

United Nations Development Programme
Afghanistan
Law and Order Trust Fund for Afghanistan (LOTFA)-Phase VI
Quarterly Progress Report Q-3 / 2011

“Entegal is a must, a necessity, and it is irreversible. 1390 is a turning point, a year of decision-making and taking responsibility ourselves.”

Under the 3-Pillar Structure, LOTFA is fully ready to support GMU-MoI for taking on the new challenges and opportunities for sustainable gender empowerment.



Improved Police Service Delivery Contributing to Stability and Security in the Transition Phase: All 3 LOTFA Pillars Outputs

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ANDS Component:	Security
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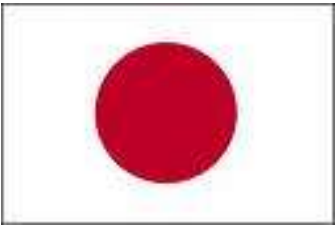
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Acronyms

ABP	Afghan Border Police
ACT	Accountability and Transparency Project of UNDP
AFMIS	Afghanistan Financial Management Information System
ANCOP	Afghan National Civil Order Police
ANDS	Afghanistan National Development Strategy
ANP	Afghan National Police
AWP	Annual Work Plan
CACCS	Centre for Afghan Civil Society Support
CID	Central Investigation Department
CPAP	Country Programme Action Plan
CPD	Central Prisons Department
CSTC-A	Combined Security Transition Command – Afghanistan
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
FY	Fiscal Year
GMS	General Management Support
GMU	Gender Mainstreaming Unit
GoA	Government of Afghanistan
HQs	Head Quarters
IMF	International Monetary Fund
IPCB	International Police Coordination Board
JCMB	Joint Coordination and Monitoring Board
LOTFA	Law and Order Trust Fund for Afghanistan
MA	Monitoring Agent
M&E	Monitoring and Evaluation
MICC	Ministry of Interior Coordination Cell
Moi	Ministry of Interior
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
NIM	National Implementation Modality
NPP	National Police Plan
NPS	National Police Strategy
NTM-A	NATO Training Mission - Afghanistan
NOC	Network Operation Center
PAI	Personnel Asset Inventory
RBM	Results Based Management
RFP	Request for Proposal
ROL	Rule of Law
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
SoPs	Standard Operating Procedures
ToTs	Training of Trainers

UNAMA	United Nations Assistance Mission to Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WEPS	Web-based Electronic Payroll System

Executive Summary

During this Quarter, the focus was on seizing the transition opportunities in the security, development and governance areas for expansion of project activities in the districts announced in Phase-I. This was particularly so for community policing, gender enhancement, capacity development and web-based payroll expansion activities. *The report is oriented towards reporting of progress against the transition goals.*

Additionally, LOTFA played a coordination role for the UNDP Rule of Law (RoL) Cluster, which was re-invigorated during the Quarter, aligning the police, justice, peace and reintegration, gender and anti-corruption projects for maximizing joint ground outputs. Common areas of collaboration were identified within the existing project mechanisms and using the already allocated resources.



In Quarter-2, the Afghan Cabinet had decided to transfer the Central Prisons Department (CPD) from the Ministry of Justice (MoJ) to the Ministry of Interior (MoI). During Quarter-3, work on prison law amendment was progressed (with inputs from LOTFA) - to provide a legal basis for the transfer.

The Quarterly project Steering Committee (SC) meeting was held on 19 July 2011, at which the project implementation progress over the last Quarter was reviewed. The overall progress was deemed highly encouraging.

At the policy level, LOTFA continued to engage at the International Police Coordination Board (IPCB) forum in discussions relating to the police reform and professionalisation. In follow up to the decision reached, in principle, at the end of the last Quarter for police growth to reach 157,000 by October 2012, funding requirements were reassessed.

Resource mobilisation continued for meeting the police budgetary requirement of USD 600 million for Fiscal Year (FY) 2011/1390. By the end of Quarter-3, USD 570 million had been mobilised (constant). Netherlands and Germany indicated that finalisation of their contributions would remain linked to the resolution of the UNDP-General Management Service (GMS) issue, on which discussions were advanced. Funding was also mobilised to bridge the shortfall for CPD (which was critical at the end of Quarter-2).

Under Pillar 1, during Quarter-3/ 2011, LOTFA paid remunerations of maximum 134,022 Afghan National Police (ANP) personnel, as per tashkil (5,482 new recruits; 4.3% increase in the Quarter) in all 34 provinces, on a regular basis. It transferred a total of USD 150 million to the Ministry of Finance (MoF) to cover the police remunerations expenditure for Quarter-3/ 2011. Additionally, a sum of USD 130 million was transferred as advance for Quarter-4 /2011 (subject to Quarterly reconciliation). The regular payment of police ensured, in general, an efficiently functioning police on the ground, progressively more capacitated for independent service delivery to the Afghan populace in the transition phase. LOTFA also made salary payments to uniformed personnel of the CPD of the MoJ (as per tashkil strength), through specially earmarked contributions.

The coverage of the police under the Electronic Payroll System (EPS), introducing transparency in payrolls and reducing the length of salary process, remained at around **99.2% (constant)**, with

3.6% increase in police numbers over the last Quarter. Electronic Fund Transfer (EFT) for individualised and efficient salary payments reached around **81%, (constant)** with **3.6% increase** in police numbers over the last Quarter. Further expansion remained dependent on commercial banking infrastructure at the sub-national level. Further progress was recorded in the web-based EPS (WEPS), developed by LOTFA for centralising of payroll systems at one nodal server in Mol for more accountable payroll reports. During the Quarter, Bamiyan Police HQ (*transition province*) and additional units of Mol Hospital and VIP Police Protection Unit were covered under this system (*other transition PHQs of Panjsher, Parwan, Mazar and Herat are already covered*). Alternate M-Paisa mobile salary disbursement scheme was expanded to 4 additional inaccessible districts of Badakhshan (apart from Khost and Wardak), covering total of **436 police (14% increase)**. *To develop capacity for sustaining the payroll systems, the payroll programmes were continued, especially at the sub-national level and in transition provinces, for building a sustainable local resource base.*

On police infrastructure, progress was recorded on ongoing projects *through national modalities, as per transition goals, for enhancing police mobility, responsiveness and morale*. These included the construction of a housing complex for families of ANP martyrs (30% completed), as well as supply of equipment for Police Training Centres (PTCs) in Herat, Adraskan and Kabul. A new multi-million project of a Mol Administrative HQ building was finalized. However, construction of the PTC in Ghor was temporarily suspended on donor request, on account of change in Mol priorities.

Under Pillar 2, capacity development, programmes were continued for strengthening identified Mol policy, planning and service departments, leadership development, media management, police advocacy, as well as mentorship for specialized units - towards long-term sustainability of Mol institutional capacity. The 6-month leadership training for 500 ANP cadets at the Police Training Centre in Sivas, Turkey through Japanese funding was commenced on 28 July. A proposal for Afghan police training in Indonesia as part of South-South cooperation was also advanced for skills development in specialized fields. Additionally, 19 training sessions were conducted by the LOTFA Monitoring Agent (MA) on payroll risks, procurement law, accountancy and inventory management for 222 police officials from Herat, Kandahar, Paktiya, Kabul, Kunduz, Balkh and Nangarhar police zones (*including transition provinces*) towards development of sustainable systems in these fields.

In gender, around 100 new police women were inducted into the police force, bringing the total to around 1,214 (**9% increase** over the Quarter). *However, the recruitments will need to be further reinforced in the next Quarter, particularly for transition provinces*. This was complemented with gender awareness and capacity programmes towards gender enhancement in Mol. Proposals were also finalized for support to Family Response Units (FRUs) for more effective access to policing services for female populace.

Under Pillar 3, work was progressed on expansion of the police-e-mardumi (community policing) project to 65 new districts in transition for building effective partnerships between the police and local communities and reinforcing the potential security gaps. Mol also approved the setting up of a special Secretariat for leading the community policing process under Deputy Minister for Security. Request for proposals (RFPs) were floated for implementation of various components of the programme at the national and provincial level, in support of a more positive and institutional police-community interface, impacting positively on local security. The results of a rapid assessment survey of the public's perception on the police in four new districts of Kabul province were also presented which showed that the project was desired to be implemented by the majority of community leaders in these districts.

With respect to monitoring and evaluation (M&E), monitoring missions were conducted to Wardak, Bamiyan, Afghan Border Police (ABP) and Afghan National Civil Order Police (ANCOP) HQ, as well

as select districts of Kabul for financial monitoring of police remunerations, determining CPD transfer status, verification of EPS/EFT/WEPS implementation, gender recruitment as well as community policing assessments. Findings were shared with the government partners and appropriate follow-up is in progress. A new contract was awarded to the same independent LOTFA-MA firm, Joshi and Bhandari (which had the strongest technical and financial proposal) for police and CPD payroll review in all zones.

The project activities continued to be advanced in accordance with the 2011 Annual Work Plan (AWP). For capacity development initiatives, joint proposals were developed with other stakeholders such as UK, in the disciplines of policy and planning. For community policing deliverables, partnerships were maintained with NATO Training Mission in Afghanistan (NTM-A), European Police Mission in Afghanistan (EUPOL), and Canadian policing mission. In particular, collaboration with United Nations Assistance Mission to Afghanistan (UNAMA) was strengthened in all areas. *In full recognition of national ownership, particularly in lead up to the transition phase, national modalities were followed for all infrastructure, gender and community policing activities for "Afghan enabled" results delivery.*

The project goals remained aligned with the achievement of the Afghanistan National Development Strategy (ANDS) benchmark through contribution to the building of a professionalised police force; the United Nations Development Assistance Framework (UNDAF) outcome through improving the visibility of the police force for the local populace, contributing to stability and security, *particularly in lead up to transition*, as well as the expected outcome and output of the UNDP Country Programme Action Plan (CPAP) through empowering police institutions at the national and sub-national level, contributing to RoL. This was done through efficient salary payments, development of police infrastructure, capacity development initiatives, women recruitment and building of effective police-community partnerships.

The main risks, challenges and issues during Quarter-3/2011 with potential for impacting on project outputs related to - unpredictability of donor funding for CPD, risking timely salary payments; security constraints for monitoring/recruitment/WEPS implementation, risking full delivery on Outputs; non-regularity of EPS reports by some provinces such as Nuristan, somewhat risking erosion of EPS gains; uncertainty in EFT expansion which remained dependent on the banking infrastructure, risking further advancements; negative perceptions of the police, risking gender recruitment; lack of institutional capacity in the community policing MoI Secretariat, risking full MoI lead and ownership. While the project undertook innovative measures to mitigate these risks, some remained outside the scope of the project. Issues that required follow-up by the management were need for strengthened M&E activities; progress on police infrastructure projects; needs- based capacity development of MoI; evaluation of LOTFA-V; and formal signing of LOTFA-VI project document (pending resolution of the UNDP-GMS rate). These issues were taken up appropriately.

Future plans for Quarter-4/2011, building on the progress achieved during Quarter-3 *and with focus on transition goals and geographical provinces* will include - continued resource mobilization for 2011/1390, with particular focus on CPD; fiscal sustainability of LOTFA expenditures; continuous monitoring of the banking situation for security of LOTFA funds; further strengthening of the payroll technologies, including expansion of the WEPS and M-paisa alternate mobile salary disbursement scheme; follow-up on time-bound police infrastructure activities; strengthened M&E activities, particularly at sub-national level; enhanced prioritisation of gender activities; expansion of community policing at district level, taking forward the RoL cluster; conduct of Police Perception Survey-2011; continued engagement with MoI/IPC on police professionalisation; building on stakeholder partnerships; and further advocacy and visibility for LOTFA work.

Summarized Key Results for Q-3/2011:

- **Under Pillar-I:** More efficient ANP and CPD ground performance through timely, accurate and transparent salary payments in all 34 provinces, with constant 99.2% coverage under EPS and 81% under EFT. In parallel, strengthened Mol capacity for sustainment of the modern payroll technologies;
- Improved police mobility, more responsiveness and better morale through progress on needs-assessed development of key police infrastructure at the national and sub national level;
- **Under Pillar-II:** Sustained capacity and institutional reform of Mol through identified capacity development programmes for policy, planning and service departments, leadership development and media management;
- Improved gender balance in Mol through recruitment of 114 new police women in ANP, complemented with gender awareness activities;
- **Under Pillar-III:** Progress on institutionalized and multi-faceted police-community interface, including greater say for women in policing issues towards improvement of local security, police service delivery and accountability. Administrative processes relating to implementation contracts advanced for expansion of programmes to 65 transition districts;
- **Overall** enhancement of Government of Afghanistan (GoA) ownership and long-term sustainability through continued hand-over of core LOTFA functions to Mol, particularly EFT functions;
- **Under RoL framework:** Advancement of collaborative activities focusing on gender justice, human rights, and community policing in transition districts within existing mechanisms, for strengthened police-justice linkages, peace and reintegration, as well as cross cutting gender and anti-corruption components.

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 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, gender activities and community policing. Since then, LOTFA has completed V Phases and is currently in Phase-VI (01 January 2011 to 31 March 2013).



New face of ANP

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 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 (decision was reached for further growth to 157,000 by October 2012 at the special JCMB Standing Committee on Security on 28 June, 2011), 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 MoI 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 linked to this, gender empowerment in MoI; and Pillar 3 having a new community policing component for decentralized support to the police for more effective service delivery *in the identified transition districts*.

The intended outcome of the project is a better capacitated, gender balanced and appropriately resourced ANP, as well as institutionally strengthened MoI 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) MoI 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 MoI (*particularly important in the transition phase*). 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). During Quarter-3/ 2011 specifically, based on previous commitments, funds were received from USA and Finland. Germany and Netherlands are yet to finalize their contribution agreement (dependent on decision on UNDP-GMS rate).

II. Results and Impact

LOTFA effectively supported the MoI and MoF during Quarter-3/ 2011 to ensure that it was able to meet the substantive commitments under Phase-VI. Measurable progress towards the development outcomes was made, impacting on the local populace. 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 (particularly GoA), who jointly contributed to the achievements.

The progress reporting has been aligned with the key transition goals of national ownership, increased direct budget support to GoA, use of national procurement processes; fiscal sustainability of current police expenditures, and stability of transition districts through development of civilian policing capabilities.



Women shura having Meeting in Qara Baah District Police HQ



Pillar 1: Support to the police remunerations and police infrastructure

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

1.1. Ensuring payment of police and CPD salaries

LOTFA reimbursed police remunerations of ANP in all 34 provinces and ensured that the payments were made in a timely and transparent manner. During Quarter-3, 2011, the combined expenditure for police salaries and food allowance (as per LOTFA mandate) totaled USD 150 million. Additionally, there was a release of USD 130 million as advance to MoF for Quarter-4 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, leading to peace and security.

Despite significant police constraints (continued 1.3-1.5% monthly attrition rate), police performance was rated credibly in Quarter-3/2011. **As per MoI Media Department statistics, it captured around 2,596 militants, led 60 independent operations, neutralized 1,382 land mines, seized 39 tonnes illicit drugs and destroyed 9 drug laboratories throughout the country.**



Police in search and rescue operations

Additionally, LOTFA continued to pay regular salaries of CPD uniformed personnel through specially earmarked contributions, as per the pay parity pay scale with the ANP - for better synergies between the justice and the police sectors, contributing to the overall strengthening of the RoL sector. At the same time, for the next Quarter, CPD funding mobilization work was strengthened with potential donors like US and Japan. The food allowance was covered by MoF's internal resources. In Quarter-2, the GoA had taken a decision for the transfer the CPD from the MoJ to the MoI for better administration of prison infrastructure. LOTFA was member of the Joint Commission established to work out the transfer mechanisms, including bringing relevant amendment to the Prisons Law for providing a legal basis to the transfer. *The regular payment of CPD salaries contributed to UNDP-CPAP Output relating to better empowerment of state institutions*

(CPD) responsible for maintenance of rule of law, particularly in the transition phase, through efficient salary payment and capacity initiatives in payroll management.

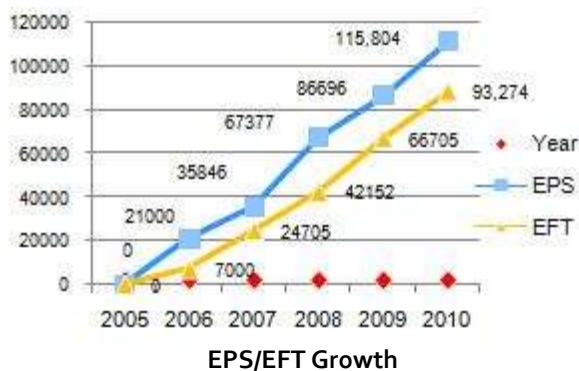
Sustainability of expenditures: During the quarter, LOTFA continued to liaise with MoF for meeting its commitments under the project document, i.e. 3% of police salary budget and food allowance of 82,000 ANP in 1391 [commenced March 2011] and 7.5% of salary budget and food allowance of 98,239 ANP in 1391 [March 2012]. *This issue will be watched very carefully, particularly during the transition phase, with greater focus on "Afghanization" of security. These agreements are important first steps towards fiscal sustainability of LOTFA expenditures.*

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; Expenditure by Inputs: Table 4].

1.2. a Computerization of police payroll system (EPS)

EPS continued to serve as an efficient and transparent financial and HR tool for ensuring timely and accurate police salary payments to the legitimate police staff, through sustainable and cost effective payroll payment systems.

During quarter-3/ 2011, EPS remained operational in all 34 provinces, including 65 client payroll stations in Kabul zone and MoI central departments, covering around 132,010 police personnel. Of this, **4,561 new police** were added during the Quarter, constituting around **99.2%** of the total



existing police force (**3.6% increase** of police numbers over the last Quarter). Additionally, **82% 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 team was deployed to Bamiyan for increasing the EPS coverage.

During the quarter, the LOTFA-EPS help desk continued to provide regular technical advice and support to all 161 EPS stations nationwide. Weekly updates were provided to the 59 client databases in MoI departments, Kabul zonal command, 14 Kabul districts, 22 police stations, 61 provincial EPS stations and 5 border police HQs. In the previous Quarters, regularity in receipt of EPS reports was a persistent challenge from inaccessible province like Kandahar, Uruzgan and Nuristan. However, because of regular liaison with MoI as well as with provincial HQs, during the current Quarter, the issue remained only with Nuristan. An EPS Operator has now been introduced who is under training from LOTFA. Independent preparation of reports in the provinces by MoI authorities constituted an encouraging sign of progressive sustainability of the established payroll processes, particularly at the sub-national level-*which will have overall positive impact on payroll ownership in the transition phase.*

To sustain the payroll systems, the payroll management capacity development programmes were continued during the Quarter, for building a sustainable local resource base. Training modules were organized in WBEPS up-gradation for 30 officials from HQs and PHQs of Regional Command North and South (Badakhshan, Baghlan, Kunduz, Takhar, Balkh, Samangan, Kandahar, and Jawzjan) as well as Intelligence, Finance and Budget General Directorates in Kabul. Additionally, intermediate EPS training was conducted for new personnel from Laghman, Panjsher, Nuristan and Zabul PHQs

as well as MoI Departments of Counter-Narcotics and Training and Education. *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 for 2014 and beyond.*

1.2.b Expansion of centralized web-based EPS

Work was continuously 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, with in-built security systems - as one step higher in the accountability process, against the decentralized production of EPS reports at the provincial level. The objective is to link all MoI data sources (MoI and provincial systems) for accessing more accurate, transparent and secure payroll details of serving personnel after reconciliation of data maintained at various sources (ongoing work). During the Quarter, Bamiyan PHQ (*transition province*) as well as additional units of MoI Hospital and VIP Police Protection Unit were covered under the on-line payroll system (coverage earlier extended to 7 police HQs of Takhar, Herat, Balkh, Kapisa, Parwan, Panjsher and Kabul as well as police units of Afghan Border Police (ABP), Afghan National Civil Order Police (ANCOP), Anti-terrorism, Intelligence and Finance Departments).

However, it needs to be stressed that the growth plan remains contingent on the MoI Network Operations Center (NOC) system. During the Quarter, networks were established with 9 new provinces, which will be connected in the coming Quarters. The accuracy of the data fed into the system will also remain dependent on the full realization of the DynCorp ID registration as well as the Personnel Asset Inventory (PAI) updates (second round of updates nationwide is in progress). The data reconciliation process was regularly coordinated with all stakeholders in the forum of weekly meetings organized by LOTFA. *This is being done to build MoI capacity and lead in the process, a key transition requirement.*

1.3.a Expediting the EFT to the police force

EFT, introduced as a mechanism for police salary payment 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 quarter-3/2011 reached 107,419 (**3,708 new police**), constituting **81%** of the total existing police force (**3.6% increase** of police numbers over the last Quarter). Additionally, **87% of CPD** personnel were covered under EFT (**5% increase** over last Quarter). The LOTFA



A policeman in Badakhshan receiving salary code on his mobile

EPS team continued to liaise with commercial banks for expansion of the branches to cover more districts, but the instability of the Kabul Bank situation (having the largest infrastructure at the district level) kept the process somewhat stalled. In parallel, alternative salary transfer mechanism was advanced, as given below, particularly for inaccessible regions.

1.3.b Advancement in alternative salary transfer mechanisms

LOTFA continued to follow-up on M-paisa police salary payments through mobile phones to overcome the challenge of bringing greater number of police personnel into transparent salary disbursement systems. This is complementary to EFT, for coverage of inaccessible regions, contributing to police retention in these regions. In the current Quarter, the M-paisa was advanced to 4 additional districts in Badakhshan with total coverage in all pilot districts of Khost, Wardak and Badakhshan reaching around **436 personnel (56 new personnel; 14% increase over last Quarter)**. Constraints to this have remained ownership of this process, supply of mobile phones to the police and adequate training in the requisite technology.

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

As reported in previous quarters, 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 quarter-3/2011 when most of core EFT functions were handed over, *in keeping with transition goal of GoA ownership*. However, LOTFA monitoring will need to be continued. Goal is to have around 65% hand-over of core LOTFA processes by end of 2011.

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 regularly 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 Mol-LOTFA were conducted to Wardak, Bamiyan, ABP HQ and Afghan National Civil Order Police (ANCOP) HQ in Kabul for financial monitoring of police remunerations, determining CPD transfer status, verification of EPS/EFT/WEPS implementation and gender recruitment. Additionally, assessment missions were conducted for community-police relationship institutionalization and determination of future support in the Kabul pilot districts of Dehsabz, Farza, Mirbacha Kot and Shakardara. The positive findings were that EPS was being used efficiently for processing of payroll and that all personnel in the monitored regions were covered under EFT. Key recommendations included: institutionalization of positions of EPS operators for sustainability of the capacities built; regularization of payroll refresher/advanced trainings, with focus on Training of Trainers; verification for WEPS implementation through integration of new features (automated barcode generation components); need for reinvigorated gender recruitment campaign as well as delineation of operational duties; and requirement of legal literacy training for the police to be able to provide more effective service delivery to the communities. Action points arising from the missions were appropriately followed-up with Mol leadership.

Additionally, monitoring of project activities was continued through the ongoing established reporting systems, as well as institutional 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.

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 more effective	More efficient police functioning and service delivery through timely and accurate payment of police and CPD	Ongoing

law and order maintenance throughout the country and overall stabilization and security	remunerations (including 1,214 female police as well as incentives to female trainees in Police Academies) in all 34 provinces	
1.2 Greater accuracy, verification, accessibility and sustainability of police payroll and technical / institutional capacity of Mol / (MoJ) strengthened	Greater accountability, accuracy and sustainability in payroll through timely and computerized EPS reports in all provinces (exception of Nuristan); expansion of WEPS in Bamiyan and additional Kabul Units; provision of regular technical support to all 161 EPS stations nationwide for conduct of independent operations; and development of on-job skills at grassroots level (Regional Command North and South);	99.2% EPS coverage for ANP (3.6% increase in police numbers over Q) and 82% for CPD (work in progress)
1.3 Transparency and efficiency in individualized police payments (EFT)	Efficiency and systematization in individualized EFT payments through commercial banks; and utilization of alternative new-age salary transfer mechanism (i.e. M-paisa) in inaccessible areas (expanded to 4 new districts in Badakhshan during Q, with total of 436 police; 56 new)	81% EFT coverage for police (3.6% increase in police numbers over Q) and 87% coverage for CPD (5% increase over Q) (full realization still 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	Strengthened Mol ownership and sustainability of institutional systems through progressive hand-over of core work, particularly EFT in Q	100% (on track with target of 60-65% hand-over of overall tasks by end 2011)
1.5 Quality assurance through M&E mechanisms for effective, efficient and accountable ground delivery of Outputs	Robust oversight over project deliveries through implementation of established project monitoring, evaluation and reporting systems; LOTFA field missions to Wardak, Bamiyan, Kabul districts; as well as coverage of all 34 provinces by MA services (award of new contract)	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 UNDP-CPAP Outcome of increasing the



Police receiving better equipment for efficient functions

capacity of state institutions for overall security and peace building, with *special focus on transition phase*.

(i) The Mol Drug Rehabilitation Centre: It had been officially inaugurated in Quarter-1. More than 1,200 police have now been treated and successfully rehabilitated at the Centre (**142 in Quarter-3**); (ii) Police Training Centres (PTCs) in Adraskan, Herat and Kabul: In Quarter-2, all gym, IT, stationery and logistics equipment had been completed. In Quarter-3, contracts for clothing and training equipment had to be re-advertised on account of inability of the contractor to deliver and non-receipt of valid quotations respectively. These contracts were awarded.

2.2 Construction of police infrastructure



Inauguration of housing complex for ANP martyrs and disabled

As in case of police procurement activities mentioned in 2.1, establishment of police infrastructure facilities, in alignment with the National Police Strategy (NPS) priorities, also contributed to the achievement of the UNDP-CPAP Outcome of increasing the capacity of state institutions for overall stabilization and security, *for better police performance in the transition phase and beyond*.

(i) Construction of Ghor Police Training Centre under Japanese funding: In the last two Quarters, the processes for design and construction contract had been finalized in liaison with all relevant Mol departments (Facilities, Finance, Procurement and Training) as well as the Japanese Embassy. However, towards the end of the Quarter, the donor indicted uncertainty about the project, based on possible change in Mol priorities, and further work was temporarily suspended; (ii) Construction of housing for families of ANP martyrs and disabled under Italian funding: In the last Quarter, the contract had been awarded to Hareef Company for construction of the complex in District 4. During this Quarter, **30%** work was completed, with periodic inspection and evaluation visits by the LOTFA technical team (completion timeline is end 2012); (iii) Construction of Mol Administrative HQ building: This was a new proposal identified in the Quarter, based on Mol vital priority, considering the shortage of office space in Mol. A full-fledged technical/financial proposal was shared with the Japanese Embassy (potential donor).

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

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	Potential progress on strengthened police mobility through advancement of procurement process for PTCs (including for female police) in Kabul, Adraskan and Herat	80% progress for PTCs

2.2 Working and living conditions of ANP improved, resulting in better police morale and confidence	Potential progress in improvement of police training infrastructure through advancement of admin process for construction of Ghor Police Training Centre (process suspended at end of Q at request of donor); potential progress in improvement of police living conditions through on-track progress in construction of housing complex for families of ANP martyrs (also for female police)	Admin process suspended for Ghor Training centre, at request of donor; 30% work completed for ANP martyrs housing complex; 100% progress for proposal formulation for MoI Admin HQ Bldg.
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Pillar 2: Consolidated capacity development and institutional reform of MoI

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

1.1 Strengthening of MoI institutional systems / "administrative enablers"

There is realization among the police sector stakeholders that perhaps the operational police force may have been overbuilt at the expense of enduring logistics institutions. *So the focus was reoriented towards the development of the logistics systems and "administrative enablers," for creation of the enabling environment in the transition phase for more efficient security service delivery to the populace.*

During the Quarter, work continued on the long-term skills development of identified MoI administrative departments as well as police professionalization, in keeping with Minister's key priority. Towards this: (i) contracts were awarded to 6 technical specialists for MoI Departments of Finance & Budget, Procurement and Logistics for provision of on-the-job mentorship and sustainable skills development of MoI officials. Other contracts for Facilities, ICT, and Training & Education departments are under progress. *The objective is to have national trainers for developing national capacities, as per transition goal;* (ii) The third batch of 100 officials, ranking from 2nd Lieutenant to Major from all administrative departments from Kabul as well as regional and provincial police HQs commenced a one-month training programme from May 18 - June 18 at the Kabul Police Academy. As part of the curriculum, and as in the case previous batches, a small capsule was delivered on anti-corruption disciplines by the UNDP Accountability and Transparency Project (ACT) – *as a measure towards UNDP cross project collaboration for improved rule of law in security transition period.*



Training for MoI "Service Depts." in Kabul Police HQ

Additionally, 19 training sessions were conducted by the MA for 222 Finance, Procurement, Logistics and HR officials from Herat, Kandahar, Paktiya, Kabul, Kunduz, Balkh and Nangarhar police zones on payroll risks and controls, accountancy, inventory management and procurement law and regulations. It is MoI assessment that these trainings have improved MoI capacity in these identified disciplines. This is also verified by fact that issues relating to the training disciplines are

appearing less frequently in MA reports. *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, including in transition provinces, and particularly useful in this phase.* These have been reported in previous Quarters as well.

1.2 Supporting programmes for ANP leadership development

Leadership development is another top Minister's priority for building the ANP in the transition phase for taking on independent responsibilities. Towards this, 500 ANP cadets were sent on a 6-month leadership training to the Higher Vocational Training College in Sivas, Turkey after finalizing all administrative arrangements with the Mol, Turkish Embassy, Japanese Embassy as well as NTM-A. The opening ceremony was held on 28 July. This is a cost-sharing training proposal, funded from Japanese funding (through LOTFA) and the US (bilaterally). Based on the success of the programme, it will be duplicated for further 500 ANP officers. This is aimed towards the long-term career development of ANP officers for becoming multi-faceted leaders (as opposed to short-term patchy courses). A proposal for sending an Afghan media team to Sivas, as part of a media outreach program to publicize the training was finalized (will take place in mid-October). Additionally, a new South-South police cooperation initiative was followed up for 14-day training of 50 Afghan police (for ranks between Second inspector and Captain) in police institutions in Indonesia. The disciplines will be traffic management, crime investigation and general policing duties. All training costs will be borne by the Indonesian government, while LOTFA will provide return airfares. This is part of the endeavour to include more regional countries, having cultural and operational affinities, in the Afghan police development.

1.3 Media management and public relations

The Mol Department of Media and Public Relations continued to be supported through provision of technical experts for greater advocacy of the police work among the populace and better media management. The Media Department produced monthly newsletters about ongoing police work, strengthened media coverage for key police activities and produced better quality publicity material for Kabul and the provinces. Media progress was also presented at the 10 July SC meeting.

1.4 Mentorship of specialized Mol units

Specialized technical support was continued to identified Mol Departments of Finance, Facilities, Gender and DM's Office through provision of national advisors, as identified by the Minister. This was done through provision of strategic policy support, skills transfer and on-the-job mentorship.

1.5 Strategic policy and planning support to Mol

In collaboration with UK's Strategic Support to Mol (SSMI) programme, 3 planning workshops for all Mol departments were held in August for building on-the-job skills in preparation of annual implementation work plans flowing from the overarching National Police Plan (NPP) and National NPS. There is a proposal to hold similar workshops at the sub-national level, *particularly in transition provinces*, for familiarization on the strategic policy framework and implementation. This will be an important activity aimed towards bridging the policy divide between the central and the provincial HQs, for more consolidated understanding and implementation of the policing strategy documents.

Summary matrix of activities:

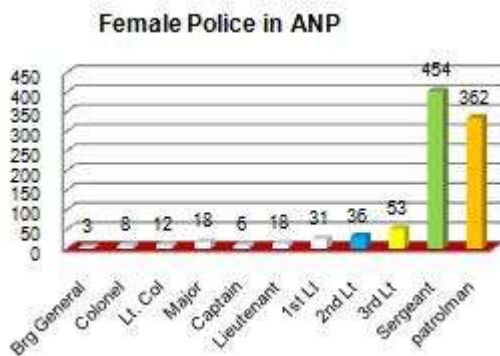
Activity result	Description of results/achievement	% of target progress rate / delivery
1.1 Mol administrative institutional systems strengthened for long -term institution building	(i) Progress in systems development of identified Mol Departments of Finance & Budget, Procurement, Logistics and Facilities through recruitment of six technical specialists; (ii) 3 rd batch of 100 ANP officials from across the country empowered in administrative disciplines through CD workshop from mid Sep-mid Oct; (iii) 222 provincial police better capacitated in identification of payroll risks, procurement law, inventory management, through training by MA provincial teams	Proposals in implementation phase
1.2 ANP next generation leadership developed	(i) 500 ANP officers currently under 6-month leadership training at Police Training Centre, Siva, Turkey on course towards becoming potential leaders of the 21 st century; (ii) potential for capacity development of ANP in traffic management, crime investigation and general policing duties, under new proposal of ANP training in police training institutions in Indonesia, as part of South-South cooperation	100% targeted administrative process completed
1.3 Media management in Mol and advocacy for police improved	Mol Department of Media and Public Relations capacitated for delivering on improved police advocacy through technical expertise provided through LOTFA	100% Ongoing
1.4 On-job-skills of identified Mol Departments improved	Mol units of Finance, Facilities and Gender continuously capacitated for independent on-job functioning and policy making through provision of specialized mentorship and policy support	Ongoing
1.5 On-job-skills of Mol Departments in policy and planning improved	All Mol Departments better capacitated for developing annual work plans for implementation of NPS and NPP through conduct of 3 workshops in partnership with DFID	Ongoing

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

Activities were continued in accordance with the 2 sub-components of the Gender Unit of LOTFA i.e. female recruitment and gender mainstreaming in Mol. These contributed to the UNDP-CPAP Output of better empowerment and long term sustainability of state security and rule of law institutions. Gender balance in ANP has been assessed to be a key sustainability component of its efficient functioning.

2.1 Undertaking of female recruitment campaigns

There is an imperative to expand female membership of ANP, which will have positive benefits for all members of Afghan society, particularly for the female populace. *Focus on transition provinces (particularly Laghman, Panjsher, and Parwan, where enrolments are relatively low), as a priority, will be helpful for ensuring more consolidated security service delivery.*



Around 114 **new female police** were recruited during Quarter-3/ 2011 (**9% increase** over last Quarter), bringing the total number of Afghan police women to 1,214. However, this is still a far cry from the ambitious Mol goal of recruiting 1,000 female police in ANP by end of 1390 and will need to be fast tracked in Quarter-4, while grappling with the continued challenges of police reputation, systemic factors in work environment, Afghan culture and reluctance of families to allow female members to join the force. These are constraining factors in ANP developing into a gender balanced force. LOTFA undertook the gender

empowerment work linked to the overall capacity development framework under Pillar 2. There was recognition for flexibility in approaches and adoption of innovative solutions. Focus was not only on quantity of women police but also on bringing improvement to their service conditions towards greater professionalization, capacity and motivation for service delivery.

During the Quarter, recruitment missions were undertaken to Wardak (currently has 23 female police) and Bamiyan (21 female police). The key constraints for enhanced female recruitments identified by the provincial authorities were: lack of female accommodation at the regional training centers (EU has proposal to build a new Centre in Bamiyan, with separate accommodation for female trainees), insufficient positions for females in the tashkil (rectified in 1390 tashkil), lack of clear cut delineation of operational responsibilities for the female police (being supported by NTM-A-EUPOL).

Training incentives for female trainees were increased to match those being paid by the Ministry of Defence for the female army, *in order to attract more female trainees, especially in the transition period.* For all levels of female trainees (patrolwomen, sergeants and commissars) these are now pegged @ USD 100 per month.

Media continued to be used as a vital tool for women recruitment. The telephone info-line was supported at the Mol Gender Mainstreaming Unit (GMU) as part of the sustainability plan. Over the

Quarter, 40 complaints were received relating to issues of gender violence, harassment and service conditions in general. The GMU reported that it had taken up these issues appropriately.

2.2 Gender capacity and institution development activities

As per plan, after the Ramadan period, a 3-month training capsule in leadership, accountancy and management for GMU officials at level of Lieutenant Colonel and below was commenced at the Kabul Police Academy, based on needs analysis of gender leadership development. (Earlier, a similar programme was organized for 21 senior ANP female officers of the level of Colonel and above). *ANP needs to have qualified, skilled female officers in the management ranks at all levels to ensure that females can excel within the police force and contribute to stability in transition.*

Four proposals were developed with the MoI-GMU and Central Investigation Department (CID), in collaboration with IC members, for capacity development of FRUs - to be funded through Japan and Swiss Development Corporation (SDC). These were (a) literacy training, in collaboration with NTM-A; (b) basic gender security awareness with the Norwegian police; (c) advanced crime scene training with US Embassy/RoL team; and (d) basic criminal investigation with EUPOL. These will contribute to more efficient police service delivery, particularly for the female populace to register complaints and seek assistance. In particular, the programme for training in criminal investigation was commenced in September.

2.3 Conduct of gender awareness and mainstreaming activities

During the period, supplementary gender awareness material was produced for distribution to the provincial GMUs.

The monthly gender coordination and mainstreaming meetings, with MoI lead, were continued for bringing further synergies among various gender mainstreaming activities within MoI. LOTFA, EUPOL, Norwegian police, NTM-A, Afghan Women's Network, UN Women, DynCorp and other agencies working for gender and human rights are members of this committee. *Strengthened synergies for increased gender security outputs will be vital for the transition goals.*

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

GMU /MoI was continued to be provided logistics support at central and provincial level, *including in transition provinces* - towards gender enhancement in MoI. It was continuously assessed to be progressively independent in its functioning, including engagement in gender awareness activities for all MoI staff as well as involvement with outside stakeholders.

Regular monthly meetings of the ANPWA, an informal platform for recruited women police to share experiences and concerns, were continue to be facilitated, both in MoI (Kabul) and targeted regional zones (Nangarhar, Herat, Balkh). The provincial chapter of ANPWA was established in Bamiyan (*transition province*) in September. On-the-job training towards formulation of project proposals was provided to the ANPWA, as a capacity development 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 ANP and MoI improved	Enhanced gender balance through recruitment of around 114 new	50% (constraining cultural and

	female police through targeted recruitment campaigns, particularly at sub-national level	systemic factors)
2.2 On-job and leadership capacity of female police strengthened	Potential leadership capacity development through finalization of Phase-II needs-assessed leadership and management training capsule for female police (Lieutenant Colonel and below)	Ongoing
2.3 Gender awareness across all levels of police increased	Enhanced gender awareness in Mol through conduct of gender awareness / mainstreaming activities, particularly at provincial level (including transition ones)	70%
2.4 Capacity of Mol-GMU and ANPWA strengthened	Improved capacity and independent decision making ability of Mol-GMU and ANPWA at central and provincial level (including in transition provinces) through provision of logistics and administrative support	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 programme aimed towards facilitating transition of the police role from tackling counter-insurgency to strengthened civilian policing, with focus on providing decentralized support to the police in selected districts/provinces and supporting the Mol in developing internal capacities to monitor and evaluate the activities. The objective is to bridge the gap between the police, communities (maliks, men and women shuras as well as wider communities) and governance institutions for upholding human security, establishing rule of law, furthering human rights and

improving service delivery at the local level. This has been done through identified needs-assessed specialized training both for the police and the public; establishment of Standard Operating Procedures (SoPs) to track incidents; trust and accountability building measures; 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, Qarabagh and PD-17) showed that voluntary consultative processes improved police-community relations; there was increase in reported incidents to the police; and civil society organizations gained acceptance within the police. Significantly, women were accorded greater say in local security issues. The



Police-Community interface in Bamiyan

beneficiaries of this result were (a) ANP, benefitting directly from increased capacity to deliver more responsive public security delivery at the local level; (b) Mol as an institution, benefitting directly from internal capacities for regular civilian policing; and (c) targeted districts, benefitting directly from increased local security, police service delivery and accountability.

Phase-II Expansion: At the request of the Mol, the pilot is being expanded to 65 new districts/sub-districts **in transition provinces** of Panjsher, Laghman, Herat, Parwan, Bamiyan and Kabul (Mazar is not included as the German International Assistance Agency (GIZ) has a similar programme there), while introducing some elements in Nangarhar and Kandahar. *This is an innovative opportunity for LOTFA to fashion itself strategically and leverage its work at the sub-national level in the transition period by filling in the security gaps and providing effective support to Mol in developing the much needed civilian policing capacities in the targeted provinces.* During the Quarter, RFPs were technically and financially evaluated for various components of the program at the national level (linkages with universities; seminars; and best practices) as well as at the provincial level (police-community consultations; sports linkages, women's platforms; NGO training for the police; public advocacy). **It must be kept in mind that this is a very ambitious programme in terms of scope and complexity of activities, as well as extensive geographical outreach at the sub-national level, and that there is overwhelming administrative work required in finalizing the multiple-lot contracts for all planned activities. Once these contracts are given out to civil society facilitators, a large volume of the funds will be booked in the UNDP financial system, thereby raising financial delivery under this Pillar (relatively low currently, although overall collective delivery under all 3 Pillars is on track).**

1.1 Institutionalization of police-community meetings

Institutional mechanisms established in pilot phase in 8 Kabul districts for regular police-community interface continued to be functional for resolution of local issues and information sharing. The results based on periodic assessments by Mol-LOTFA-NTM-A remained encouraging. The police received better quality information on illegal weapons, kidnapping, car hijacking; were more effective in resolving cases of land disputes, burglary and street fighting, and there was generally improved local security. During the Quarter, an assessment was done in 4 districts of Dehsabz, Farza, Mirbacha Kot and Shakardara in which it was determined that the training and communication with the local groups will continue to build police trust throughout this program. Other recommendations included need for expansive school outreach, para-legal training for the police and recruitment of more female police in these districts. For the phase-II provincial expansion, the RFPs relating to community consultations in 38 districts were evaluated and case for approval of proposed firm submitted to the relevant UNDP channel. However, RFPs relating to other 27 districts/sub-districts will need to be re-advertised on account of lack of adequate technically qualified responses. Once these contracts are awarded, the actual ground implementation can start, with quality assurance monitoring to be undertaken by LOTFA-UNAMA-NTM-A at the provincial level.

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. The RFPs relating to (i) 5 Universities outreach, (ii) community policing best practices documentary, and (iii) conduct of series of policy seminars - have integral components of advocacy, which will be carried out once the contracts are awarded (RFPs technically and financially assessed). This will contribute to enhanced knowledge building about policing roles among the local communities.

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

Establishment of women's platforms is a vital component of the community policing programme for building awareness on policing issues, particularly as they affect the women populace. In the pilot phase, women's shuras had been established in 7 Kabul pilot districts (Guldara, Shakardara, Dehsabz Mirbachakot, Estalif, Kalakan and PD-17). Women's views on security matters were considered to be productive and taken more seriously by the police towards enhanced service delivery. During the Quarter, a RFP on establishment of women' platforms in the phase-II districts, having components of public awareness as well as participation in decision making on security issues as they affect the female populace was assessed but could not be taken forward as there was no technically qualified proposal. This will have to be re-advertised. A 2-day Conference on Women and Security was also finalized (to be held on 8-9 October) having themes of gender justice, gender and crime, women's rights, access to 119 helpline and Afghan law relating to women.

1.4 Establishment of CRCs and trainings on service delivery for the police

The Kandahar police Crisis Response Centre (CRC /No. 100 helpline) was set up and operational trainings on SOP procedures provided in the previous Quarters. Refresher training was provided in September. As per feed-back from Mol, Kandahar CRC received around 400 calls per day, of which 8-10 valid cases, which are being followed up (need for better follow-up statistics from CRCs). Follow-up on the resolution of valid cases is being assessed. During the Quarter, bids in response to RFPs for setting up of CRCs in Herat, Balkh and Nangarhar police zones, having components of training in technology and database systems were received and evaluated. The contract will be awarded in beginning of next Quarter.

1.5 Establishment of information desks at police stations

Work was advanced relating to the establishment of information desks in 12 districts (in addition to the 8 pilot districts), 4 each in Kabul, Nangarhar and Herat - to support a positive police-community interface as well as to record and follow-up on complaints. The progress report was shared with all stakeholders. During this Quarter, another RFP for establishment of information desks in additional 31 districts were technically assessed and contract awarded to the selected firm for a 6-month implementation period. This will be complemented with needs-assessment trainings on operationalization of the desks and equipping the centres with the necessary infrastructure. This will lead to improved information gathering and sharing between the police and local communities, resulting in better security and police delivery.

1.6 Development of public awareness / education campaigns using multiple media tools

Public awareness campaigns had been instituted in the pilot phase 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). For the provincial expansion phase, during the last Quarter, a RFP was advertised for public awareness and education campaign for Herat, Balkh and Nangarhar regions. However, the RFP had to be recalled as Mol was in process of standardizing the central 119 centre and wanted the same system to be used for all provincial public awareness tools, including regional CRCs.

Activity result	Description of results/achievement	% of target progress rate / delivery
1.1 Police-community relations strengthened for resolution of	Strengthened and institutionalized police-community interface through	100% administrative process for evaluation

local issues and information sharing	conduct of bi-monthly meetings in 8 districts of Kabul, with participation of cross section of communities, including women; Multi-lot RFPs evaluated for civil society facilitation of police-community consultations in identified expansion districts; lots for consultations in 38 districts submitted to UNDP Regional Bureau for approval. Lots for 28 districts to be re-advertised	of RFPs; Ongoing for future process
1.2 Knowledge and advocacy for local police work improved	Advancement in knowledge building and advocacy through interaction with civil society, DDA members, district administration, local parliamentarians and media. [RFPs for university outreach, seminars and CP best practices (which also have advocacy components) to be finalized in next Q]	80 - 90%
1.3 Women's platform promoted for building knowledge on policing issues	Greater empowerment of women in policing issues through continued functioning of women shuras in some districts of Kabul. [In response to RFP for establishment of women's platforms in Phase-II districts, no qualified proposal received and will be re-advertised)	Ongoing
1.4 CRCs established and police capacity improved for better service delivery	Public complaints mechanism strengthened through operationalization of CRC (number 100 helpline). [RFPs evaluated for setting up of CRCs in Herat, Balkh and Nangarhar police zones	100% RFP evaluation process; Ongoing future process
1.5 Police - community information sharing systems improved	Strengthened information sharing mechanisms through advancement in establishment of information desks in police stations in 12 additional districts in Kabul, Nangarhar and Herat; 6-month contract awarded for info desks in 31 additional districts	Ongoing
1.6 Public awareness raised of local police work and for communities to reach out to the police	Reinvigorated public awareness through re-launch of media campaign in Kandahar region covering all southern provinces. [RFP recalled for public awareness and education campaign for Herat, Balkh and Nangarhar regions as MoI in process of standardizing all operating systems (helpline No 119)]	Ongoing

A Results and Impact Tracking Matrix for Quarter 2- 2011 for all Outputs is at Annex I.

Rule of Law Cluster

LOTFA took the lead in the UNDP-RoL Cluster comprising of police, justice, peace and reintegration, anti-corruption and gender projects. *Focus is on building effective cross project synergies within existent mechanisms, with potential for "quick-win," "quick - delivery," particularly in transition districts.* It has been assessed that with the justice project, LOTFA can synergize in RoL-female police capacity development, para-legal training for the police, strengthening of Human Rights Units of MoI and MoJ as well as police accountability at district level (ongoing work). With the anti-corruption project, linkages are being strengthened for setting up Vulnerability to Corruption Assessment (VCA) and Complaints and Investigative Capacity Units in the MoI. Implementation of recommendations from the external VCA report will be presented to IPCB and thereafter followed-up with MoI. In gender, collaboration is on training for MoI-CID/FRU Department on female literacy. In peace and reintegration, synergies are being developed in police-community interface. This will be complemented with joint resource mobilization, impact-oriented common communication strategies and RoL promotional mechanisms like RoL International Champions forum. Presentations on RoL work were made to the LOTFA stakeholders, US Embassy RoL team and International Justice Donors Board – for identifying common synergies in programmes.

Implementation Arrangements

LOTFA functioned as per the NIM modality, *a key transition principle*. The project MSU operated under the supervision of the MoI to carry out the tasks that cannot 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, through its Country Office, supported the resource mobilization for the project, provided quality assurance and ensured that the necessary staff and other inputs were available.



National ownership: The Deputy Minister for Administration and Support (MoI) served as the National Director of the project. MoI remained responsible for the overall achievements of the results, outcomes and outputs under all 3 Pillars. 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 determined after Quarterly reconciliation of the expenditure derived from the Afghanistan Financial Management Information System (AFMIS) maintained by MoF.

SC forum: In Quarter-2, the project SC meeting (the highest level in the project institutional apparatus) was held on 19 July, co-chaired by the MoI and UNDP, with representation from MoF, MoJ and LOTFA donors. At this, the project implementation progress as well as financial status

over Quarter 2 was reviewed. It was projected that while the FY 1390 funding for the ANP would be met, there were serious concerns about the shortfall for CPD.

Quality of partnerships: The project continued to collaborate with other stakeholder initiatives at MoI in areas impacting on LOTFA priorities, including police growth, MoI rank and reform restructuring, and community policing -so that synergies could be strengthened and effectiveness of deliveries improved.

Partnerships with the government: In particular, LOTFA closely engaged with MoI in full cognizance of principle of government lead and ownership of all LOTFA processes and outputs (*key transition principle*). Effective liaison was also maintained with MoF, for Quarterly reimbursements of the national budget expenditures and fiscal sustainability commitments (*also transition requirement*). In relation to CPD, regular discussions were institutionalized with the MoJ, particularly in the wake of transfer to MoI, towards ensuring an efficient and legal hand-over. For gender activities, partnerships were continued with the Ministries of Women's Affairs, Education, and Labour Affairs, as well as with civil society.

Partnerships with IC 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, NTM-A/DynCorp/bilateral police projects (US, UK, Norway, Canada, Italy, Germany, Netherlands), civil society organizations and policy think tanks. For capacity development in particular, project synergies were strengthened with NTM-A and EUPOL (the two key nodal organizations for police development) as well as UK (bilateral). For community policing, the international sync group remained the key focal point. Collaboration with UNAMA was improved and a proposal was formulated for one of their police advisors to be housed in LOTFA for assisting in technical appraisal and implementation of proposals under Pillar 2 and 3. Effective synergies were developed internally within the UNDP RoL cluster framework, as well as externally with US Embassy RoL team.

Quality of monitoring: UNDP Country Office monitored the project in line with its Results Based Management (RBM) principles on a periodic basis. Oversight was regularly provided, as per the governance plan, to ensure the quality and timeliness of progress towards delivery on benchmarks identified in the project document and the AWP. At the monthly and Quarterly management review meetings, the government and donor counterparts were invited to provide incisive assessments. All project implementation issues were recorded in the narrative Quarterly progress reports, and critical issues brought to the attention of the SC members.

Quarterly field monitoring by joint MoI-UNDP-LOTFA missions, with objective of salary payment verification, review of financial procedures, progress on implementation of EPS/EFT, gender recruitment, as well as community policing interface assessments 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 the independent MA were continuously engaged covering all 34 provinces. All monitoring issues, together with follow-up actions, were logged and updated.

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

IV. Implementation Challenges/Risks/Issues

Project Risks and Actions

During this Quarter too, 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 innovative ways to advance the project activities for optimum delivery on the Outputs, *particularly in the context of transition*. The following paragraphs list the various risks, mitigation measures *as well as those beyond the scope of mitigation, for which the project could not bear responsibility*:



1. Funding requirement for 2011/1390: The funding requirement for ANP for 2011/1390 remained around USD 600 million. Of this, USD 570 million had been mobilized by end of Quarter-2 itself, which remained constant, and it was assessed that full requirement will be met (after Germany and Netherlands finalize their contribution agreements, subject to resolution of pending GMS issue). With respect to CPD, the funding requirement for 1390 was reassessed to be around USD 15.5 million (down from 19.1 million, as the new tashkil of 6, 665 was not approved. Of this, around USD 10 million has been met (additional contributions received from Japan and US in Quarter-3), but a shortfall of USD 5.4 million remains, **risking** timely payment of salaries from end of Quarter-4 onwards. The urgency of meeting CPD funding shortfall cannot be over-emphasized. The budgetary position was presented at the 19 July SC meeting as well as raised bilaterally with the donors. A discussion point also emerged whether, in view of pending CPD transfer from MoJ to Mol, the CPD specially marked funding can be brought into the larger LOTFA pool. This will be subject to donor mandates and will entail increased overall regular donor contributions to LOTFA under Pillar-1. *At same time, it needs to be stressed that the project has no influence on donor financial cycles and funding mandates for the security sector.*

2. Security: There is unambiguous understanding on the part of all stakeholders that the compelling security constraints will remain significant in implementation of some key LOTFA activities, **risking** full delivery on Outputs - including monitoring missions, EPS and WEPS implementation, capacity development programmes, gender recruitments as well as community policing components *in the transition districts*. This remained valid for this Quarter as well (particularly given the security constraints at the time of death of ex-President Rabbani and the Abdul Haq Square incident in Kabul). *There is an assessment by some stakeholders that this may possibly be exacerbated in the transition phase. The project has little leverage over UN imposed security travel restrictions.* For difficult provinces, greater reliance continued to be placed on the MA, with Mol support, and in some cases, even on NTM-A having the most resources in the provinces (joint CSTC-A- MA visits were undertaken to Baghlan and Parwan).

3. Continued uncertainty regarding New Kabul Bank, with potential implications for LOTFA funds: Although there was continued assurance from the GoA guaranteeing security of LOTFA funds (including at 19 July SC meeting), the banking situation remained 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. The stalled GoA talks with the International Monetary Fund (IMF) re-fuelled concerns. *But ultimately, the project has no say in GoA decision relating to New Kabul Bank restructuring or negotiations with IMF.*

4. **EPS:** It was reported in the previous Quarters that external constraining factors in EPS implementation somewhat **risking** erosion of EPS gains included irregularity in receipt of EPS reports from some provinces because of vacancy/transfer of EPS positions, continued inadequacy of the national telecommunication infrastructure, discrepancies in some cases between the payroll/HR data maintained at various sources (EPS / Mol tashkil-HR/ DynCorp/PAI) and potential security of classified EPS data. This risk was considerably allayed in this Quarter, with Nuristan being the only defaulting province (*none from the transition provinces*). LOTFA liaised directly with Nuristan for receipt of reports, as well as with relevant Mol departments for the data assessment challenge (falling under Mol lead). In conjunction, work on the centralized web-based payroll system was fast tracked. Weekly coordination meetings were continued for reconciliation of all payroll data. *However, the project has no decision making authority over Mol provincial EPS operators and neither much influence on pace of web-based EPS implementation, which remains dependent on network connectivity and stability.*

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 Da Afghanistan Bank authorizations). Although 81% police are covered under EFT (*% coverage in the transition provinces*), concerns remained regarding cash-payment for rest of 19% by "pay by list" method through a committee assigned by the provincial police commander. As reported previously, the Kabul Bank situation, with the largest banking infrastructure at the sub-national level, impacted negatively on this trend, and risked further advancements. The project liaised continuously with MoF for expansion of banking contracts to cover new banks. In parallel, Mol was supported to further advance the M-paisa mobile salary scheme to additional remote districts in Badakhshan. *However, it needs to be understood that the project has no say in banking infrastructure expansion at the district level, which remains GoA/MoF/ Central Bank decision. There are also evident limitations in capacity of banking sector for submission of credible expansion proposals.*

6. **Inadequate ownership by Mol:** As new Mol payroll and institutional systems/technologies are developed, in parallel these are handed over to Mol for long term sustainability. While there continued to be progressive advancement, there was also certain reluctance of Mol to take on these tasks, as it added to their job responsibilities. This remained a strategic challenge, also based on understanding that this is a medium-long term process, **risking** full sustainability of LOTFA management processes. During the Quarter, more encouraging progress was recorded, with almost all key EFT day-to-day functions being handed over to Mol through LOTFA staff who provided on-the job mentorship and skills transfer. Besides, independent production of EPS reports in the provinces remained a sign of the sustainability of the payroll process. Under Pillar-2 there was scope for greater sustainability of Mol institutional capacity - which was followed-up and new capacity programmes were identified in collaboration with other stakeholders. With the expected appointment of Pillar Manger-2, these will be taken forward more productively. Under Pillar – 3, insufficient lead by the Mol Secretariat risked the sustainability of the project for effective police service delivery in transition districts and LOTFA will need to build its institutional capacity for independent lead. *However, it needs to be pointed out that LOTFA has no institutional influence over Mol Heads of Departments, as their reporting chain is to their own leadership.*

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; inadequate service conditions; cultural sensitivity; and family compulsions continued to pose a recruitment risk (as in previous Quarters). The project supported the Mol for invigorated gender awareness and recruitment activities; facilitated greater involvement of civil society and women organizations; as well as built new partnerships with other nodal international organizations involved in gender work.

However, the project cannot be expected to induce any dramatic influence in cultural sensitivity of females joining the police or have any actual decision making power in female recruitment, which rests with Mol alone.

8. Non-fulfillment of some strategic project MSU positions: In discussion with stakeholders, LOTFA-VI Organogram has been considerably strengthened for all 3 Pillars in view of expanded scope of project activities. However, finding qualified personnel (internationals and nationals) continued to prove difficult given the Afghan context, **risking** full delivery on the project outputs (similar constraints faced by other organizations). Some key positions were filled i.e. Pillar-3 Manager, and some other key positions are expected to be filled in Q-4 i.e. Pillar-1 and 2 Managers. Besides, the endeavor was to retain staff through training opportunities, performance bonus, etc. Donor stakeholders were also approached continuously to assist in the head-hunting process. *At the same time, limitations of national capacity in meeting UNDP recruitment/contractual standards and challenging Afghan security situation discouraging internationals to work in the country remains beyond the scope of mitigation of this risk.*

A detailed Risks Log is at Annex IV.

Project Issues and Actions

1. Strengthened oversight of monitoring processes: There remained the need for strong oversight of the MA performance by LOTFA (together with Mol) during the Quarter - as per stakeholder mandate and expectation. This included the work relating to financial payroll reviews in the provinces, actual physical verification of sample police force, capacity development programmes in financial/ HR/ asset management systems, as well as submission of timely monthly reports. The new MA contract also needed to be awarded after completion of all procedures, to avoid disruption in the project monitoring work. This oversight was provided to maintain the overall efficiency of the project, *particularly in the important transition phase.*

2. Progress on police infrastructure activities (Pillar 1): As in previous Quarters, these activities, mandated to be undertaken through national procurement and contractual modalities, continued to be subject to stringent delivery time-lines. LOTFA continued to provide strict oversight on implementation progress with the relevant Mol departments throughout the reporting period in order to adhere to the timelines. While there was progress in the martyrs housing complex, there was some uncertainty regarding the continuation of the Ghor Policing Training Centre on account of change in Mol priorities and the final decision rests on the donor (outside the decision making power on the project). Additionally, a new project of construction of the Mol Administrative HQ Building was formulated, which also has stringent timelines. *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 in keeping with transition goal).*

3. Needs-assessed capacity development at Mol (Pillar 2): Capacity development of the Mol at the policy, organizational and individual level constitutes a vital programmatic component. There was to be a detailed assessment of the capacity needs of the Mol by a team of technical capacity development specialists, building on the existing capacity development initiatives, and while the administrative process towards putting together such a team was advanced, there was difficulty in head-hunting for qualified technical people for certain specializations. However, this may not be required any more considering that several capacity programmes have already been initiated at various levels (as reported in the Results and Impact Section), based on technical needs-gap analysis by the LOTFA team, and in partnership with other stakeholders, particularly UK's SSMI

programme. SSMI has already conducted such an assessment, and it would not be productive to duplicate the exercise.

4. **Improving ground delivery of community policing component (Pillar-3):** There is recognition that delivery under Pillar-3 is relatively low, although the overall project delivery remains on track. This is perhaps the most ambitious community policing project globally with expansion outreach in 65 transition districts /sub-districts in a challenging security environment like Afghanistan. This also involves a highly challenging administrative process for award of contracts for various components, while ensuring a judicious mix of local implementation facilitators in the various regions. The Pillar-3 team will need to ensure that the process is completed and contracts awarded expeditiously, while adhering to UNDP regulations, so that the financial amounts can be booked in the UNDP financial system and delivery can go up. Besides, after the award of contracts, the LOTFA team will need to be rigorously involved in monitoring the implementation of the activities on the ground, for which the time period ranges from 6-8 months – before actual results can be assessed.

5. **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 of the project document continues to remain dependent on agreement on the UNDP GMS rate (proposed by donors to be reduced from 5 to 3%). During the Quarter, UNDP formally communicated its position proposing a split tier GMS rate, which is under donor consideration. Considering that the project is already nine months into the next phase, formal signing of the document at an early date becomes an imperative (some donor contributions i.e. of Germany and Netherlands remain dependent on this, besides posing administrative issues).



ANP contributing to law and order maintenance

A detailed Issues Log is at Annex V.

V. Lessons Learnt

1. **EPS and EFT:** As pointed out in earlier reports, EPS/ EFT/ WEPS processes have gained increasing reliability among government and donor stakeholders- towards greater accuracy of the payroll and HR data. Very importantly, LOTFA will have to deliver on the MoI priority of further expansion of the WEPS system in prioritized provinces in the coming Quarters (which could not happen adequately previously because of limitations of the network system to regional commands, and data reconciliation process, but has been fast tracked considerably). For this, the support of the key resource partner, NTM-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 appropriately by MoI after overcoming challenges of training, start-up fees and ownership of process.

2. **Expansion of capacity and institutional development of MoI:** Priority must undoubtedly continue for capacity and institutional development in the MoI, for medium-long term (*transition period*) sustainability of LOTFA gains. Under Pillar-2, while some important programmes were commenced in the Quarter, *there is scope of expanding LOTFA's involvement much further,*

particularly at the sub-national level in the transition provinces. Effective liaison should also be continued with MoI Coordination Cell (MICC), for mapping of the various donor initiatives.

3. Expansion of CP at sub-national level: Quick results will have to be shown in community-police implementation work, in partnerships with all stakeholders. As mentioned in the previous Section, during the Quarter, the project underwent overwhelming administrative challenges in the award of contracts to qualified civil society facilitators, but this will need to be brought to conclusion so that the actual implementation work can start. *This will help to maintain project credibility for contributing efficiently to the police work of providing improved security and service delivery to local communities in the transition districts, and thereby strengthening their stability.*

4. Inter-Agency programmatic coordination: In the previous Quarters, this has worked well with respect to key programmatic initiatives, particularly with CSTC-A for the M-paisa scheme, reconciliation of HR databases being maintained at various sources, enforcement of EFT, and joint monitoring visits with MA. The cooperation will need to be further strengthened in the transition phase, for maximizing common impacts and deliveries - until MoI can take full lead in these processes. At the same time, new partners have been identified (particularly at civil society level) for taking forward the capacity development, gender and community policing projects more productively (work in progress).

5. Way Forward for Rule of Law Cluster: Some quick-win collaborative activities have been identified among the cluster projects during the Quarter, *which have the potential of quick deliveries in the transition districts (integrated with LOTFA's community policing and gender components).* These will need to be advanced on priority basis to gain credibility and advocacy for the Cluster.



Policeman distributing gender material in schools on violence against women

VI. Future Plans

In Quarter-4/2011, the following will be the focus of planned activities, building upon the progress made during Q-3, and taking into account the project risks, issues and lessons learnt. *Moreover, the thrust will be to continue to seize the opportunities arising in the transition period, with more development work being conducted through national modalities. This 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, in lead up to 2014:*

1. Continuous monitoring of Kabul Bank situation: The banking situation will be continuously monitored in view of implications for ANP accounts maintained at Kabul Bank. The situation relating to the stalled GoA-IMF talks, together with issuance of new banking contracts in 1390 by MoF will be the focus of the oversight. MoF has indicated that the RFP process for the banking services is expected to be commenced in Quarter-4 (could not happen in Quarter-3; dependent on IMF conditionalities).

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 will need to be rigorously pursued during the transition phase, even as further sustainability mechanisms are advanced for beyond 2014.*

3. Expansion of web-based EPS and M-paisa technologies: There is great expectation on the WEPS expansion as a centralized system with greater in-built efficiencies for payroll data. During the next 2 Quarters, it is proposed to be expanded to police HQs in Kandahar, Badghis, Faryab, Jowzjan, Saripul, Samangan, Kunduz, Baghlan and Badakhshan after reconciliation of the different databases. Key to this will remain the expansion and security of the requisite network, which is an external factor (beyond project scope). In conjunction, M-paisa mobile salary disbursement scheme will be further advanced to other identified provinces, as per agreement with Mol. These initiatives will greatly complement the EPS/EFT payroll systems, mitigate some of the risks mentioned in the preceding sections, *and prepare Mol fully in payroll management for transition and beyond.*

4. Follow-up on police infrastructure activities: Strict oversight will need to be maintained over the ongoing procurement and construction projects, which have stringent time-lines and need to be implemented through national modalities (with weaker national capacities). *These infrastructure projects are aimed towards enhancing police mobility, responsiveness and morale, considered key for police development in the transition phase.*

5. MA oversight: Considering that monitoring, review and verification of LOTA expenditures constitutes a vital component of the accountability and transparency process, *the work of the MA will require continued strict performance appraisal throughout the transition period.*

6. Broadening of capacity development initiatives at Mol: The current proposals relating to capacity development and institutional reform of identified Mol policy and service departments will be continued. In this, ongoing partnership with NTM-A/ EUPOL/ UK will be helpful towards streaming and consolidation of all police capacity programmes. *Special focus will be on expansion to the transition districts.* The proposal for Afghan police training in Indonesian training institutes will be advanced, within the framework of South-South cooperation, *which will send an overall reinforced political signal in the transition and stability phase of involvement of another regional country in police development.*

7. Progression of gender activities: LOTFA will provide strategic support to Mol in implementation of a consolidated female recruitment plan (based on the additional 1,000 assigned positions for female police in the 1390 tashkil), *particularly at the sub-national level and in the transition provinces.* It will also continue to work with the CID Department for potential proposals on FRUs and with GMU towards enhancement of service conditions of existing females in the ANP.

8. Expansion of Community Policing: Contracts for the RFPs for various programmatic components which were technically assessed during this Quarter will be awarded for implementation at the provincial/ district level. Support will also be provided for up-gradation and preparation of SoPs for the 119 toll free telephone hotline in identified police HQs as a complaints and accountability mechanism. *At the same time, to ensure Mol lead, the centralized CP Secretariat will be institutionally capacitated, particularly vital for the transition.* Terms of Reference (ToRs) for its independent functioning will be formulated.

9. Taking Forward RoL Cluster: Common programmatic areas have been identified among the cluster projects and the real test will now be to show results on the ground. *With respect to LOTFA, community policing has been identified to the most substantive component with potential to contribute solidly to the RoL outputs with its expansive outreach in the transition districts, and will be offering the lead in this collaboration.*

10. Continuous engagement in MoI / IPCB fora on ANP reform and development: Extensive discussions are expected to continue in Q-4/ 2011 on key areas of police professionalization, accountability and institutional police policy development, mainly through the forum of the IPCB. LOTFA will be participating strongly, particularly on issues relating to fiscal sustainability aspects, capacity development, institutional reform as well as civilian policing. *All of these are relevant to police transition goals.* Besides, this will remain in alignment with greater stakeholder insistence on more structured collaboration between LOTFA and IPCB.

11. Building on stakeholder partnerships: Building on the results of the first three Quarters, these will be developed further with all police sector institutions, including IPCB/ EUPOL/ NTM-A/UNAMA/ other UN bodies/bilateral police projects - *to maximize ground outputs and to strengthen donor leverage in the transition phase.* Civil society partnerships and informal groupings (i.e. with community and women's groups) will also be strengthened.

12. Conduct of Police Perception Survey-2011: The ground survey will need to be conducted in early Q-4, so that the results can be released in January 2012 (as per plan). *This will form important benchmarks for police performance in the transition phase.*

13. Prioritized follow-up on recruitment of vacant and new positions: *Prioritized recruitments under LOTFA-VI will strengthen LOTFA PMU's technical skills, provide leverage to ongoing projects and maximize outputs, leading to 2014.* In particular, the Pillar-1 Trust Fund Manager and Pillar-3 Capacity Development Manager should be on board in the next Quarter. LOTFA donors' support in head-hunting for some of the posts, particularly international positions, will continue to be sought.

14. Advocacy for LOTFA and partner stakeholders: LOTFA's Unique Selling Points (USPs) are resource mobilization, accountability of processes, adherence to national implementation modalities, building sustainable payroll and administrative systems, gender mainstreaming, substantive community policing programme, and strategic partnerships. *These are vital plus points for contribution to the transition goals.* These need to be advocated widely through a strategized publicity package, including project fact sheets, success stories and video slots from the perspective of the beneficiaries and the impact MoI-LOTFA work is making on their lives. *This will build confidence of the populace in their police and resultantly in the transition process.* Joint communications and advocacy for the UNDP-RoL Cluster will also be important, with focus on public messaging and programme assessment, to ensure that Afghan citizens have greater trust and access in the RoL system. Additionally, visibility for individual donors and areas of their support will continue to be a key component under all 3 Pillars.

VII. Financial Information

Table 1. Total Income and Expenditure

Donor name	INCOME				EXPENDITURE	BALANCE	
	Total Commitment (approx US\$) (a)	Total Received (approx US\$) (b)	Total Receivable (approx US\$) c=(a - b)	Relocation of un-expended fund from (Phase V to VI) (d)	Total Expenditure from (Jan to Sep 2011) (f)	Total available income minus Total Expenditures (g = e - f)	
Denmark	2,923,348	2,923,348	-		2,923,348	2,923,348	
Canada (DFAIT)	10,298,661	10,298,661	-		10,298,661	-	
	2,038,736	2,038,736	-		2,038,736	-	
European Union	49,755,179	46,940,797	2,814,382	456,428	47,397,225	-	
Finland	5,442,177	2,139,800	3,302,377		2,139,800	779,256	
Germany		-	-	23,500,000	23,500,000	23,500,000	-
		-	-	612,930	612,930	612,930	-
	2,000,000	2,000,000	-		2,000,000	2,000,000	-
Italy	1,221,001	1,221,001	-		1,221,001	1,118,473	
Japan	240,000,000	240,000,000	-		240,000,000	116,164,438	
		-	-	8,659,605	8,659,605	8,659,605	-
Norway	11,014,807	9,707,017	1,307,790		9,707,017	9,707,017	
SDC (Switzerland)	1,814,420	1,814,420	-		1,814,420	1,417,146	
USA	7,216,000	7,216,000	-		7,216,000	7,216,000	
	31,500,000	31,500,000		139,315,300	170,815,300	194,443	
	218,358,432	218,358,432	-		218,358,432	218,358,432	
UK	13,319,459	13,319,459	-		13,319,459	11,727,103	
Interest	1,451,973	1,451,973	-		1,451,973	558,542	
Total	598,354,194	590,929,645	7,424,549	172,544,263	763,473,908	370,164,198	

Notes:

i) Expenditure reported for the 2011 is provisional.

- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iii) The GMS is calculated based on Phase V (5%), subject to finalization of GMS decision for Phase VI.

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

Project Output	Budget (AWP 2011)	Total Expenditure (Jan - Sep 2011)	Delivery Rate
Pillar I			
Police Remuneration	502,306,506	356,350,820	71%
CPD Remuneration	12,010,195	11,597,581	97%
Electronic Payroll system	740,000	156,747	21%
Procurement of Non-Lethal Equipment	6,000,650	1,501,938	25%
Police Infrastructure	6,139,695	1,087,652	18%
GMS	26,359,852	18,534,737	70%
Total Pillar I	553,556,898	389,229,475	70%
Pillar II			
Capacity Development	6,036,430	2,451,666	41%
Gender Mainstreaming	1,130,000	135,654	12%
GMS	358,322	129,366	36%
Total Pillar II	7,524,752	2,716,686	36%
Pillar III			
Capacity Development	810,000	15,819	2%
Public-Police Relation Development	6,149,985	315,052	5%
GMS	347,999	16,544	5%
Total Pillar III	7,307,984	347,415	5%
PMU	2,055,617	1,010,291	49%
GMS	106,411	5,843	5%
Total Project Management Unit (PMU)	2,162,027	1,016,134	47%
Grand Total	570,551,661	393,309,709	69%

The GMS is calculated based on Phase V (5%) subject to finalization of GMS decision for Phase VI

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

Donor	Project Output	Budget (AWP 011)	Total Expenditure (Jan - Sep2011)	Delivery Rate	
Pillar I					
Denmark	CPD Remuneration	2,784,141		0%	
	GMS	139,207		0%	
Denmark Total		2,923,348	0	0%	
Canada (DFAIT)	Police Remuneration	9,845,140	9,845,140	100%	
	CPD Remuneration	1,904,762	1,904,762	100%	
	GMS	587,495	587,495	100%	
Canada Total		12,337,397	12,337,397	100%	
European Union	Police Remuneration	48,209,761	45,140,214	94%	
	GMS	2,410,488	2,257,011	94%	
Finland Total		50,620,249	47,397,225	94%	
Finland	Police Remuneration	3,231,293	1,295,756	40%	
	GMS	161,565	64,788	40%	
Finland Total		3,392,857	1,360,544	40%	
Germany	Police Remuneration	22,380,952	22,380,952	100%	
	CPD Remuneration	1,904,762	1,904,762	100%	
	Police Infrastructure	583,744	583,744	100%	
	GMS	1,243,473	1,243,473	100%	
Germany Total		26,112,931	26,112,931	100%	
Italy	Police Infrastructure	1,159,951	97,646	8%	
	GMS	57,998	4,882	8%	
Italy Total		1,217,949	102,528	8%	
Japan	Police Remuneration	162,949,920	116,155,651	71%	
	Police Infrastructure	3,396,000	406,262	12%	
	Procurement	6,000,650	1,501,938	25%	
	CPD Remuneration	6,000,000	5,377,955	90%	
	Electronic Payroll System	740,000	156,747	21%	
	GMS	8,804,329	6,179,928	70%	
Japan Total		187,890,899	129,778,481	69%	
Norway	Police Remuneration	9,500,000		0%	
	GMS	475,000	0	0%	
Canada Total		9,975,000	0	0%	
USA	Police Remuneration	232,020,869	161,533,107	70%	
	CPD Remuneration	1,900,000	893,572	47%	
	GMS	11,846,043	8,121,334	69%	
USA Total		245,766,913	170,548,013	69%	
UK	Police Remuneration	11,168,571		0%	
	CPD Remuneration	1,516,530	1,516,530	100%	
	GMS	634,255	75,827	12%	
UK Total		13,319,356	1,592,357	12%	
Total Pillar I		-	553,556,898	389,229,475	70%

Pillar II				
Japan	Capacity Development	6,036,430	2,451,666	41%
	Gender Mainstreaming	1,130,000	135,654	12%
	GMS	358,322	129,366	36%
Japan Total		7,524,752	2,716,686	36%
Total Pillar II	-	7,524,752	2,716,686	36%
Pillar III				
SDC	Capacity Development	160,000	9,520	6%
	Public-Police Relation Development	365,000	315,052	86%
	GMS	26,250	16,229	62%
SDC Total		551,250	340,801	62%
USA	Capacity Development	650,000	6,299	1%
	Public-Police Relation Development	5,784,985		0%
	GMS	321,749	315	0%
USA Total		6,756,734	6,614	0%
Total Pillar III		7,307,984	347,415	5%
Technical Assistance				
SDC	PMU	479,649	53,784	11%
	GMS	23,982	2,689	11%
SDC Total		503,632	56,473	11%
USA	PMU	196,593	63,076	32%
	GMS	9,830	3,154	32%
USA Total		206,423	66,230	32%
Interest	PMU	1,451,973	893,431	62%
Total Technical Assistance		2,162,027	1,016,134	47%
Grand Total		570,551,661	393,309,709	69%

The GMS is calculated based on Phase V (5%) subject to finalization of GMS decision for Phase VI

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 more effective law and order maintenance throughout the country and overall stabilization and security; 1.2 Greater accuracy, verification,	1.1 Payment of police salaries in all 34 provinces; 1.2 115,804 police covered under EPS; 1.3 93,274 police covered under EFT; 1.4 Limited ownership of Mol; 1.5 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, as per Mol plan; 1.4 100% QA and	1.1 Timely and accurate payment of police remunerations (including to 1,210 female police as well as incentives to female trainees at par with ANA) in all 34 provinces; 1.2 Computerized EPS reports produced timely and accurately in all provinces (with exception of Nuristan); expansion of centralized WEPS in Bamiyan and identified Kabul Units; provision of regular technical support to all 161 EPS stations nationwide for conduct of independent operations; and development of sustainable capacity and on-job skills at grassroots level (Regional North and South zones); 1.3 Systematic implementation of	1.1 100%; 1.2 99.2% EPS coverage for ANP (3.6% increase in police Nos over Q) and 82% for CPD (constant) (impacted by increase in police tashkil; work in progress); 1.3 81% EFT coverage for police (3.6% increase in police Nos over Q) and 87% coverage for CPD (5% increase over Q); (full realization constrained by external factor of non-

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
accessibility and sustainability of police payroll and technical/institutional capacity of Mol / (MoJ) strengthened; 1.3 Transparency and efficiency in individualized police payments; 1.4 Sustainability and ownership of Mol 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		M&E for project deliveries; 1.5 Coverage of all 34 provinces by MA for monitoring and verification	individualized EFT payments through commercial banks; utilization of alternative, new-age salary transfer mechanism (i.e. M-paisa) in inaccessible areas (expanded to 4 new districts in Badakhshan during Q, with total of 436 police; 56 new) 1.4 Prioritization of Mol ownership /progressive hand-over of core work, particularly EFT- for sustainability of institutional systems and independence in functioning; 1.5 Ongoing 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	expansion of commercial banks at sub-national level which is GoA decision); 1.4 100% (on track with target of 60-65% hand-over of overall tasks by end 2011); 1.5 100%

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 already completed in previous Qs; Advancement of procurement process for PTCs (including for female police) in Kabul, Adraskan and Herat; 2.2 Advancement of admin process for construction of Ghor Police Training Centre but process suspended at request of donor; on-track progress in construction of housing complex for families of ANP martyrs (also for female police); police check-posts completed and financial deliveries made</p>	<p>2.1 100% of Drug Rehab Centre eqpt; 100% admin process for eqpt for PTCs; 2.2 Admin process suspended for Ghor Training centre at request of donor; 30% work completed for ANP martyrs housing complex; 100% progress for proposal formulation for Mol Admin HQ Bldg.; 100% check posts completed and disbursed by Mol</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
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; 1.5 On-job-skills of Mol	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.	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	1.1 (i) Contracts awarded to 6 technical specialists for identified Mol Departments of Finance & Budget, Procurement, Logistics, Facility, ICT, and Training & Education; (ii) deputation of 3rd batch of 100 ANP officials from across the country for CD workshop from mid Sep-mid Oct; (iii) 123 police personnel trained in payroll risks, procurement law, inventory management by MA provincial teams; 1.2 (i) 500 ANP Officers sent to Police Training Centre in Siva, Turkey for 6-month leadership training course; (ii) as part of South-South cooperation, new proposal of ANP training in police training institutions in Indonesia finalized; 1.3 Mol Department of Media and Public Relations continued	1.1 Proposals in implementation phase; 1.2 100% targeted administrative process completed; 1.3 100% (technical work in progress); 1.4 Ongoing work; 1.5 Ongoing

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
Departments in policy and planning improved		management and publicity for police; 1.4 Skills improved of Mol identified departments for independent functioning.	to be supported through technical experts; 1.4 Provision of specialized mentorship and policy support to Mol identified units of Finance, Facilities, Gender; 1.5 Three workshops organized for all Mol Departments for developing annual work plans for implementation of NPS and NPP	

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	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	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	2.1 Recruitment of around 114 new female police through targeted recruitment campaigns, particularly at sub-national level; 2.2 Finalization of phase-II needs-assessed leadership and management training for female police (Lieutenant Colonel and below); 2.3 Conduct of gender awareness and	2.1 50% (constraining cultural and systemic factors); 2.2 Ongoing; 2.3 70%;

Activity Result	Baseline information	Performance Target	Description of results/achievement	% of progress rate/delivery
levels of police increased; 2.4 Capacity of Mol-GMU and ANPWA strengthened	capacity of Mol/GMU and ANPWA.	capacity of Mol-GMU and ANPWA	mainstreaming activities, particularly at provincial level (including transition ones); 2.4 Provision of logistics and administrative support to GMU and ANPWA at central and provincial level (including transition provinces)	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;
- 1.2 Increased # 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:

- 1.1 Institutionalized police-community meetings in all identified districts at sub-national level;
- 1.2 Knowledge/advocacy programmes in all identified districts;
- 1.3 Women'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
1.1 Police-community relations strengthened for resolution of local	1.1 Police-community meetings only in pilot Kabul districts; 1.2 Limited	1.1 Institutionalized police-community meetings in all	1.1 Institutionalized police-community meetings on bi-monthly basis in 8 districts of Kabul, with participation of cross section of communities, including women;	1.1 100% administrative process for evaluation of RFPs;

<p>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>knowledge/advocacy programmes in pilot districts; 1.3 Women’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>identified districts at sub-national level; 1.2 Knowledge/advocacy programmes in all identified districts; 1.3 Women’s platforms 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>Multi-lot RFPs evaluated for civil society facilitation of police-community consultations in identified expansion districts; lots for consultations in 38 districts submitted to UNDP Regional Bureau for approval. Lots for 28 districts to be re-advertised; 1.2 Organization of interaction with civil society organizations, DDA members, district administration, local parliamentarians and media; RFPs for university outreach, seminars and CP best practices (which also have advocacy components) to be finalized in next Q; 1.2 Continued functioning of women shuras in some districts of Kabul; in response to RFP for establishment of women’s platforms in phase-II districts, no qualified proposal received (to be re-advertised); 1.4 Operationalization of CRC (number 100 helpline); RFPs evaluated for setting up of CRCs in Herat, Balkh and Nangarhar police zones; 1.5 Work advanced for establishment of information desks in police stations in 12 additional districts in Kabul, Nangarhar and Herat; 6-month contract awarded for info desks in 31 additional districts; 1.6 Launch of media campaign in the Kandahar region covering all southern provinces; RFP recalled for public awareness and education campaign for Herat, Balkh and Nangarhar regions as Mol in process of standardizing operational systems (helpline No 119)</p>	<p>Ongoing for future process; 1.2 80-90%; 1.3 Ongoing; 1.4 100% RFP evaluation; ongoing future process; 1.5 Ongoing; 1.6 Ongoing</p>
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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: Q-3/2011

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	Contribution to Prisons Law Amendment for Transfer of CPD from MoJ to MoI (Pillar 1)	LOTFA	MoI-MoF	June 2011	-
2	Policing Best Practices in Conflict / Post-Conflict Societies Booklet (Pillar 3)	LOTFA	MoI-Civil Society	Sep 2011	2,000
3	Report on Setting up Information Desks in 12 Police Districts (Pillar 3)				

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: Q3/2011

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained/participated	Impact	Total Cost or Budget in USD
1	WEPS Operationalization	16 Jul, 2011 Kabul	Regional Commands (North and South)	30	Institutional Capacity Development	9,252
2	Accounting for LOTFA funded Expenses (by MA team)	4 Jul, 2011 - Kabul	Kabul Central Police Zone (Kapisa, Panjsher, Parwan PHQ)	16	Institutional Capacity Development	
3	Accounting for LOTFA funded Expenses (by MA team)	18 Jul, 2011 -Herat	Herat Police Zone/ Badghis PHQ	18	Institutional Capacity Development	
4	Accounting for LOTFA funded Expenses (by MA team)	18 Jul, 2011- Kandahar	Kandahar PHQ	4	Institutional Capacity Development	
5	Accounting for LOTFA funded Expenses (by MA team)	25 Jul, 2011 Kunduz	Kunduz Zone/ Baghlan PHQ	10	Institutional Capacity Development	
6	Accounting for LOTFA funded Expenses (by MA team)	26 Jul, 2011 -Herat/Farah	Heart Police Zone (Farah PHQ)	16	Institutional Capacity Development	
7	Payroll Process and Related Control Law (by MA team)	27 Jul, 2011 -Paktiya	Paktiya PHQ	4	Institutional Capacity Development	
8	Accounting for LOTFA funded Expenses (by MA team)	28 Jul, 2011 -Kunduz	Kunduz Police Zone (Baghlan /Kunduz PHQ)	10	Institutional Capacity Development	
9	Accounting for LOTFA funded Expenses (by MA team)	13 Aug, 2011 -Herat	Herat Police Zone	7	Institutional Capacity Development	
10	Inventory Management (by MA team)	15 Aug, 2011 -Kandahar	Kandahar Police Zone (Helmand	5	Institutional Capacity Development	

			PHQ)			
11	Store Keeping and Records Maintenance (by MA team)	15 Aug, 2011 -Nangarhar	Nangarhar Police Zone (Laghman PHQ)	6		
12	Procurement Law and Regulations (by MA team)	18 Aug, 2011 -Khost	Khost PHQ	6		
13	Accounting for LOTFA funded Expenses (by MA team)	24 Aug, 2011 -Takhar	Takhar PHQ	12		
14	Inventory Management (by MA team)	28 Aug, 2011 -Kunduz	Kunduz Police Zone (Baghlan PHQ)	13		
15	Store Keeping and Records Maintenance (by MA team)	13 Sep, 2011 -Nangarhar	Nangarhar Police Zone	43		
16	Accounting for LOTFA funded Expenses (by MA team)	14 Sep, 2011 -Ghor	Ghor PHQ	9		
17	Inventory Management (by MA team)	15 Sep, 2011 -Paktiya	Paktiya Police Zone	6		
18	Inventory Management (by MA team)	20 Sep, 2011 -Kunduz	Kunduz Police Zone (Badakhshan PHQ)	12		
19	Inventory Management (by MA team)	22 Sep, 2011 -Kunduz	Kunduz PHQ	10		
20	Payroll Control Systems (by MA team)	22 Sep, 2011 -Mazar	Balkh Police Zone (Jowzjan / Saripul PHQ)	19		
21	Refresher Training for Operationalization of Police Crisis Response Centre (No 100)	Aug 2011- Kandahar	Kandahar Police Regional HQ	20	IT / Administrative Capacity Development	8, 230

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

Annex IV: RISK LOG

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
1	<p>Context: Policy decisions are taken relating to police growth, without the parallel financial commitments. Besides, donors have varying FY cycles, posing issues of meeting funding requirements for police remunerations.</p> <p>Risk: Unmet funding requirement for 1390 (around USD 30m of total of USD 600m for ANP and around USD 6 m of total of USD 20m for central prisons uniformed personnel (CPD), risking timely payment of police and prisons salaries.</p>	Financial/ Political	Impact on ability of project to make cash flow/planning projections on annual / even multi-year basis (Medium)	<p>1. Issue taken up with donors at all fora, including at 19 Apr 2011 SC meeting. As per indications, assessed that full requirement for ANP will be met. 2. For CPD, there is proposal to merge specially earmarked fund for CPD into overall LOTFA police funds after transfer from MoJ to Mol.</p> <p>Beyond the Scope of Mitigation:</p> <ul style="list-style-type: none"> -No influence on donor financial cycles and funding mandates for security sector. -Limitations of donor funding mandate, particularly for CPD. 	LOTFA	Sandeep/ Salim Shah	On-going
2	<p>Context: The security situation in Afghanistan remains fluid, affecting all sectors of political, governance and developmental work. Besides, LOTFA project staff working in Mol are</p>	Security /Strategic	Impact on overall project deliverables (High)	<p>1. Prioritization of activities under all Pillars. 2. Continuous follow-up on UNDSS-UNDP promulgated security measures and instructions. 2. Partnerships forged with stakeholder partners i.e. Mol/ CSTC-A/ PRTs / bilateral police missions, to extent practical. 3. Delegation of certain police remuneration monitoring tasks to Monitoring Agent, particularly at sub-national level, with</p>	CO	Ubaidullah	Continuous

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
	considered as direct supporters of police, thereby becoming potential targets. Risk: Security constraints for LOTFA monitoring missions / EPS-EFT implementation teams/ gender recruitment/ community policing campaigns risking full delivery on all Outputs.			oversight by LOTFA. 4. Greater reliance on civil society facilitators, especially for Pillar-2 (capacity development/ gender)) and Pillar-3 (community policing) components. Beyond the Scope of Mitigation: -UNDSS imposed security travel restrictions. -HQ-management imposed restrictions on hiring/retention of international staff for security reasons (with no requisite counterpart national skills).			
3	Context: The ongoing restructuring efforts in New Kabul Bank (NKB) remain of concern to LOTFA stakeholders as most individual ANP accounts are maintained there (having largest infrastructure in the provinces/districts), There has been firm assurance from GoA that it is MoF which is guarantor of LOTFA funds, not NKB, but concerns remain. Risk: Continued uncertainty regarding Kabul Bank situation, with potential for risking security of LOTFA funds.	Economic / Financial/ Regulatory	Impact on ability to deliver individualized salary payments to police in accurate, accountable and timely manner (Medium)	1. Continuous follow-up with MoF/ KB/ Central Bank fiscal policy experts regarding security of LOTFA funds. 2, Regular presentations arranged on updates by MoF/ Central Bank for providing assurance to donors, including at project Steering Committee forum. 3. Follow-up with IMF on status of talks with MoF. 4. Encouragement to MOF for expanding banking base, particularly at sub-national level. Beyond the Scope of Mitigation: -No say in GoA decision relating to NKB restructuring, or negotiations with IMF. -No decision-making power in GoA banking process.	LOTFA	Sandeep / Salim Shah	On-going

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
4	<p>Context: Electronic Payroll System (EPS) is an innovative computerized police payroll system for transparency/efficiency in payrolls. Needs to be sustained at all levels in transition.</p> <p>Risk: Erosion of EPS gains risked through irregularity in EPS reports from some provinces (Nuristan), vacancy/ transfer of EPS positions, continued inadequacy of national telecommunication infrastructure, some discrepancies in payroll/HR data maintained at various sources, and potential security of classified EPS data.</p>	Technical / Operational/Organizational	Impact on accuracy of police payrolls and sustainability of systems (Medium)	<p>1. Issue taken up regularly with Mol and directly with defaulting province. 2. Data reconciliation process continuously advanced with all stakeholders in form of institutional weekly meeting. 3. Clear communication nodal points identified in each department for securing of EPS data. 4. Web-based (centralized) EPS payroll being progressed for further transparency and security of data.</p> <p>Beyond the Scope of Mitigation:</p> <ul style="list-style-type: none"> -No decision making authority over Mol provincial EPS operators for regular and timely submission of reports. -Not much influence on pace of web-based EPS implementation, which is dependent on network connectivity and stability. 	Mol / LOTFA	Khalid/Bawar	Continuous
5	<p>Context: Electronic Fund Transfer (EFT) is individualized and accountable salary payment mechanism for rooting out corruption at Police Commander level. Although 80% police are</p>	Technical / Operational/Organizational	Impact on further progress on accountable salary payments, opening up possibilities	<p>1. Continuous liaison with MoF for expansion of banking contracts to cover new banks, particularly in wake of NKB situation. 2. EFT coverage increased every month, i.e. 3,624 new police added over Quarter-3/2011. 3. In parallel, new-age M-paisa mobile salary scheme expanded in Wardak, Khost and Badakhshan provinces for 456 police (as part of Mol decision</p>	Mol/ LOTFA	Sandeep/ Khalid/Salim Shah	Decreased

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
	covered under EFT (dependent on existence of banking infrastructure at district level), concerns remain regarding cash-payment for rest of 20%. Risk: Lack of full progress in EFT implementation, risking non-fulfillment of key project output of efficient salary payments to all police. Dependent on expansion of commercial banks in inaccessible districts (compounded further in view of KB situation).		for administrative inefficiency (Medium)	to expand further to 25 additional districts, covering 4,600 police). Beyond the Scope of Mitigation: -No say in banking infrastructure expansion at district level, which remains GoA/MoF/ Central Bank decision. -Limitations/capacity of banking sector for submission of credible expansion proposals. -It is totally Mol/MoF decision for further expansion of M-paisa scheme, based on challenges of technology, literacy levels of police, and most importantly, ownership of process.			
6	Context: As new payroll and other service department systems/technologies are developed, in parallel these are being handed over to Mol for long term sustainability. While there continues to be progressive advancement on this, there is also certain reluctance of part of Mol to take on these tasks, as it adds to their every-day job responsibilities. This	Organizational/ Operational	Impact on medium-long term sustainability of all established systems and processes (Medium)	1. Continued interventions with Mol at all levels. 2. Continued and phased hand-over of day-to-day functions to Mol on benchmark basis. For example, EPS technical team is now stationed at Mol Finance directorate and most EFT functions have been handed over. 3. Independent production of EPS reports in all provinces as a mark of sustainability at provincial/district level. 4. Scope for greater sustainability of Mol institutional capacity through identified capacity programmes at all levels under Pillar 2, as per RBM capacity development plan. Beyond the Scope of Mitigation: -No LOTFA institutional influence over reluctant Mol Heads of Depts., as their reporting chain is to their own leadership.	Mol / LOTFA	Khalid/ Inayat	Decreased

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
	remains a strategic challenge, also based on understanding that this is a medium-long term process. Risk: Insufficient ownership and capacity development of Mol, risking full sustainability of LOTFA implementation and management processes.			-Lack of technical staff at Mol and frequent transfers of trained personnel, which erodes capacity sustainability gains. -Disinclination of some Mol personnel to accept new technologies, who want to rely on old manual process that is labour and time intensive. -Unavailability of staff for capacity programmes when involved in other key policing functions i.e. at time of Ramadan period.			
7	Context: There is Mol strategy to recruit 1,000 additional females in 1390 for greater gender balance in police force. Challenges of female police recruitment are systemic factors like reluctance of young women to join police because of reputation and image of police; family compulsions; cultural sensitivity; sexist work environment and inadequate service conditions. Risk: Challenge of systemic factors posing a female police recruitment risk	Organizational/ Management	Impact on non-achievement of female recruitment target, affecting output on enhanced gender balance and empowerment in Mol (Medium)	1. Support to Mol for invigorated gender awareness and recruitment drive. 2. Greater involvement of civil society, women organizations, female MPs, NGOs. 3. Building strategic partnerships with other nodal international organizations involved in gender work like CSTC-A/EUPOL/ Canadian and Norwegian police missions. 4. Work towards improvement in service conditions of serving female police towards greater retention. 5. Support to Mol for development of appropriate sectoral/operational work assignments for female police, in consultation with provincial and district police commanders towards building long-term motivation. Beyond the Scope of Mitigation: -No dramatic influence in cultural sensitivity to females joining the police (can only be med-long term measure). -No actual decision making power in female recruitment and gender mainstreaming (decision	Mol/ MoF	Sandeep/ Mukhtar	Continuous

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
				making power rests with Mol; LOTFA can only play facilitating role).			
8	<p>Context: For expansion of community policing project in transition districts, Mol lead and ownership is vital, considering that it is a sensitive subject, besides contributing to best aid effectiveness developmental principles. A CP Secretariat has been established in Mol, but institutional capacity needs to be built.</p> <p>Risk: Limited institutional capacity of the CP Secretariat in Mol risking full Mol ownership, lead and strategic guidance of the process.</p>	Organizational/ Strategic/ Management	Impact on the expansion and sustainability of the phase-2 police-community interface at sub-national level, towards local security and police service delivery (Short-Medium)	<p>1. Continuous follow-up with DM/Security, who is designated nodal point for the police-e-mardumi project. 2. Effective liaison with project partners like CSTC-A, EUPOL and Canadian police for combined interventions with Mol.</p> <p>Beyond the Scope of Mitigation:</p> <ul style="list-style-type: none"> -No institutional decision making power over Mol decision making. -No influence over provincial police authorities for effective expansion in transition districts (unless fully led by Mol Secretariat). 	Mol	KB/ Zaki	Continuous
9	<p>Context: LOTFA-VI Organogram has been considerably strengthened for all 3 Pillars in view of expanded scope of project activities. However, finding qualified personnel</p>	Organizational/ Management	Impact on efficient deliverables for all project activities (Short-Medium)	<p>1. Ongoing process. Some positions filled i.e. Pillar-3 Manager, and other key positions expected to be filled in Q-4, 2011. 2. Endeavor to retain staff through training opportunities, promotions, etc. 3. Reinvigorated head-hunting process. 4. LOTFA stakeholder support solicited. 5. Project staff wearing several hats as they double up for other positions.</p> <p>Beyond the Scope of Mitigation:</p>	LOTFA	Sandeep Ubaidullah/ UNDP-HR	On-going

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted/ updated by	Current Status
	<p>(internationals and nationals) has proved difficult given the Afghan context.</p> <p>Risk: Non-fulfilment of some strategic project MSU positions risking full delivery on the project outputs.</p>			<ul style="list-style-type: none"> -Limitations of national capacity for meeting UNDP recruitment/contractual standards. -Inflexibility in educational/ experience requirement waivers even for otherwise very qualified international and national staff, having good Afghanistan experience. -Challenging Afghan security situation which discourages internationals to work in the country. 			

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 new contractual period. Without this scrutiny, the overall efficiency of the project would be 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. New MA contract was awarded in Q-3/2011 (contract of old firm came to an end on 09.08.2011).	Ongoing	Sandeep/Ubaidullah/Popal
2	Management	01.01.2011	Continuous monitoring of timely procurement of police infrastructure (procurement and construction) projects which are large projects and has 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, there was some uncertainty regarding the continuation of the Ghor Policing Training Centre on account of change in Mol priorities and the final decision rested on the donor (outside the decision making power on the project).	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 needed to be implemented quickly.	Administrative process towards putting together such a capacity assessment team from UNDP's resource base was progressed in last Quarter, but it was assessed that this may not be required any more considering that several capacity programmes have already been initiated based on technical needs-gap analysis by the LOTFA team, and in partnership with other stakeholders. Besides, UK's SSMI programme has already conducted such an assessment, and it would not be productive to duplicate the exercise.	Closed.	CO-Mushtaq
4.	Management	01.09.2011	Improving ground delivery of community policing component (Pillar-3). There is recognition that delivery is relatively low, although the overall project delivery remains on track. This is perhaps the most ambitious community policing project globally with expansion outreach in 65 transition districts /sub-districts in a challenging security environment like Afghanistan. This also involves a highly challenging administrative process for award of contracts for various components, while ensuring a judicious mix of local implementation facilitators in the various regions. It will need to be ensured that the process is completed and contracts awarded expeditiously, while adhering to UNDP regulations.	The challenging administrative process for award of contracts for various geographical regions and programmatic components been advanced. It is hoped that most of the contracts can be awarded in Quarter-4, so that the financial amounts can be booked in the UNDP financial system and delivery can go up.	31.12.2011	Steve/Zaki

5.	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 GMS rate (proposed by donors to be reduced from 5 to 3%). Considering that we are already nine month into the next phase of LOTFA, formal signing of the document at an early date becomes an imperative.	The GMS talks are ongoing (UNDP proposed a split-tier GMS proposal and donor response is awaited). A decision is expected to be reached in beg of Quarter-4/2011.		CO Senior Management
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