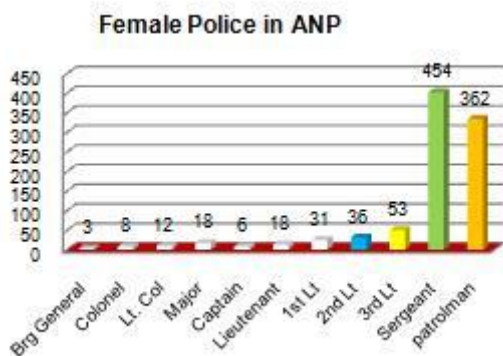
Activities were carried out in accordance with the 2 sub-components of the gender unit of LOTFA i.e. female recruitment and gender mainstreaming in MoI. These contributed to the UNDP-CPAP Output of better empowerment and long term sustainability of state security and rule of law institutions.



2.1 Undertaking of female recruitment campaign

In the Police Perception Survey 2010, positive contributions of female police officers were noted, in particular in areas related to family issues and domestic violence. There is an imperative to expand female membership of ANP, particularly in rural areas (where enrolments are low), which will have positive benefits for all members of Afghan society, particularly for the female populace.

In furtherance of the above, and in keeping with Mol's strategy of recruitment of 1,000 new recruits in 1390 (towards goal of 5,000 female police in ANP by 2014 (1393), around 100 **new female police** were recruited during Q-1/ 2011. However, this will need to be fast tracked in Q-2, while dealing with the continued challenges of police reputation, and reluctance of families to allow female members to join the force. Currently, the total number of Afghan policewomen stands at 1,100 (**10% increase** over last Quarter). Recruitment missions were undertaken to Parwan (currently has only 5 female police), Panjsher (zero female police) and Kapisa (4 female police). As reported in earlier reports, in these provinces too, key recommendation from provincial authorities was the need for establishment of training centers in the provinces, which would encourage more families to allow female members to join the training courses, rather than having to travel to Kabul or other regional centres.



Training incentives were provided for patrolwomen @USD 40 per month; sergeants @USD 50 per month; and commissars @USD 70 per month. There is a proposal by Mol to increase these incentives to attract more female trainees, which is being assessed.

Media continued to be used as a vital tool for women recruitment with telecast of Dari and Pashto spots on local television channels. A documentary film on female police was telecast on four leading national TV channels, both for advocacy and as part of the recruitment strategy. The telephone info-line which

was earlier delegated to the Mol Gender Mainstreaming Unit (GMU) as part of the sustainability plan, remained under continuous LOTFA supervision. However, there were not too many callers on this line, reflecting the need for better publicity. LOTFA, in consultation with Mol GMU, has been working to advertise this tool better.

2.2 Gender capacity and institution development activities

A 3-month leadership, management and accountancy training capsule for 21 senior ANP female officers of the level of Colonel and above was organized at the Kabul Police Academy, based on needs analysis of female leadership development. ANP needs to have qualified, skilled female officers in the management ranks to ensure that females can excel within the police force. This type of on-the-job training is a key component to that strategy. It is proposed to organize such capsules for other levels of ANP female officers as well.

2.3 Conduct of gender awareness and mainstreaming activities

During the period, supplementary gender awareness material including 1390 calendars on gender themes, posters, brochures, flipcharts, stickers and guide books were printed and distributed to the provincial police Education Departments.

The gender coordination and mainstreaming monthly meeting, with Mol lead, was continued to be organized, with objective of bringing further synergies among various gender mainstreaming activities within Mol. LOTFA, EUPOL, Norwegian police, CSTC-A, Afghan Women's Network, UN

Women, DynCorp and other agencies working for gender and human rights are member of this committee.


2.4 Provision of technical and logistic support to Gender Mainstreaming Unit(GMU) and Afghan National Police Women Association (ANPWA)

Capacity development and logistic support was continued to Mol GMU to further enhance its day-to-day functional capability. Mentorship was also provided for liaison with outside stakeholders. During the current quarter, office and IT equipment was procured for the central GMU staff (81 staff in total), towards regional gender enhancements.

Regular monthly meetings of the ANPWA, an informal platform for recruited women police to share experiences and concerns, were facilitated, both in Mol and targeted regional zones. On-the-job training towards formulation of project proposals was provided to the ANPWA, as a capacity building measure. Funding sources were also explored for supporting the organization better in taking up issues of improvement in service conditions of the serving female police in ANP.

Summary matrix of activities:

Activity result	Description of results/achievement	% of progress rate / delivery
2.1 Gender balance in Mol improved	Recruitment of around 100 new female police through targeted recruitment campaigns, particularly at sub-national level	50%
2.2 On-job and leadership capacity of female police strengthened	Organization of needs-assessed leadership and management training for female police	100%
2.3 Gender awareness across all levels of police increased	Conduct of gender awareness and mainstreaming activities in Mol and provinces	100%
2.4 Capacity of Mol-GMU and ANPWA strengthened	Provision of logistics, funding and administrative support to GMU and ANPWA	Ongoing

 **Pillar 3: Community Policing: Building of effective police-community partnerships under police-e-mardumi project**

Output 1: Police-community partnerships strengthened for enhanced local security, service delivery and accountability

Background: This is a new activity under LOTFA-VI, under which effective partnerships are built between the police and the local communities in expansion of UNDP’s pilot *police-e-mardumi* project. The aim is to bridge the gap between the police, the community (maliks, men and women shuras as well as wider communities) and the governance institutions for upholding human security, establishing rule of law, furthering human rights and improving police service delivery at the local level. This is done through identified needs-assessed specialized training both for the police and the public; establishment of Standard Operating Procedures (SoPs) to enhance police service delivery; trust and accountability building measures; regular meetings between the police,

communities and governance institutions; media advocacy and public awareness campaigns; as well as civil society participation. Lessons learnt over a one-year pilot in 8 Kabul districts in 2010 (Shakardara, Guldara, Dehsabz, Mirbachakot, Estalif, Kalakan, PD-17) showed that consultative processes through volunteerism improved police-community relations; there was increase in reported incidents to the police; civil society organizations gained acceptance within the police to carry forward capacity development initiatives; and that there was marked interest on the part of Government and public to build knowledge on policing practices for systems accountability.

1.1 Institutionalization of police-community meetings

Institutional mechanisms have been established in 8 pilot districts of Kabul for bi-monthly police-community interface for resolution of local issues and information sharing. This was continued during the Quarter. The results have been encouraging: improved reporting of local issues to the police by the communities (almost up to 80% in some districts like Shakardara, Guldara, Dehsabz, Mirbachakot and Estalif); improved local security, as per periodic assessments; and approval of local security plans.

1.2 Knowledge building and advocacy on policing issues

Interaction with civil society organizations (i.e. Afghanistan Human Rights Organization, [AHRO] and Afghanistan Civil Society Forum [ACSF], District Development Authorities [DDA] members, district administration, local parliamentarians, and media, is ongoing work for advocacy on local policing and security issues. Depending on availability, district Governors and local parliamentarians were also invited to participate in the police-community meetings. This contributed to enhanced knowledge building about policing roles among the local communities.

1.3 Promotion of women's platform to build knowledge on policing issues

The women shuras earlier established in 7 Kabul pilot districts (Guldara, Shakardara, Dehsabz, Mirbachakot, Estalif, Kalakan and PD-17) continued to provide a valuable platform for building awareness on policing issues, particularly as they affected the women populace. Women's views on security matters were considered to be productive and now being taken more seriously by the police towards enhanced service delivery.

1.4 Trainings on service delivery for the police

One-month training was organized for 20 police officials in Kandahar (Feb-March) on IT concepts and operationalization of police emergency response centre (No 100 helpline). IT and office equipment was also provided. This contributed to improved police responsiveness to the communities and better preparation of the police reports.

1.5 Establishment of information desks at police stations

Information desks were established in 7 of the 8 pilot districts of Kabul in 2011 (all except Farza). During the Quarter, work was advanced for establishment of information desks in 12 additional districts, 4 each in Kabul, Nangarhar and Herat -to support a positive police-community interface. These will be complemented with needs-assessment trainings on operationalization of the desks and equipping the centers with the necessary infrastructure. This will lead to improved information sharing between the police and local communities, resulting in better security and police delivery.

1.6 Development of public awareness campaigns using multiple media tools

A media campaign launched in the Quarter is currently ongoing in the Kandahar region covering all the southern provinces through 2 TV channels, 2 radio spots and 2 local news dailies on ways for the communities to know about the police work, reach out to the police for seeking effective assistance and rendering information on local issues (including on insurgent activity).

Activity result	Description of results/achievement	% of target progress rate / delivery
1.1 Police-community relations strengthened for resolution of local issues and information sharing	Institutionalized police-community meetings on bi-monthly basis in 8 districts of Kabul, with participation of cross section of communities, including women	100%
1.2 Knowledge and advocacy for local police work improved	Organization of interaction with civil society organizations, DDA members, district administration, local parliamentarians, and media	100%
1.3 Women's platform promoted for building knowledge on policing issues	Establishment of women shuras in some districts of Kabul	87 % (7 of 8 pilot districts in Kabul)
1.4 Police capacity improved for better service delivery	Organization of one-month training for the police in Kandahar on IT concepts and operationalization of police emergency response centre (number 100 helpline)	Ongoing
1.5 Police - community interface improved	Work advanced for establishment of information desks in police stations in 12 additional districts in Kabul, Nangarhar and Herat	Ongoing
1.6 Public awareness raised of local police work and for communities to reach out to the police	Launch of media campaign in the Kandahar region covering all southern provinces	Ongoing

A Results and Impact Tracking Matrix for Quarter 1/ 2011 for all Outputs is at Annex I.

III. Implementation Arrangements

LOTFA functioned as per the NIM modality. The project MSU operated under the supervision of the MoI to carry out the tasks that could not currently be handled through the existing GoA mechanisms, even while remaining engaged in capacity development and transfer of necessary skills to the MoI (and MoJ). UNDP supported the resource mobilization for the project, provided quality assurance and ensured that the necessary staff and other inputs were available through its Country Office.



National ownership: Under the NIM implementation modality, the GoA retained overall responsibility for the nationally managed project, through the MoI. MoI was responsible for the overall achievements of the results, outcomes and outputs relating to police personnel verification, project fund flow, payroll management, gender mainstreaming, as well as police construction and procurement activities (undertaken through government procedures). The National Director, Deputy Minister for Support, served as the focal point on the part of the MoI. The MoF was the responsible party for the purpose of reimbursement of national budget expenditures and the individualized police payments. The actual payments took place through the regular government payroll and non-salary payment system. The amount eligible for reimbursement was based on the expenditure derived from the Afghanistan Financial Management Information System (AFMIS) maintained by MoF.

SC forum: The institutional apparatus of the project SC, co-chaired by the MoI and UNDP and with representation from MoF, MoJ and all LOTFA donors, make executive management decisions for the project as required; oversaw the project implementation; approved administrative procedures and operational strategy; and ensured broad participation and transparency in decision-making. In Q-1 /2011, a SC meeting was held on 22 February at which implementation progress was reviewed. Updates were also provided on the new commercial banking contracts by the MoF in the wake of Kabul Bank situation, and need for diversification of the banking base, as well as on the comprehensive survey to be conducted by CSTC-A on the impact of pay and incentive increase on police ground efficiency. At the SC meeting, it was ensured that the GoA took the lead in presentation of policy and funding proposals.

Quality of partnerships: The project collaborated with other stakeholder initiatives being implemented at MoI so that synergies could be built and effectiveness of deliveries improved. Partnerships with the government and international community were strengthened through effective consultation in areas impacting on LOTFA priorities, including police growth, MoI rank and reform restructuring, and local service delivery.

Partnerships with the government: In particular, LOTFA remained intensely engaged with MoI in full cognizance of principle of government lead and ownership of all LOTFA processes and outputs. Effective liaison was also maintained with MoF, for quarterly reimbursements of the national budget expenditures. In relation to CPD, regular discussions were institutionalized with the MoJ for efficient payment of remunerations. For gender activities, partnerships were continued with the various Government Ministries and civil society.

Partnerships with international stakeholders/ UNAMA/UNDP projects: Contacts were broadened with outside-LOTFA police sector organizations, particularly in the context of expanded LOTFA mandate under the 3-Pillars i.e. EUPOL, CSTC-A/DynCorp/bilateral police projects (US, UK, Norway, Canada, Italy, Germany, Netherlands), civil society organizations and policy think tanks. Collaboration with UNAMA was improved on key issues impacting on the larger security sector, having a bearing on LOTFA activities. Effective synergies were developed in the "rule of law" cluster forum, particularly with UNDP's anti-corruption and justice/human rights projects-for achieving substantive programmatic collaboration in the implementation of identified programmes.

Quality of monitoring: UNDP Country Office monitored the project in line with its Results Based Management (RBM) principles on a periodic basis. Robust oversight was provided to ensure the quality and timeliness of progress towards delivery on benchmarks identified in the project document and the AWP. At the quarterly management review meetings, the government and donor counterparts were invited to provide their assessment. All project implementation issues were recorded in the narrative quarterly progress reports, and critical issues brought to the

attention of the SC members. The current annual project report has also been oriented towards greater focus on progress recorded against measurable results.

Quarterly field monitoring by joint MoI-UNDP-LOTFA mission, with objective of salary payment verification, review of financial procedures, progress on implementation of EPS/EFT as well as gender recruitment remained an essential component of LOTFA activities. Additionally, to address the need of more in-depth monitoring of financial management, accountability and HR systems in MoI, the services of an independent MA were continuously engaged covering all 34 provinces. All monitoring issues, together with follow-up actions were logged and updated regularly.

Resource allocation: For 2011/1390 the total budget of LOTFA covering all 3 Pillars is around USD 600 million (after deducting MoF commitments). This is around **8.5% increase** over 2010/1389.

Cost-effective use of inputs: The available project inputs – staff, transport, equipment, etc were utilized in the most efficient and cost-effective manner.

IV. Implementation Challenges/Risks/Issues

Project Risks and Actions



Although there were no major risks that could seriously risk progress on the project activities, some key elements remained vital. It was endeavored to turn these challenges into opportunities for finding creative and innovative ways to advance the project activities for optimum delivery on the Outputs, particularly in the context of the substantive new phase of LOTFA :

- 1. Funding requirement for 2011/1390:** Based on MoI priorities, the funding requirement for ANP for 2011/1390 is around USD600 m (requirement for 1389 was fully mobilized). While USD367 million has been mobilized, the potential shortfall of USD 233 million a concern, **risking** timely payment of salaries. The funding position also needs to be taken into account in the context of the growth proposals of the ANP, with corresponding fiscal implications for LOTFA. With respect to CPD, the funding requirement for 1390 is around USD 19 m, of which around USD6m has been met, and a shortfall of USD13m remains. The budgetary position was presented at the 22 February SC meeting, as well as raised bilaterally with the donors - even while showing full understanding of donors' own constraints in making multi-year commitments in the fluid security sector.
- 2. Security:** The security constraints during the Quarter continued to prove somewhat challenging in implementation of some key LOTFA activities and **risking** full delivery on Outputs - including monitoring missions, EPS and web-based EPS implementation, ID programmes, as well as gender recruitment campaigns. For difficult provinces, greater continued to be placed on the MA, with MoI support, and in some cases, even on CSTC-A, having the most resources in the provinces.
- 3. Reported irregularities in Kabul Bank, with potential implications for LOTFA funds:** There has been assurance from the GoA that it is the MoF which is the guarantor of the LOTFA funds, not Kabul Bank. However, the banking situation remains of concern to LOTFA as most ANP accounts are maintained there (having the largest infrastructure in the provinces and districts), with

potential for **risking** LOTFA payments. There have been reports of Kabul bank coming under receivership, which has been welcomed by banking restructuring experts.

4. **EPS:**As in the previous Quarters, external constraining factors in EPS implementation somewhat **risking** erosion of EPS gains included irregularity in receipt of EPS reports from some provinces like Uruzgan and Nuristan (limited to two in the Quarter) because of vacancy of EPS position and continued inadequacy of the national telecommunication infrastructure. Moreover, the discrepancies in some cases between the EPS and Moltashkil-HR/ Dyncorp/PAI data continued to be an assessment challenge. LOTFA liaised directly with the defaulting provinces for receipt of reports, as well as with relevant Mol departments for the data assessment challenge (falls under Mol lead). In conjunction, work on the centralized web-based payroll system was fast tracked, although expansion remained dependent on the network connectivity. Weekly coordination meetings were continued for reconciliation of all payroll data (found useful by all stakeholders).

5. **EFT:** Given the Afghan context, further expansion of EFT remained inevitably linked to further expansion of commercial banks at the sub-national level (in turn dependent on MoF and DAB authorizations). This continued to be vital at the remote and inaccessible district level, where the police had to be paid by "pay by list" method through a committee assigned by the provincial police commander. The Kabul Bank situation, which has the largest banking infrastructure at the sub-national level, impacted negatively on this trend, and **risked** further advancements. At the 22 February SC meeting, the MoF also informed that the current contracts of all banks will come to an end in March 2011 (end of FY 1389) and invitation for bids for new contracts had been released. The new contracts were expected to be finalized by end of Q-1/ 2011 by an Evaluation Committee. In parallel, Mol has advanced the M-paisa mobile salary transfer scheme, which has shown considerable potential towards transparent salary payment to the police in remote areas.

6. **Insufficient ownership by Mol of CD process:** While there continued to be definite and progressive advancement on this, this remained a strategic challenge (as also in 2010), based on the understanding that this is a medium-long term process - **risking** full sustainability of LOTFA implementation and management processes. During the Quarter, phased hand-over of some day-to-day functions to Mol continued (percentages difficult to ascertain in the first Quarter itself) with some key LOTFA staff sitting in the Mol Departments and providing on-the-job mentorship and skills transfer. Besides, independent production of EPS reports in the provinces was a sign of the sustainability of the payroll process. However, to some extent LOTFA also continued to perform certain functions (i.e. verification of financial data; correspondence with Mol/MoF/commercial banks) which should be routinely performed by Mol officials. Under Pillar-3 there is scope for greater sustainability of Mol institutional capacity through identified capacity programmes at all levels - which will be followed-up.

7. **Female police recruitment:** In the 1390 tashkil, 1,000 additional female positions have been incorporated. However, systemic factors such as the reluctance of young women to join the force because of the reputation and image of the police, sexist work environment and family compulsions will continue to pose a recruitment **risk** (as in previous Quarters, although to a lesser extent in view of invigorated gender awareness and recruitment drive by Mol). The provincial and district police commander have also expressed the constraint of sending out women for field operations, which will need to be taken into account for development of sectoral work assignments for the female police.

8. **Non Setting up of a centralized unit in Mol for Community Policing:** Despite assurances by the Minister of Interior for setting up of such a Secretariat, to efficiently direct the community police operations, this has still not been set up by the Mol. This has tended to delay decisions on some key expansion plans at the sub-national level. This lacuna will **risk** the Mol ownership and lead

of the process, and impact negatively on the expansion and sustainability of the important police-community project oriented towards effective police service delivery.

9. Non-fulfillment of some strategic project MSU positions: LOTFA-VI under its 3-Pillar structure envisages substantially more national and international positions. While some of the positions were filled in the current Quarter i.e. EPS Manager, and the recruitment process is ongoing, non-fulfillment of these positions will **risk** full delivery on the project outputs. More progress is expected in the next Quarter. Donor stakeholders have also been approached to assist in the head-hunting process.

A detailed Risks Log is at Annex IV.

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 during the Quarter. The work relating to financial payroll reviews in the provinces, actual physical verification of sample police force as per the nationwide monitoring plan; capacity development programmes in financial, HR and asset management systems; as well as submission of timely monthly reports, required vigorous assessments. Without this scrutiny, the overall efficiency of the project would have been seriously affected. This oversight was provided.

2. Progress on police infrastructure activities: These activities, falling under Pillar 1, Output 2, and mandated to be undertaken through national procurement and contractual modalities, continued to be subject to stringent delivery time-lines. LOTFA provided strict oversight on implementation progress with the relevant Mol departments throughout the reporting period in order to adhere to these timelines. However, despite progress, there were some slippages in construction and procurement activities (mainly because of weak national capacities in the Logistics and Procurement Departments), which will need to be made up in the next Quarter. *At the same time, it must be understood that the ultimate delivery responsibility lies with Mol, as government procurement procedures are required to be followed, and LOTFA can only play a facilitation rather than decision-making role in this (also incorporated in the LOTFA project document-VI).*

3. Comprehensive capacity assessment at Mol: As per the project document-VI, there will be a detailed assessment of the capacity needs of the Mol by a team of technical capacity development specialists, with a view to providing inclusive and concerted capacity development support to Mol. The study will include a mapping of the existing capacity development initiatives currently being undertaken in Mol by various stakeholders, and will strategically build on these initiatives. The administrative process towards putting together such a team from UNDP's resource base is in progress, but will need to be quickened.

4. Formal signing of the LOTFA-VI Project document: While LOTFA-VI was technically operationalized with effect from 01 January 2011 in consultation with the government and donor stakeholders, the formal signing remains dependent on agreement on the UNDP General Management Service rate (proposed by donors to be reduced from 5 to 3%). These talks are being held at the UNDP HQ level with the donor representatives. Considering that we are already three months into the next phase of LOTFA, formal signing of the document at an early date becomes an imperative.

A detailed Issues Log is at Annex V.

V. Lessons Learnt

1. EPS and EFT: EPS/ EFT processes have gained increasing reliability among government and donor stakeholders, as further efficiencies are integrated into the system –towards greater accuracy of the payroll and HR data. The Network Operating Systems Centre (NOC) facility will need to be expanded to larger number of regional commands and provincial police HQs. Most importantly, LOTFA will have to deliver on the Mol priority of further expansion of the web-based EPS system in prioritized units in 2011 (which could not happen adequately in 2010 because of limitations of the network and data reconciliation process). For this, the support 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 advanced by Mol(as per 11 November 2010 SC decision)after overcoming challenges of training, start-up fees and ownership of process.



2. Expansion of capacity and institutional development: Priority must undoubtedly continue for capacity and institutional development in the Mol, for medium-long term sustainability of LOTFA gains. Under Pillar-2, consolidated capacity development has been accorded a more substantive thrust at all levels. While some important programmes under this were commenced in the Quarter,, there is scope of expanding our involvement much further based on a detailed needs analysis, and should be taken up appropriately in the next Quarter. At the same time, there continue to be multiple training and mentorship programmes supporting ANP/Mol, and LOTFA will need to continue to work closely with them, particularly UK, which has a similar capacity development mandate. Effective liaison should also be maintained with Mol Coordination Cell (MICC), established for mapping of the various donor initiatives.

3. Expansion of DP at sub-national level: Effective police-community work has been done in the pilot phase in select districts of Kabul. This needs to be expanded in a consolidated and speedy manner at the sub-national level in identified provinces and districts. This will help the project community policing component to maintain credibility for contributing efficiently to the police work of providing improved security and service delivery to the local communities.

4. Inter-Agency programmatic coordination: In the previous quarter, this worked well with respect to certain key programmatic initiatives, particularly with CSTC-A for the M-paisa scheme, reconciliation of HR databases being maintained at various sources, and enforcement of EFT. This sense of cooperation needs to be strengthened for maximizing common impacts - until Mol can take full lead in these processes. At the same time, new partners should be identified (particularly at civil society level)for taking forward the capacity development, gender and community policing projects more productively.

VI. Future Plans



In Q-2 / 2011, the following will be the focus of planned activities, building upon the progress made during Q-1, and taking into account the project risks, issues and lessons learnt. *Moreover, the thrust will be to seize the opportunities arising in the wake of the transition period (with phased withdrawal of international forces and more development work being conducted through national modalities) - for building on our work, which will require the LOTFA team to be more results-oriented and*

innovative in its approach, with greater focus on national ownership and outreach at the sub-national level:

- 1. Monitoring of commercial banking situation:** The banking situation will be continuously monitored in view of implications for ANP accounts maintained at Kabul Bank. The proposed receivership status of the bank, together with issuance of new banking contracts in 1390 by MoF will be the focus of the oversight.
- 2. Fiscal sustainability of LOTFA expenditures:** Under the Phase-VI project document, strategic agreements have been reached with MoF with respect to police remunerations, as important first steps towards fiscal sustainability and sustainable development of LOTFA processes. These would need to be rigorously pursued during 1390, as MoF is to take over 3% of police salaries and food allowance in respect of 82,000 ANP from 1390 (commencing Q-2/2011).
- 3. Expansion of web-based EPS and M-paisa technologies:** The web-based programme will be expanded during Q-2/2011, including to identified police units in Kabul, Afghan Border Police (ABP), Panjsher and Mazar police HQ - for which considerable reconciliation of EPS-Mol-PAI financial and HR data work will need to be undertaken. But the key will be the expansion and securing of the requisite network, which remains an external factor. In conjunction, current progress on the M-paisa mobile salary disbursement scheme will be advanced, as per agreement with Mol. These initiatives will greatly complement the EPS/EFT payroll and HR systems, and mitigate some of the risks mentioned in the preceding sections.
- 4. Follow-up on police infrastructure activities:** The ongoing procurement and construction projects (i.e. Police Training Centers, housing for families of ANP martyrs) have strict time-lines and will require continuous follow-up. Moreover, these will continue to be implemented through national modalities. This year the follow up has been better than last year, but the strict oversight will need to be maintained. Once the large construction projects are awarded, there will be periodic inspection and evaluation visits by the LOTFA technical team.
- 5. MA oversight:** Considering that monitoring, review and verification of LOTFA 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 under Phase-VI. The CPD remunerations have also been brought under the scope of MA work in the new contractual phase.
- 6. Broadening of capacity development initiatives at Mol:** This will be done based on a comprehensive capacity needs assessment through a small team of technical UNDP experts. The analysis will help in consolidating the CD plan for LOTFA support to Mol at all levels. In the meanwhile, current proposals relating to institutional reform of identified service departments will

continue. The first batch of 500 Mol officers will also be sent to Turkey for 6-month leadership training.

7. Progression of gender activities: Mol leadership is to approve a female recruitment plan based on the additional 1,000 assigned positions for female police in the 1390 tashkil. LOTFA will provide strategic support to Mol in implementation of this plan, particularly at the sub-national level. It will also work with the GMU towards enhancement of service conditions of current females in the ANP, based on the recommendations of a study contracted out last year.

8. Expansion of Community Policing: This will be done at the sub-national level, in identified provinces and districts to fill the transition "vacuum," i.e. Mazar, Herat, Nangarhar and Panjsher (8 districts each). These will have components of institutional police-community interface, para-legal and literacy trainings for both, public awareness campaigns and establishment of women's platforms for institutional engagement in local security issues with the police. Support will also be provided for up-gradation and preparation of SoPs for the 119 toll free telephone hotline in police HQs. But for this, the setting up of a centralized Secretariat in Mol will be vital.

9. Continuous engagement in Mol/IPCBA fora on ANP reform and development: Extensive discussions are expected to continue in 2011, covering key areas of police reform and development, in implementation of NPS, NPP, Mol administrative reform, etc. LOTFA will be participating strongly, particularly on issues relating to fiscal aspects, capacity development and institutional reform, as well as civilian policing. This will also be in alignment with greater stakeholder insistence in 2010 on more structured collaboration between LOTFA and IPCBA.

- a. **10. Building on stakeholder partnerships:** Building on the results of Q-1, these will be developed further with all police sector institutions, including IPCBA/EUPOL/NTM-A/UNAMA/ other UN bodies/ and bilateral police projects -to maximize ground outputs and strengthen donor leverage. Civil society partnerships and informal groupings (i.e with MPs and community groups) will be further strengthened.

11. Prioritized follow-up on recruitment of vacant and new positions: Urgent recruitments under LOTFA-VI will strengthen LOTFA PMU's technical skills, provide leverage to ongoing projects and maximize outputs. This will be warranted on priority basis, considering LOTFA's expanded 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 donors' facilitation in head-hunting for these posts, particularly international positions, has been sought and will be welcomed.

12. Participation in UNDP-Rule of Law Cluster: UNDP constituted a Rule of Law (RoL) cluster during the last Quarter of 2010 bringing together the police, justice, gender and anti-corruption UNDP projects for building enhanced substantive programmatic synergies and collaboration among these projects. This complements the GoA and donors' RoL cluster approach. LOTFA will continue to participate in this cluster effectively for the attainment of joint development outcomes, particularly in the anti-corruption and justice sectors (where collaboration is ongoing).

13. Advocacy for LOTFA and partner stakeholders: Greater visibility for LOTFA's work will remain vital, 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 under all 3 Pillars. The UNDP Communications Unit is supporting the project in the development of a consolidated

publicity package, including project fact sheets, success stories and video slots which will be used for publicizing LOTFA's results widely. Advocacy proposals for 2011 include recruitment of a Reporting and Communications Officer, continued quarterly newsletters on LOTFA activities; as well as formation of a "Friends of LOTFA" forum bringing together people from different walks of life, having a stake in the police sector.

1. VII. Financial Information

Table 1. Total Income and Expenditure LOTFA Phase VI

Donor	Income					Expenditure		Balance	Remarks
	Total Commitments (a)	Total Received (b)	Total Receivable c= (a-b)	Reallocation fund from Phase V to LOTFA-IV (d)	Total Income available =e (b+d)	Total Cumulative Expenditures as of 31 Mar 2011 (f)	Total Expenditures =g+f	Total Income minus total expenditure (h = e - g)	
Denmark	2,923,348	2,923,348	0		2,923,348		0	2,923,348	
Canada(DFAIT)	12,337,397	2,038,736	10,298,661		2,038,736	890,642	890,642	1,148,094	
EU			0		0		0	0	
	2,814,382	0	2,814,382	46,473,326	46,473,326		0	46,473,326	
Finland	5,442,177	1,360,544	4,081,633		1,360,544		0	1,360,544	
Germany	23,500,000	23,500,000	0		23,500,000	22,380,952	22,380,952	1,119,048	
			0	614,467	614,467	346,775	346,775	267,692	
	2,000,000	2,000,000	0		2,000,000	1,904,762	1,904,762	95,238	
Italy	1,221,001	1,221,001	0		1,221,001		0	1,221,001	
Japan	240,000,000		240,000,000	4,176,900	4,176,900	1,999,199	1,999,199	2,177,701	
Norway	11,014,807		11,014,807		0		0	0	
SDC			0	1,530,283	1,530,283	379,969	379,969	1,150,314	
USA	7,216,000	7,216,000	0		7,216,000	35,095	35,095	7,180,905	
			0	136,945,706	136,945,706	95,196,319	95,196,319	41,749,387	
	31,500,000	31,500,000			31,500,000		0	31,500,000	
	218,000,000		218,000,000		0		0	0	55m received in May
UK	13,245,647	1,592,357	11,653,290		1,592,357	1,516,530	1,516,530	75,827	11m received in Apr-2011
Interest	1,451,973	1,451,973	0		1,451,973		0	1,451,973	
Total	572,666,732	74,803,959	497,862,773	189,740,682	264,544,641	124,650,243	124,650,243	139,894,398	

Table 2. Expenditure by Major Output: Q1- 2011 (Jan - Mar 2011)

Project Output	Budget (AWP 2011)	Q1, 2011 (Jan - Mar 2011)	Delivery Rate
Pillar I			
Police Remuneration	504,944,317	117,470,820	23%
CPD Remuneration	9,226,054	4,314,879	47%
Electronic Payroll system	735,000	13,424	2%
Procurement of Non-Lethal Equipment	6,247,650	1,396,763	22%
Police Infrastructure	5,555,951	505,573	9%
GMS	26,335,449		
Total Pillar I	553,044,421	123,701,459	22%
Pillar II			
Capacity Development	6,186,430	213,539	3%
Gender Mainstreaming	1,130,000	129,730	11%
GMS	365,822		
Total Pillar II	7,682,252	343,269	4%
Pillar III			
Capacity Development	810,000	9,411	1%
Public-Police Relation Development	6,149,985	290,844	5%
GMS	347,999		
Total Pillar III	7,307,984	300,255	4%
Project Management Unit (PMU)			
PMU	2,128,215	305,260	
GMS	33,812		
Total Project Management Unit (PMU)	2,162,027	305,260	14%
Grand Total	570,196,684	124,650,243	21.86%

i) The GMS has not been charged at the movement, pending finalization of GMS-rate decision for Phase VI.

ii) Expenditure reported for First Quarter of 2011 is provisional.

Table 3. Expenditure by Donors: Q1 - 2011 (Jan - Mar 2011)

Donor	Project Output	Budget (AWP 2011)	Q1, 2011 (Jan - Mar 2011)	Delivery Rate
Pillar I				
Denmark	Police Remuneration	2,784,141		0.00%
	GMS	139,207		0.00%
Denmark Total		2,923,348	0	0.00%
Canada	Police Remuneration	9,523,810		0.00%
	CPD Remuneration	1,904,762	890,642	46.76%
	GMS	571,428		0.00%
		12,000,000	890,642	7.42%
EU	Police Remuneration	46,857,143		0.00%
	GMS	2,342,857		0.00%
Finland Total		49,200,000		0.00%
Finland	Police Remuneration	3,231,293		0.00%
	GMS	161,565		0.00%
Finland Total		3,392,858		0.00%
Germany	Police Remuneration	21,797,208	22,380,952	102.68%
	CPD Remuneration	1,904,762	1,904,762	100.00%
	Police Infrastructure	583,744	346,775	59.41%
	GMS	1,214,286		0.00%
Germany Total		25,500,000	24,632,489	96.60%
Italy	Police Infrastructure	1,159,951		0.00%
	GMS	57,998		0.00%
Italy Total		1,217,949		0.00%
Japan	Police Remuneration	162,949,920		0.00%
	Police Infrastructure	4,396,000	158,798	3.61%
	Procurement	6,247,650	1,396,763	22.36%
	CPD Remuneration	2,000,000		0.00%
	Project Staff & Support	175,000	16,295	9.31%
	Electronic Payroll System	735,000	13,424	1.83%
	GMS	8,825,179		0.00%
Japan Total		185,328,749	1,585,280	0.86%
Norway	Police Remuneration	9,500,000		0.00%
	GMS	475,000		0.00%
Canada Total		9,975,000		0.00%
USA	Police Remuneration	236,230,405	95,089,868	40.25%
	CPD Remuneration	1,900,000	2,945	0.16%

	Project Staff and Support	143,083	138,602	96.87%
	GMS	11,913,674		0.00%
USA Total		250,187,162	95,231,415	38.06%
UK	Police Remuneration	11,168,571		0.00%
	CPD Remuneration	1,516,530	1,516,530	100.00%
	GMS	634,255		0.00%
UK Total		13,319,356	1,516,530	11.39%
Interest	Project Management Unit	1,451,973		0.00%
	GMS			0.00%
Interest Total		1,451,973		0.00%
Total Pillar I		- 554,496,395	123,856,356	22.34%
Pillar II				
Japan	Capacity Development	6,036,430	215,302	3.57%
	Gender Mainstreaming	1,130,000	129,730	11.48%
	Project Staff and Support	150,000	68,886	45.92%
	GMS	365,822		0.00%
Japan Total		7,682,252	413,918	5.39%
Total Pillar II		- 7,682,252	413,918	5.39%
Pillar III				
SDC	Capacity Development	160,000	9,411	5.88%
	Public-Police Relation Development	365,000	290,844	79.68%
	Project Staff and support	479,649	79,714	16.62%
	GMS	50,232		0.00%
SDC Total		1,054,881	379,969	36.02%
USA	Capacity	650,000	-	0.00%
	Relationships	5,784,985	-	0.00%
	Project Staff and support	196,593	-	0.00%
	GMS	331,579		0.00%
USA Total		6,963,157		0.00%
Total Pillar III		8,018,038	379,969	4.74%
Grand Total		570,196,684	124,650,243	21.86%

- i) The GMS has not been charged at the movement, pending finalization of GMS-rate decision for Phase VI.
 ii) Expenditure reported for First Quarter of 2011 is provisional.

Annex I: Detailed Reporting on Results and Impact

Pillar-1

Output 1: *Police force and uniformed personnel of CPD supported to perform their job effectively and efficiently*

Indicators: 1.1 Police and CPD personnel continued to be paid in 34 provinces in efficient and transparent manner;
 1.2 Increased # of police force and CPD covered under EPS;
 1.3 Increased # of police force and CPD paid through EFT and M-Paisa;
 1.4 # of provinces covered by MA for monitoring and verification.

Target 2011: 1.1 Payment of all ANP and CPD salaries in 34 provinces transparently;
 1.2 Coverage of 99%-100% of police force and CPD under EPS, together with sustainable trainings;
 1.3 Coverage of 85% of police force and CPD under EFT and enhanced number through M-paisa;
 1.4 Coverage of all 34 provinces by MA for monitoring and verification.

Gender Rating of the Output: (0-3)=2

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
Activity Results: 1.1 Efficiency of police and CPD functions enhanced for contribution to overall contribution to more effective law and order maintenance throughout the country and overall stabilization and security; 1.2 Greater accuracy, verification, accessibility and sustainability of police payroll and	1.1 Payment of police salaries in all 34 provinces; 1.2 115,804 police covered under EPS; 1.3 393,274 police covered under EFT; 1.4 Ongoing monitoring and verification work of MA	1.1 Payment of all ANP and CPD salaries in 34 provinces transparently; 1.2 Coverage of 99%-100% of all police force and CPD under EPS, together with sustainable trainings; 1.3 Coverage of 85% of police force and CPD under EFT and enhanced number through M=paisa; 1.4 Coverage of all 34 provinces by MA for monitoring and verification	1.1 Timely and accurate payment of police remunerations (including to 1,200 female police as well as incentives to female trainees) in all 34 provinces; 1.2 Computerized EPS reports produced timely and accurately in all provinces (with exceptions of Uruzgan, Nuristan); expansion of centralized web-based EPS in identified provinces; provision of regular technical support to all 115 EPS stations nationwide for conduct of independent operations; and development of sustainable capacity and on-job skills at grassroots level (Paktika, Kandahar and Kabul zones); 1.3 Systematic implementation of individualized EFT payments through commercial banks and utilization of alternative, new-age salary transfer mechanism (i.e. M-paisa) in inaccessible areas (Mol decision to expand to 25 new districts; implementation in	1.1 100%; 1.2 99% EPS coverage for ANP and 75% for CPD (affected by increase in police tashkil; work in progress); 1.3 79% EFT coverage for police and

<p>technical/institutional capacity of MoI / (MoJ) strengthened; 1.3 Transparency and efficiency in individualized police payments; 1.4 Sustainability and ownership of MoI enhanced with progressive hand-over of core project functions; 1.5 Quality assurance through M&E for effective, efficient and accountable ground delivery of Outputs</p>			<p>next Quarter); 1.4 Prioritization of MoI ownership /progressive hand-over of core work-for sustainability of institutional systems and independence in functioning; 1.5 Implementation of established project monitoring, evaluation and reporting systems; field monitoring missions to identified provinces; as well as coverage of all 34 provinces by MA services</p>	<p>75% coverage for CPD (full realization constrained by external factor of non-expansion of commercial banks at sub-national level); 1.4 100% (in keeping with target of 30-40% handover of overall tasks by end 2010); 1.5 100%</p>
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Output 2: *Police force equipped with required equipments and infrastructure for improved mobility, responsiveness, operational efficiency and morale*

Indicators: 2.1 Amount of procurements for Police Training Centres;
 2.2 % of construction of Ghor Training Centre; % of construction of housing for ANP martyrs; % of construction of check-posts;

Target 2011: 2.1 100% procurements for Police Training Centres;
 2.2 30% construction of Ghor Training Centre; 30 % construction of housing for ANP martyrs; 100% construction of check-posts;

Gender Rating of the Output: (0 to 3)=2

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
<p>Activity Result: 2.1 Overall police mobility, responsiveness and efficiency improved for better police service delivery and operational capacity; 2.2 Working and living conditions of ANP improved, resulting in better police morale and confidence</p>	<p>2.1 Limited procurement for Drug Rehabilitation Centre; % procurement for Police Training Centres in Kabul, Adraskan and Herat; 2.2.0% construction of Ghor Training Centre; 0% construction of housing for ANP martyrs; 20% of construction of check-posts</p>	<p>2.1. 100% procurements for Police Training Centres; 2.2 30% construction of Ghor Training Centre; 30 % construction of housing for ANP martyrs; 100% construction of check-posts</p>	<p>2.1 Procurement of non-lethal eqpt for Drug Rehab Centre completed; ongoing procurement process for police training centres (including for female police) in Kabul, Adraskan and Herat; 2.2 On-going admin process for construction of Ghor Police Training Centre and housing for families of ANP martyrs - (also female police)</p>	<p>2.1 100% of Drug Rehab Centre eqpt; 60% of eqpt for police training centres</p>

Pillar-II

Output 1: Capacity of Mol developed in identified areas and administrative institutional systems strengthened

- Indicators:
- 1.1 # of Mol admin institutional systems supported;
 - 1.2 # of ANP leadership programmes developed;
 - 1.3 Amount of media management support provided;
 - 1.4 Amount of mentorship and on-job skills support provided to identified departments;

- Target 2011:
- 1.1 All identified Mol administrative systems supported and sustained;
 - 1.2 All identified Mol leadership programmes implemented;
 - 1.3 Improvement in Mol media management and publicity for police;
 - 1.4 Skills improved of Mol identified departments for independent functioning;

Gender Rating of the Output: (0-3)=2

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
<p>1.1 Mol administrative institutional systems strengthened for long -term institution building; 1.2 ANP next generation leadership developed; 1.3 Media management in Mol and advocacy for police improved; 1.4 On-job-skills of identified Mol Departments improved</p>	<p>1.1 Limited capacity of all Mol service departments; 1.2 Very limited police leadership capacity; 1.3 Limited publicity for police work through media; 1.4 Limited effective mentorship of Mol departments.</p>	<p>1.1 All identified Mol administrative systems supported and sustained; 1.2 All identified Mol leadership programmes implemented, particularly for overseas training; 1.3 Improvement in Mol media management and publicity for police; 1.4 Skills improved of Mol identified departments for independent functioning.</p>	<p>1.1 Proposals advanced for (i) deputation of 12 technical specialists for identified Mol Departments of Finance & Budget, Procurement, Logistics, Facility, ICT, and Training & Education; and (ii) deputation of 100 - 150 ANP Officers from across the country for short term courses and CD workshops /seminars by the technical specialists; (iii) 215 police personnel trained in procurement and contract management by MA teams 1.2 Contract signed between Mol and the Turkish Embassy for leadership training of 500 ANP Officers in the Police Training Centre in Siva, Turkey for 6 months (Officers to be sent in batches in next Quarter); 1.3 Mol Department of Media and Public Relations supported through technical experts; 1.4 Provision of specialized mentorship and policy support to Mol identified units of Finance, Logistics and GMU</p>	<p>1.1 Proposals in implementation phase; 1.2 100% targeted administrative process completed; 1.3 100% (technical work in progress); 1.4 Ongoing work</p>

Output 2: *Improved capacity in police force with enhanced gender balance*

- Indicators:
- 2.1 Increased # of female in police;
 - 2.2 # of training for female police;
 - 2.3 # of gender awareness activities undertaken
 - 2.4 Amount of capacity support for GMU and ANPWA staff

- Target 2011:
- 2.1 1,850 women in police (850 new recruits);
 - 2.2 Recruitment campaign missions; (b) 10 FRUs in provinces;
 - 2.3 Enhanced gender awareness in police
 - 2.4 Strengthened capacity Mol-GMU and ANPWA

Gender Rating of the Output: (0-3)=2.5

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
2.1 Gender balance in Mol improved; 2.2 On-job and leadership capacity of female police strengthened; 2.3 Gender awareness across all levels of police increased; 2.4 Capacity of Mol-GMU and ANPWA strengthened	2.1. 1,001 women in police; recruitment missions on annual basis 2.2 Limited gender leadership capacity; 2.3 Limited gender awareness activities; 2.4 Limited capacity of Mol/GMU and ANPWA.	2.1. 1,850 women in police (850 new recruits); 2.2 Needs-assessed training for female police leaders; 2.3 Enhanced gender awareness in police; 2.4 Strengthened capacity of Mol-GMU and ANPWA	2.1 Recruitment of around 100 new female police through targeted recruitment campaigns, particularly at sub-national level; 2.2 Organization of needs-assessed leadership and management training for female police; 2.3 Conduct of gender awareness and mainstreaming activities in Mol and provinces; 2.4 Provision of logistics, funding and administrative support to GMU and ANPWA	2.1 50%; 2.2 100%; 2.3 100%; 2.4 Ongoing

Pillar-III

Output 1: *Police-community partnerships strengthened for enhanced local security, service delivery and accountability*

- Indicators:
- 1.1# of institutionalized police-community meetings at sub-national level;
 - 1.2Increased # of knowledge and advocacy programmes for police
 - 1.3 Increased # of women’s platforms established for knowledge
 - 1.4 Increased # of capacity trainings for police service delivery;
 - 1.5 Increased # of Police - community interface programmes
 - 1.6 Increased # of police awareness programmes

- Target 2011:
- 1.1Institutionalized police-community meetings in all identified districts at sub-national level;
 - 1.2Knowledge/advocacy programmes in all identified districts;
 - 1.3Women’s platforms in in all identified districts;
 - 1.4 Police service delivery capacity programmes in all identified districts;
 - 1.5 Regular police-community interface in all identified districts;
 - 1.6 Public awareness programmes in all identified districts

Gender Rating of the Output: (0 to 3)=2

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
<p>1.1 Police-community relations strengthened for resolution of local issues and information sharing; 1.2 Knowledge and advocacy for local police work improved; 1.3 Women's platform promoted for building knowledge on policing issues; 1.4 Police capacity improved for better service delivery; 1.5 Police - community interface improved; 1.6 Public awareness raised of local police work and for communities to reach out to the police</p>	<p>1.1Police-community meetings only in pilot Kabul districts; 1.2Limited knowledge/advocacy programmes in pilot districts; 1.3Women's platforms in 8 identified districts; 1.4 Police service delivery capacity programmes in pilot districts; 1.5 Regular police-community interface in pilot districts; 1.6 Public awareness programmes in pilot districts</p>	<p>1.1Instituionalized police-community meetings in all identified districts at sub-national level; 1.2Knowledge/advocacy programmes in all identified districts; 1.3Women's platforms in in all identified districts; 1.4 Police service delivery capacity programmes in all identified districts; 1.5 Regular police-community interface in all identified districts; 1.6 Public awareness programmes in all identified districts</p>	<p>1.1 Institutionalized police-community meetings on bi-monthly basis in 8 districts of Kabul, with participation of cross section of communities, including women; 1.2 Organization of interaction with civil society organizations, DDA members, district administration, local parliamentarians, and media; 1.3 Establishment of women shuras in some districts of Kabul; 1.4 Organization of one-month training for the police in Kandahar on IT concepts and operationalization of police emergency response centre (number 100 helpline); 1.5 Work advanced for establishment of information desks in police stations in 12 additional districts in Kabul, Nangarhar and Herat; 1.6 Launch of mediacampaign inthe Kandahar region covering all southern provinces</p>	<p>1.1 100%; 1.2 100%; 1.3 87% (7out of 8 pilot districts in Kabul); 1.4 Ongoing; 1.5 Ongoing; 1.6 Ongoing</p>

Notes:

1. Provide clear concise measureable results in quantitative and qualitative terms including information disaggregated by gender as far as possible.
2. Report on the contribution of the activity result to the CPAP outcomes. Describe if any transformational changes that the project has contributed.
3. Gender Rating of the Output will be based on the following criteria:

Gender Ratings:

0= Output is not expected to contribute to gender equality in a noticeable way

1= Gender equality is not one of the reasons for having this output. Nevertheless, some aspects of the output- perhaps one of the activities- is expected to promote gender equality.

2= Gender equality is not the main objective of the output, but the output is expected to promote gender equality in a significant way.

3= The achievement of the gender equality is an explicit objective of the output and the main reason that this output was planned.

Annex II: Policy and Knowledge Products

Year: 2011

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	LOTFA Project Document Phase VI	LOTFA	Mol-MoF-MoJ and donors	On-going/Updated	-
2	Strategic Plan (2011-2013)	LOTFA	Mol-MoF-MoJ	On-going/Updated	-
3	Web-based EPS Manual (English, Dari and Pashto)	LOTFA	Mol-MoF	March, 2011	-
4	Policing Best Practices in Conflict/Post Conflict Societies – (English, Dari and Pashto)	LOTFA	Mol-Civil Society	March, 2011	1,530

Policy/Knowledge Products: these are in the form of legislations, regulations, strategies, policy papers, publications, workshop reports, manual etc.

Annex III: Training and Capacity Building Outputs

Year: 2011

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained/participated	Impact	Total Cost or Budget in USD
1	Human Resource Management	01- 24 Feb, 2011 -Kandahar	404 Maiwand Police Zone (Kandahar)	24	Institutional Capacity Development	9,253
2	Human Resource Management	01-23 Mar, 2011 -Paktiya	505 Spinghar Police Zone (Paktiya)	23	Institutional Capacity Development	8,942
3	Financial Management and Accountancy	30 Mar – 23 Apr, 2011- Kandahar	404 Maiwand Police Zone (Kandahar)	12	Institutional Capacity Development	9,252
4	Contract Management as well as Payroll Process Risk Management (by MA team)	Jan, 2011- Balkh, Kandahar, Kunduz, Paktia, Nangarhar	Balkh, Kandahar, Kunduz, Paktia, Nangarhar Police Zones	34	Institutional Capacity Development	1,015
5	Contract Management as well as Payroll Process Risk Management (by MA team)	Feb, 2011- Balkh, Kandahar,	Balkh, Kandahar, Kunduz, Heart Police Zones	51	Institutional Capacity Development	1,530

		Kunduz, Herat				
6	Contract Management, Procurement Regulation, as well as Payroll Process Risk Management (by MA team)	Mar, 2011- Paktiya, Nangarhar, Kunduz, and Kabul	Paktiya, Nangarhar, Kunduz, Kabul Police Zones	130	Institutional Capacity Development	3,900
7	Mid-level Leadership and Management for Female Police	10 Dec-10 Jan 2011- Kabul	Gender Dept- Mol	21	Management Capacity Development	5,478
8	Accountancy for Female Police	10 Jan-12 Feb 2011-Kabul	Gender Dept-Mol	21	Accountancy Capacity Development	6,154
9	IT Concepts for Female Police	13 Feb-15 Mar 2011-Kabul	Gender Dept-Mol	21	IT Capacity Development	5,417
10	Operationalization of Police Crisis Response Centre (No 100)	Feb-Mar 2011- kandahar	Kandahar Police HQ	20	IT / Administrative Capacity Development	8,942

Training/Capacity Building Outputs are trainings, workshops, study tours, on-the Job Training etc. Provide information disaggregated by gender as far as possible.

Annex IV: RISK LOG

#	Description	Type	Impact & Probability	Mitigation measure / comments	Owner	Submitted/ updated by	Current Status
1	Unmet funding requirement for 1390 (around USD 233m of total of USD 600m). Was assessed to have impact on ability of project to make cash flow/planning projections, risking timely payment of police salaries.	Economic / Financial/ Political	Medium	Issue undertaken with donors at all fora, including 22 Feb 2011 SC meeting. By end of Q-1/2011, USD 367m already mobilized.	LOTFA	Sandeep/ Salim Shah	On-going
2	Security constraints for LOTFA monitoring missions / EPS - EFT implementation teams/ gender recruitment campaigns risking full delivery on Outputs. Besides, 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.	CO	Ubaidullah	Continuous
3	Reported irregularities in Kabul Bank, with potential implications for LOTFA funds: There has been assurance from GoA that it is the MoF which is the guarantor of LOTFA funds, not KB. However, the banking situation remains of concern to as most ANP accounts are maintained in KB (having largest infrastructure in the provinces and districts), with potential for risking LOTFA payments.	Economic / Financial/ Political	Medium	1.Continuous follow-up with MoF/ KB/ fiscal policy experts. 2, Presentation arranged on subject by MoF at 22 Feb SC. 3.Recently, there have been reports of KB coming under receivership, which has been welcomed by banking restructuring experts.	LOTFA	Sandeep / Salim Shah/	On-going
4	Erosion of EPS gains risked through irregularity in EPS reports from some provinces (Uruzgan and Nuristan), vacancy of EPS position, continued inadequacy of national telecommunication infrastructure, some discrepancies in payroll data at various sources, and potential security of classified EPS data, implications.	Technical /Operational	Medium	1. Issue taken up with Mol and defaulting provinces; 2. Data reconciliation process continuously advanced; 3. Clear communication nodal points identified in each department for securing of data; 4. Web-based (centralized) EPS payroll progressed.	Mol / LOTFA	Khalid/Bawar	Continuous
5	Lack of full progress in Electronic Fund Transfer (EFT) implementation, risking non- fulfillment	Technical / Operational	Medium	1. Continuous liaison with MoF for expansion of banking contracts to cover new banks, particularly	Mol/ LOTFA	Sandeep/ Khalid/Sali	Decreased

	of key project output. Dependent on expansion of commercial banks in inaccessible districts (with implications regarding KB situation).			in wake of KB situation; 2. EFT coverage increased, with 3,441 new police added over Quarter-1/2011. 3. Alternatively, M-paisa mobile salary transfer continued in Wardak and Khost provinces, with Mol decision to expand further to 25 additional districts, covering 4,650 police.		m Shah	
6	Insufficient ownership and capacity development of Mol, risking full sustainability of LOTFA implementation and management processes. While there continued to be definite and progressive advancement on this, this remained a strategic challenge, based on the understanding that this is a medium-long term process -	Technical/Operational	Medium	1. Continued interventions with Mol; 2. Continued and phased hand-over of some day-to-day functions to Mol, with EPS technical team stationed at Mol finance directorate; 3. Independent production of EPS reports in provinces; 4. Scope for greater sustainability of Mol institutional capacity through identified capacity programmes at all levels under Pillar-3.	Mol / LOTFA	Khalid/Inayat	Decreased
7	Challenge of female police recruitment in view of systemic factors i.e. reluctance of young women to join police because of reputation and image of police, sexist work environment and family compulsions - posing a recruitment risk In the 1390 tashkil, 1,000 additional female positions have been incorporated, which need to be filled.	Organizational/Mgt	Medium	1. Invigorated gender awareness and recruitment drive by Mol. 2. Involvement of civil society. Female MPs, NGOs; 3. Work towards improvement in service conditions of serving female police; 4. Development of appropriate sectoral work assignments for female police, in consultation with provincial and district police commanders.	Mol/ MoF	Sandeep/ Mukhtar	Continuous
8	Non setting up of a centralized unit in Mol for Community Policing (despite assurances by the Minister of Interior). This will risk the Mol ownership and lead of the process, and impact negatively on the expansion and sustainability of the police-community project.	Organizational/Mgt	Medium	Continuous follow-up with DM/Security, who is designated nodal point for the police-e-mardumi project	Mol	KB/ Zaki	Continuous
9	Non-fulfillment of some strategic project MSU positions. risking full delivery on the project outputs.. LOTFA-VI under its 3-Pillar structure envisages substantially more national and international positions	Organizational/Mgt		1. Ongoing process. Some positions filled in current Quarter i.e. EPS Manager, and more expected in next Quarter. 2. Endeavor to retain staff through training opportunities, promotions, etc. 3. Head-hunting process. 4. LOTFA stakeholder support solicited.	LOTFA	Sandeep Ubaidullah/ UNDP-HR	On-going

Annex V: ISSUES LOG

ID	Type	Date	Description and Comments	Status/Priority	Status Change Date	Author
		Identified				
1	Management	10.02.2011	Requirement of strengthened management oversight for performance appraisal of Monitoring Agent (MA) over contractual period. Without this scrutiny, the overall efficiency of the project would be seriously affected.	Robust oversight was provided to MA work in all police zones, covering all 34 provinces. In particular, financial payroll reviews in the provinces, actual physical verification of sample police force; capacity development programmes; as well as submission of timely monthly reports, required vigorous assessments. Based on performance review, MA contract was extended for 6-months from 10.02.02011 to 09.08.2011.	10.08.2011 (until end of MA contract period)	Sandeep/ Ubaidullah/ P opal
2	Management	01.01.2011	Continuous monitoring of timely procurement of police infrastructure (procurement and construction) projects which are large projects and have definitive time -lines; otherwise funding may lapse. These are mandated to be undertaken through national procurement and contractual modalities, but it is well understood that there is a problem of capacity in the relevant Departments in Mol. (At the same time, it must be understood that the ultimate delivery responsibility lies with Mol, as government procurement procedures are required to be followed, and LOTFA can only play a facilitation rather than decision- making role in this).	LOTFA provided strict oversight on implementation progress with the relevant Mol departments in order to adhere to established timelines. However, despite progress, there were some slippages (mainly because of weak national capacities in the Logistics and Procurement Departments), which will need to be made up in the next Quarter Besides, some contractors could not meet contractual obligations for clothing procurement contracts for the training centers.	Ongoing	Ubaidullah/ Eng.Mateen

3	Management	01.01.2011	Comprehensive capacity needs assessment at Mol by a team of technical capacity development specialists, with a view to providing inclusive and concerted capacity development support to Mol. This is as per the requirement of the project document-VI, and needs to be implemented quickly.	Administrative process towards putting together such a capacity assessment team from UNDP's resource base is in progress, and is expected to be in Afghanistan in the next Quarter.		CO-Mushtaq
4.	Management	01.01.2011	LOTFA-VI was technically operationalized with effect from 01 January 2011 in consultation with the government and donor stakeholders, but the formal signing remains dependent on agreement on the UNDP General Management Service rate (proposed by donors to be reduced from 5 to 3%). Considering that we are already three month into the next phase of LOTFA, formal signing of the document at an early date becomes an imperative.	The GMS talks are being held at the UNDP HQ level with the donor representatives. A decision is expected to be reached in Q-2/2011.		CO-Snr Management