



**LAW AND ORDER TRUST FUND FOR  
AFGHANISTAN (LOTFA)**

SECOND QUARTERLY PROJECT PROGRESS REPORT 2012

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## PROJECT INFORMATION

<b>Award ID:</b>	00061104
<b>Duration:</b>	January 2011-March 2013
<b>Strategic Plan Component:</b>	Crisis Prevention and Recovery
<b>CPAP Component:</b>	Stabilization and Peace Building
<b>ANDS Component:</b>	Security
<b>Total Budget:</b>	USD 1,433,693,322
<b>Responsible Agency:</b>	Ministry of Interior and Ministry of Finance

## ACRONYMS

ANDS	Afghanistan National Development Strategy
ANP	Afghan National Police
ANPWA	Afghan National Police Women Association
ANSF	Afghan National Security Forces
BCPR	Bureau of Crisis Prevention and Recovery (UNDP)
CACSS	Centre for Afghan Civil Society Support
CPAP	Country Programme Action Plan (UNDP)
CPD	Central Prisons Department
CRC	Crisis Response Unit
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit (FRU)
FY	Fiscal Year
GMU	Gender Mainstreaming Unit
GoA	Government of Afghanistan
HQs	Head Quarters
IMF	International Monetary Fund
IPCB	International Police Coordination Board
JHRA	Justice and Human Rights in Afghanistan Project of UNDP
LOTFA	Law and Order Trust Fund for Afghanistan
MA	Monitoring Agent
M&E	Monitoring and Evaluation
Mol	Ministry of Interior
MoF	Ministry of Finance
MoJ	Ministry of Justice
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
NATO	North Atlantic Treaty Organization
NIM	National Implementation Modality
NPS	National Police Strategy
NTM-A	NATO Training Mission - Afghanistan
NOC	Network Operation Center
PTC	Police Training Centre
RBM	Results Based Management
ROL	Rule of Law
ToTs	Training of Trainers
UNDP	United Nations Development Programme
WEPS	Web-based Electronic Payroll System



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## I. EXECUTIVE SUMMARY

During Q2, the Law and Order Trust Fund Afghanistan (LOTFA) paid remunerations to a maximum 138,685 Afghan National Police (ANP), as per the approved solar year 1391 *tashkil* of 157,000, and to 5,056 uniformed personnel which is the approved *tashkil* of the Central Prison Department (CPD). It transferred USD 134 million to the Ministry of Finance (MoF) to cover police remunerations.

The coverage of police under the Electronic Payroll System (EPS), and Electronic Fund Transfer (EFT) was 99.7 percent and 79 percent, respectively.

The construction of a housing complex for families of ANP martyrs reached 67 percent completion, and the design for the Ministry of Interior (MoI) Administrative HQ building budgeted at USD 5.56 million was finalized.

Monitoring and evaluation (M&E) missions were conducted by the EPS team to Badakhshan and Herat provinces Afghan Border Police (ABP) Headquarters (HQs), and Afghan National Civil Order Police (ANCOP) HQ in Kabul. A monitoring mission was also conducted in Herat province to review progress by implementing partners concerning police and community sports programmes.

A capacity assessment report which covered the MoI administrative systems of Human Resources, Finance, Procurement, logistics, facilities, and gender mainstreaming, has been drafted by the mission that is based in Bangkok; it will be finalized in Q3. Preparations have been initiated to train 500 police officers in Sivas within the framework of an agreement between the Governments of Turkey and Government of Afghanistan (GoA) facilitated by LOTFA.

Terms of Reference (ToR) for the Community Policing Secretariat at MoI has been approved and the secretariat was formally inaugurated by the Deputy Minister (Security). The Community Policing Secretariat will coordinate current efforts with the international community and civil society. It will determine the next steps required to move the ANP from a military model to a community service focused model of policing.

The inaugural Afghanistan Police Film Festival was conducted, with its goal being to advance community policing using the medium of film. The Festival Committee awarded grants to 14 Afghan filmmakers who produced their films under the categories of animation, documentary and fiction. The Festival was launched in May 2012 with public screenings followed by an award ceremony.

The main issue during the quarter was commencement of an investigation into LOTFA by the UNDP Office of Audit and Investigation. Although the investigation is ongoing and confidential, it is expected to be completed by the end of Q3. Preliminary results have resulted in the dismissal of three LOTFA personnel and the placement of one on administrative leave. This action has exacerbated existing staff shortages and resulted in plans to conduct a broad ranging managerial review of LOTFA.

## II. RESULTS

### **OUTPUT 1: Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency**

During Q2, 6,730 new police were added to the EPS taking the total to 138,685 police personnel. This constitutes 99.7 percent of the ANP and 88 percent of the 5,056 CPD personnel.

In previous quarters, receipt of EPS reports has been a persistent challenge for Kandahar and Nuristan. This has been attributed to issues of electricity and access to email, requiring the hand delivery of these reports. Regular liaison with Mol and provincial HQs, resolved the issue with Kandahar. An EPS Operator for Nuristan, trained by LOTFA has now commenced duty in Nuristan which is expected to result in improvements from that province.

Independent preparation of EPS reports in the provinces by Mol authorities constituted an encouraging sign of progressive sustainability of the established payroll system. This has been assisted by the re-engineering of EPS/ Web-based Electronic Payroll System (WEPS) which can now produce auto generated reports after closing of the payroll period by clicking one button. In addition, LOTFA has conducted intermediate EPS training for new personnel from Laghman, Panjsher, Nuristan, and Zabul Provincial Head Quarters (PHQs) and Mol Departments of Counter-Narcotics and Training and Education. This will also help in the long-term sustainability of EPS.

Work was also advanced on the expansion and monitoring of WEPS. The objective of WEPS is to link all Mol data sources at central and provincial levels to one central server, with built-in security systems, to create a more accurate, transparent, and secure payroll. In Q2, WEPS expanded from 16 to 18 provinces. Training modules were also organized on WEPS implementation for 30 officials from PHQ of Regional Command North and South (Badakhshan, Baghlan, Kunduz, Takhar, Balkh, Samangan, Kandahar, and Jawzjan) as well as Intelligence and Finance and Budget General Directorates in Kabul.

The growth plan of WEPS remains contingent on the Mol Network Operations Center (NOC) system. Currently, 28 provinces are covered under MOI NOC with an expected coverage of all 34 provinces by end of this year. The accuracy of the data fed into the system remains dependent on the full realization of the DynCorp ID registration as well as the Personnel Asset Inventory (PAI) updates. The data reconciliation process was regularly coordinated with all stakeholders in the forum of weekly meetings organized by LOTFA.

In Q2, EFT, a salary payment mechanism through individual bank accounts, was functional in 33 provinces with the only province not able to use EFT being Nuristan. This is unchanged from the previous Quarterly Report, which was erroneously reported as functioning in all 34 provinces. In Q2, the number of uniformed police paid by EFT remained steady at 79% (113,297). Additionally, 88% (5,056) of CPD personnel were covered under EFT.

The LOTFA EPS team continued to liaise with commercial banks for expansion of the branches to cover more districts, but the instability of the Kabul Bank resulted in no change yet, though the number of Kabul Bank provincial branches is decreasing. An alternative salary transfer mechanism, the mobile money M-paisa, has been put in place, aimed primarily at inaccessible regions. In Q2, M-paisa was rolled out to one additional district in Helmand province with coverage in four districts of Badakhshan, one district of Khost and three districts of Wardak provinces. Another 60 ANP were added to M-paisa in the reporting period.

The independent monitoring agent looked at financial monitoring of police remuneration, determining CPD transfer status, verification of EPS/EFT/WEPS implementation, and gender recruitment. It found 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; regularization of payroll refresher/advanced trainings, with focus on Training of Trainers; and verification for WEPS implementation through integration of new features such as automated barcode generation.



Below is a snapshot of where Law and Order Trust Fund is in relation to its annual targets after Q2

Table 1 LOTFA –Output 1 Annual Targets

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
1a.1 Ongoing payment of ANP salaries in 34 provinces;	1a.1 Maintain timely payment of ANP salaries in 34 provinces;	34 provinces	34 provinces	On-track
1a.2 EPS implemented in all 34 provinces Police Head Quarters and centralized web based Electronic Payroll System implemented in 14 provinces;	1.a.2 Coverage of all police under classic EPS (new recruits as per ANP growth plan) to be maintained between 99%-100% at all times; expansion of centralized web-based EPS (dependent on network stability/ connectivity) to cover 30 provinces by Dec 2012;	99%	99%	On track
1a.3 Electronic Fund Transfer (EFT) coverage of Police is 82% with 8 districts covered under M-Paisa;	1a.3 Coverage of 90% police under EFT (including new recruits as per ANP growth plan)	80%	79%	On track
1a.4 Resource pool of 1,500 Mol trained officials at regional, provincial and central level in finance/ EPS/ WEPS/admin/ HR/ procurement towards payroll sustainability;	1a.4 Resource pool of 1,800 Mol trained officials at regional, provincial and central level in finance/ EPS/ admin/ HR/ procurement, with focus on centralized web-based EPS;	75	72	On track

1a.5 Resource pool of 320 Mol trainers under Training of Trainers (ToTs) in specialized fields at zonal/provincial/district level towards independent management of payroll technologies;	1a.5 Resource pool of 250 Mol trainers under Training of Trainers (ToTs) in specialized fields at zonal/provincial/district level ;	16	0	Currently behind schedule. Plan to train 34 in Q 3
1a.6 Provision of technical support to 28 Mol focal points in new-age payroll technologies i.e. centralized WEPS/M-Paisa;	1a.6 Provision of technical support to 28 Mol focal points in new-age payroll technologies i.e. centralized WEPS/M-Paisa;	28	30	On track
1b.1 Ongoing payment of all uniformed CPD personnel salaries in 34 provinces;	1b.1 Maintain payment of all CPD salaries in 34 provinces ;	34	34	On track
1b.2. 82% uniformed CPD covered under EPS;	1b.2 95-100% CPD force covered under classic EPS by Jun 2012;	95-100%	88%	Behind schedule
1b.3. 87% uniformed CPD covered under EFT ;	1b.3 100% CPD force covered under EFT by Jul 2012;	100%	88%	Behind schedule

## 1. FINANCIALS

During Q2, a total of USD 139,049,432 was spent for this output. For more details, please refer to Annex 1 and Annex 2.

## 2. RISKS/ISSUES

### ISSUES

- **Vacant M&E positions in LOTFA:**

There has been weak capacity to maintain strong oversight of the Monitoring Agent performance. However, during Q2, a national M&E officer was recruited which will strengthen oversight in this area.

- **Corruption:**

This matter is being addressed at the legal level. A number of measures are being worked on to strengthen accountability and oversight of the project.

- **Accuracy of various databases which feed into WEPS:**

Data needs to be clean to deliver correct results, hence making databases as accurate as possible a key oversight function.

- **Expansion of EFT given Kabul Bank situation:**

Kabul Bank was identified with serious irregularities by the central bank and it is through EFT that ANP who were account holders with Kabul Bank can find an alternative.

- **Inability of some provinces to produce EPS reports:**

Capacity building efforts are in progress to address this matter.

- **Inability of some provinces to pay salaries:**

Capacity building efforts are in progress to address this matter.

## 3. FUTURE PLAN

WEPS is currently in 18 provinces with plans to expand to all 34 provinces by the end of 2012. Also, capacity building in quality assurance through monitoring and evaluation, trainings for enhancing transparency and efficiency, sustainability and local ownership as well as efficiency will continue throughout the year. Expansion of EPS and EFT will continue to be rolled out.

## B. OUTPUT2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure

The construction of housing for families of ANP martyrs is **67%** complete. The design for the construction of the Mol Administration HQ is completed and ready for tender.

Below is a snapshot of where Law and Order Trust Fund is in relation to its annual targets after Q2

Table 2 LOTFA –Output 2 Annual Targets

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
2.1 Some construction activities undertaken for Mol i.e. gym, high-way check posts/ check points; provincial police stations; traffic and fire brigade depts.;	2.1 100% completion of construction of housing for martyrs and 50% of Mol Admin building ;	60%	67%	On track
2.2 60% completion of construction of LOTFA Annex Building	2.2 100% completion of construction of LOTFA Annex Building.	80%	80%	On track

### 1. FINANCIALS

During Q2, no expenses were incurred for this output. For more details, please refer to Annex 1 and Annex 2.

### 2. RISKS/ISSUES

#### RISKS

- **Weak oversight**

Construction activities, which are mandated to be undertaken through national procurement and contractual modalities, are at risk of falling behind schedule due to weaknesses in oversight by the Mol Department of Facilities and Administration. To support increased oversight a committee has been established by the Deputy Minister for Support with a mandate to report on progress.

### 3. FUTURE PLAN

In Q3, the Mol Headquarters construction will be let for tender.

### **C. OUTPUT3: Capacity of Mol at policy, organizational and individual level improved in identified areas and administrative systems strengthened**

During Q2, the embedded local procurement mentors have prepared a training plan on procurement procedures and standard operating procedures for zonal offices. Training is underway and 50 percent of planned training has already been completed. The embedded facilities mentors conducted training sessions in the use of engineering software and also prepared a need analysis with a proposal of an action plan. To increase the administrative capacity of the provinces, 15 training sessions were conducted by the MA teams for 242 police officials from Balkh, Kabul, Herat, Kandahar, Kunduz, Nangarhar and Paktiya province police zones, in store keeping and record maintenance, payroll and tax deduction on salary accounts, and payroll risks and related controls. This will result in greater compliance with administrative systems and procedures.

In parallel, the external technical assessment mission from the UNDP Bangkok Bureau for Asia and the Pacific took place at the end March 2012. The mission concentrated on the so-called enablers or “support processes” of the Mol – finance, procurement, logistics, facility and gender. The mission built on ongoing work of key stakeholders operating in this area like NTM-A, EUPOL, and UK’s Strategic Support to Mol (SSMI) programme. A preliminary capacity assessment report has been drafted and sent to the country office for consultations. Once consolidated in Q3, this report will be the tool for future programming in building capacity in all the departments of units assessed.

Additionally, a new edition of training at the Sivas Higher Vocational Police School was planned in Q2 based on the success of the first edition of partnership with Turkey. The entry exams for the second batch for the six-month specialized training for 500 ANP cadets have been completed. In this second edition, two months of the training will concentrate on logistics and the remaining period on theme of leadership skills development for better policing. All these efforts are aimed at enhancing professionalism within the ANP. Conditions for recruitment were that candidates had accomplished 12<sup>th</sup> grade and their age was between 18 and 30. Via a targeted campaign, recruitment has been ongoing during Q2. A special effort has been made by the Training Department of the Mol to mobilize candidates from all regions of Afghanistan. The training conducted in the Higher Vocational Police School in Sivas, Turkey is planned to commence officially on 27th August, 2012.

A draft memorandum of understanding was prepared between the Government of Afghanistan, Government of Indonesia and UNDP on April 16 for the training of 50 Afghan police (for ranks between Second Inspector and Captain) in police institutions in Indonesia. The disciplines selected are traffic management, crime investigation and community policing. Indonesia has ten years of experience with community policing that might be of great value to the emerging community policing approach in the Afghan police. The training is planned for the last quarter of 2012. The finalization of the legal framework to conduct this training will be completed in Q3.

Requests for Proposals were prepared for hiring a company to facilitate the promotion of ANP, develop new tools of public relations campaigns and train media unit staff in interacting with traditional and new media.



Contributions to strengthened RoL through Cluster collaboration with UNDP Afghanistan Integrity Initiative project for capacity trainings in accountability and transparency mechanisms and audit controls for MoI Inspector General's Office were implemented. This has resulted in improved compliance in project financial and administrative management.

Below is a snapshot of where LOTFA is in relation to its annual targets after Q2

Table 3 LOTFA –Output 3 Annual Targets

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
3.1 Limited UNDP participation in policy development through inputs in National Police Strategy, National Police Plan and Institutional Police Policy Development (IPPD)	Improved level of participation and inputs as contribution to policy development	Contribution to Mol policy development through; contribution to upcoming IPCB Conference through preparatory work session on Mol institutional reform	Contribution to Mol policy development through; contribution to upcoming IPCB Conference through preparatory work session on Mol institutional reform	On track
3.2 12 National mentors in place with limited contribution to administrative capacity and limited system development	Development and operationalization of institutional systems in Mol Departments of Finance, Procurement, Logistics and possibly Passports	Capacity assessment by external UNDP mission	Draft capacity assessment report prepared	On track Report needs consolidation in Q3
3.3 Deficiency of Mol leaders and limited ongoing training of MOI cadets in Turkey	Facilitation of leadership and management capacity programmes, including training of 500 additional ANP cadets in Turkey,  50 ANP in Indonesia	Second batch of 500 ANP to attend Sivas Turkey	Second batch of 500 ANP officers selected to attend Turkey training starting in August. The training starts officially in August 2012.  MoU drafted for 50 officers to be trained in Indonesia; the contracting architecture will eventually be an	On track Sivas starts in Q3 Indonesia training in Q4

			intergovernmental agreement between Afghanistan and Indonesia and contract between UNDP/LOTFA and the Government of Indonesia	
3.4 Limited capacity of Mol Department of Media and Public Relations built through provision of technical experts in police advocacy and media management in 2011	Development of four public information/ advocacy programs for Mol/ANP and substantial strengthening of Mol publicity department	Improved public information/ police advocacy in Kabul and provinces through technical and logistics support.	Requests for Proposals prepared for hiring company to facilitate the promotion of NPN, develop new tools of PR campaigns and train media unit staff in interacting with traditional and new media	On track, published in Q3
3.5 UNDP RoL Cluster in inception stage with limited synergies in activities	At least two combined programmatic initiatives implemented	Contribution to strengthened RoL through Cluster collaboration with UNDP-All project for capacity trainings in accountability and transparency mechanisms and audit controls for Mol Inspector General's Office	Collaborated with UNDP's Afghanistan Integrity Initiative project for capacity trainings in accountability and transparency mechanisms and audit controls for Mol Inspector General's Office	On track
3.6 82,000 police are illiterate	Literacy classes will be started for 400 Police	30 literacy teachers will be hired and then class will be started	Tor will be planned in Q3 and implementation of training In Q4	On track

## 1. FINANCIALS

During Q2, a total of USD 91,474 was spent for this output. For more details, please refer to Annex 1 and Annex 2.

## 2. RISKS/ISSUES

### ISSUES

- **Low delivery execution**

Due to extended medical leave of the pillar II manager, the unfilled gender officer position and understaffing of pillar II team, the delivery of this capacity-building component has slightly been delayed. In order to mitigate this, preparations have been made to hire a temporary project manager of pillar II to cover for the medical leave of the current manager. Recruited from the Express Roster of the Bureau for Crisis and Prevention and Recovery (BCPR), the interim project manager is expected to arrive early in August.

- **Mentors not aligned to the objectives of the project**

The embedded mentors in the MoI are an asset that needs to be better valorized and their expertise in identifying gaps and planning should be mobilized and capitalized on more systematically. There is a need to revisit the strategy of managing the mentors to be aligned with the objectives of the program.

## 3. FUTURE PLAN

In Q3, UNDP LOTFA will contract a competent institution to conduct the third national annual perception survey on representation of Afghans on security. The 2012 survey intends to have representative samples in all 34 provinces, use new technology to ensure efficient recording of interviews and control of the location where the interviews take place. Using a slightly revised standardized questionnaire, the survey will allow cross-provincial comparisons as well as monitor progress on a number of key performance indicators of security and perception of security among the Afghan population. As far as possible, a capacity-building plan will be integrated into the request for proposal to distillate sustainability in this activity. The study is intended to be a tool feeding into strategic planning and community policing to improve services.

The UNDP capacity assessment report on the main administrative areas of the MoI shall be consolidated with the support of local mentors collocated in the respective departments of the MoI and stakeholder consultations. The result of this joint work will take place in Q3 and will lead towards a robust planning of a targeted capacity-building program, guide the work of the mentors and allow for on-the-job training initiatives that will be started in Q4. It will also feed the planned design of next phase of LOTFA, namely phase VII.

Specialized training in Turkey will commence on August 27<sup>th</sup> and last for six months. The planning of the training in Indonesia and conclusion of administrative procedure will take place in Q3 while the actual training is expected to commence in Q4.

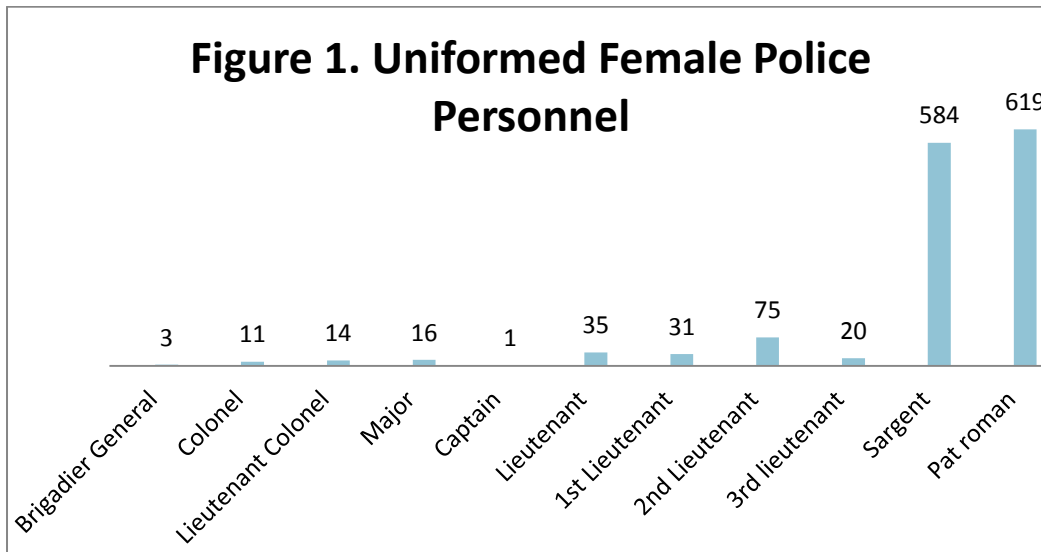
A robust capacity-building program shall be planned in Q3 with the Media Unit of the MoI that will involve drafting a new media strategy for the MoI, developing new and modern communication tools and training staff to better interact with traditional and new media. Most of this program will be implemented in Q3 and Q4.

To increase literacy in the ANP, literacy training for 400 officers will commence after hiring 30 literacy facilitators in collaboration with United Nations Educational, Scientific and Cultural Organization under a Letter of Agreement with the MoI. The Terms of Reference of the facilitators will be prepared in Q3.



## D. OUTPUT4: Improved capacity of police force with enhanced gender balance,

In Q2, 79 additional females were recruited, bringing the total number of female police to 1,409. This is well short of the annual target of 5,000. Figure 1 shows the distribution of females in the rank structure.



The strategy to recruit and retain female officers has been based in the past year on two main components: The training incentives for paid female and advertisement campaigns. During Q2, 79 females were recruited by ANP and trained. Media advertisements through the main networks and radios on prime time were discontinued because of the internal investigation of LOTFA which suspended or delayed contracts. While this activity has been disrupted in Q2, it is intended to be revived in Q3. By the same token, a contract for various visibility items to be procured in Dubai has been suspended in Q2 to await the conclusions of the investigation on LOTFA procurement procedures.

Four sessions of Gender Awareness and United Nations Security Council (UNSC) Resolution 1325 were conducted for 156 officers. The sessions were jointly held with the Gender and Equality Project. Each session lasted three days with 40 trainees. The sessions targeted staff of the Mol, Afghan Public Protection Force, Shamshad Regional Command 202 and the Afghan National Civil Order Police.

The component has suffered from the prolonged medical leave of Pillar II manager in Q2, the investigations against corruption allegation against LOTFA that resulted in suspension of contracts and the heavy understaffing of the management team of this pillar.

Below is a snapshot of where LOTFA Output 4 is in relation to its annual targets after Q2

Table 4 LOTFA - Output 4 Annual Targets

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
4.1 1,250 women in the police;	2050 women police	200	79	Behind schedule  Total is 1,409
4.2 Limited functioning of FRUs due to lack of logistic and technical support;	Seven FRUs are functional	2	0, planned for Q3 and Q4 (41 FRUs)	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist
4.3a Limited female police capacity;	8-10 Training programmes for female police organized	0	0	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist
4.3b Limited female officers trained by LOTFA in leadership, management accountancy and IT in 2011;	8-10 Training programmes for female police organized	0	0	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist
4.4 Some gender awareness program implemented/currently under implementation;	Four Gender awareness program/ trainings conducted	One Gender awareness program/ trainings	Four workshops are held on Gender Awareness and UNSC R 1325 for different commands of MoI	On-track
4.5 Moderately independent functioning of MoI GMU;	4.5 Support establishment of GMUs in all seven regions;	N/A	No progress, implemented in Q3 and Q4	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist

4.6 Limited support to Afghanistan National Police Women Association (ANPWA); currently set up in Kabul, Herat, Mazar, Nangarhar and Bamiyan zones	4.6 Support opening of ANPWA regional branches in four provinces (Helmand, Parwan, Panjsher, Laghman)	N/A	No progress, need consensus on legal status and political opportunities within MoI	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist
4.7 Limited support for improving work conditions for female police	4.7 Development of MOI Gender Strategy and work place harassment policy	N/A	Will be implemented in Q4	Minimal planning, awaiting recruitment of local gender officer and international Gender officer to assist
4.8 UNDP RoL Cluster in inception stage with limited synergies in activities	4.8 At least four combined programmatic initiatives implemented	N/A	Conducted Human Rights trainings by MoI Human Rights Department and UNDP-JHRA;  Finalized a programme in gender rights with MoWA / UNDP-GEP project	On track

## 1. FINANCIALS

During Q2, a total of USD 208,803 was spent for this output. For more details, please refer to Annex 1 and Annex 2.

## 2. RISKS/ISSUES

### ISSUES

#### ▪ **Limited female recruitment**

As mentioned above, there was little to no advertisement campaigns in the mass media and billboards for female recruitment during Q2. This has dramatically limited the recruitment of female officers and partially explains why the project is behind in terms of targets. To reach the 5000 target set by the Government, a broader strategy needs to be implemented. This strategy shall be explained in the next section.

#### ▪ **Low delivery execution**

The limited capacity of the LOTFA staff, lack of a gender specialist, and the internal investigation of LOTFA have limited progress during Q2. This has retained the full attention of the UNDP management and Q3 will be dedicated to take measures to restructure LOTFA in general, hire new staff and, in the gender component of LOTFA in particular, hire a national gender specialist (expected to be hired in July) and an international gender specialist (expected to arrive in September) increase the delivery of output four.

## 3. FUTURE PLAN

Q3 is expected to see an invigorated implementation team. An interim project manager for Pillar II will arrive on August 2, 2012; an experienced gender local officer will arrive at the end of July 2012; the international Gender specialist position will arrive in September 2102. Supported by a new management and reinforced operational team, the new capacity will multiply the delivery rate.

In Q3, the female ANP officer's recruitment campaign will be launched with a large contract to be issued to the main television networks and radio to air at prime time spots advertising for female recruitment. A new campaign of billboards will take place at the end of Q3 and notebooks for advertising and promoting the role of female officers in the ANP will be purchased to be used in a campaign that will take place in high schools throughout Afghanistan.

In addition, it is expected that civil society organizations (CSOs) will be contracted in collaboration with Pillar III to engage in dialogue with traditional elites in villages in a selection of four provinces to promote the enrollment of female candidates in the ANP and, at the same time, to open legal aid centers that will advise potential candidates and offers juridical services to female candidates and officers in the selected provinces. The contract is expected to be signed in Q3 and the implementation to take place from Q4 onwards.

The multi-dimensional approach to the recruitment of female officers will be given extra leverage with the initiation of the work of a commission dedicated to drafting a legal framework against sexual harassment in the workplace. The process will be facilitated by the new gender advisor of starting at the end of Q3.

In Q3, LOTFA expects to procure IT equipment for the provincial units of the GMU and conduct a basic training for users through the services of a specialized local company. This activity will be ongoing until the end of Q4. Also, support to design a revisited GMU strategy will be ensured by the Gender advisor of LOTFA in coordination with other stakeholders.

In Q3, 41 FRU will receive both office equipment and IT equipment. The FRUs are responsible for dealing with domestic violence and over 150 units have been established across the country. LOTFA will furnish and equip about 40 FRUs in provinces that have the highest rates of domestic violence and those who have obtained a special private annex to the police station (with separate door). In addition, a collaboration with EUPOL is planned in Q3 to deliver a training to a selection of FRU staff in forensic training and, possibly, equip a zonal laboratory (basic equipment) allowing a professional analysis of traces and evidences collected by the FRU in Q4.

The LOTFA project will offer the heads of the FRU and GMU an opportunity to accompany a delegation organized by Pillar III to Jordan that will take place in Q4. Jordan is known in the Middle East for having developed best practices in dealing with domestic violence by establishing Family Protection Units across the country under the patronage of the Queen. It is also known to be open to partnerships and collaborations. The delegation will explore the possibility of such a partnership with the FRU in Afghanistan.

Leadership training is planned in Q3 and will be implemented in Q4 for females of the FRU and the GMU. The training will be part-time and be delivered by a company selected after a competitive process.

A security awareness and self-defense course for female officers will be planned in Q3 and Q4 in a number of provinces mobilizing GMU trainers formerly trained in Norway. Several partnerships may take place for the delivery of these courses. Finally, the LOTFA project will jointly plan with other stakeholders a strategy to engage with promoting female police associations that have been burgeoning across Afghanistan and received the support of some international partners such as EUPOL and UNAMA.



## E. OUTPUT5: Police-community partnerships strengthened for enhanced security delivery and accountability

Community Policing initiatives were conducted in 65 districts in areas where the Afghan Government are responsible for security. These included joint police and community sports programmes, police and community consultations, information desks, security seminars, Police Film Festival, and production of a community policing best practices documentary.

Police and Community sports programmes were implemented in the provinces of Nangarhar, Laghman, Herat, Kabul, Parwan, Panjshir, and Bamiyan in a total of 65 Districts/Police Districts. Sports activities consisted of volleyball, football, cricket, martial arts, and boxing. There were a total of 77 teams consisting of 60 percent community members and 40 percent police participants with five percent police women and three percent females from the community participating. Police and Community sports programmes were facilitated by implementing partners Social Capacity Development Welfare Organization and Afghan Legal & Social Development Organization.

There has been strong support from police and security officials as well as the broader government and community for these sports initiatives. Feedback from various quarters is that initiatives such as this play a positive role in bridging the gap between the police and the community. Informal surveys showed increased levels of confidence by community members in the police at the end of the programme compared to the beginning. One community member in Kama district said "I have never seen our district police being so close to their community youths before, now I can say that we are all the same and police are not strange to us as I thought before I think we all can be supporting each other and try to bring peace and security to our area."



**Figure 1: Police and community leaders present awards to participants at a police and community sports event (Photo Credit: Afghan Legal & Social Development Organization/UNDP)**

Implementing partner Qara Consulting facilitated security seminars in the provincial cities of Mazar, Kabul, Herat and Jalalabad. This initiative was designed in response to help develop a more inclusive approach to addressing public security issues in Afghanistan. Its goal was to introduce senior security officials to existing research and academic resources, build and strengthen linkage between security officials and members of representative bodies, and create a space for frank and fruitful discussions where participants could speak without attribution.

The security seminar series brought together Afghan researchers, police and other security actors, members of parliament and civil society representatives in academic discussion. The topics covered to date are the culture of impunity, role of shuras, financing terrorism, historical perspectives to security, and public perceptions of security forces. Participants in the seminars included senior police officials, parliamentarians, academics, senior community leaders and civil society organisations. The sessions consisted of an expert key note speaker who stimulated discussion within the group to encourage ideas which could influence policy reform within the security sector.

Tadbeer Consulting completed a series of police and community consultations at district level in Nangarhar and Laghman provinces. The aim of these exercises was to promote and consolidate peace and security through enhancing the partnership between district police and communities. The consultation series included facilitating an exercise in which police and community

representatives developed a shared vision for their districts. These exercises resulted in the development of agreements where both the police and community leaders made commitments with a view to working together to resolve problems and build trust between the police and the community. Major issues raised by participants were corruption, concerns about lack of confidentiality in providing security related information, lack of awareness on the constitution and national laws by government officials. It was concluded by participants that the joint workshops had laid an important foundation stone on which open dialogue, and trust between the police and community could be built upon.

The inaugural Afghan Police Film Festival was conducted, with its purpose to creatively express the relationship between police and civil society through the use of film that can be used for the promotion of a better relationship between the Afghan police and Afghan society. The event was directed by our implementing partner Ilia Events, with the collaborative support of the Afghanistan Ministry of Interior, Afghan Civil Society members, filmmakers, and local and international media. A festival committee selected 14 film makers who were awarded grants covering the genres of fiction, animation, and documentary. The overall view of the festival was that it provided a balanced view between police achievements and constraints/challenges, with an overall positive message encouraging the police and the community to work together.

At the ministry level important progress has been made towards institutionalizing community policing. The Community Policing Secretariat was formally inaugurated by the Deputy Minister (Security) after the terms of reference previously drafted were formally approved. The Director (Training & Education) has been directed to support the Secretariat in the development of education and communication materials. A baseline survey was conducted in conjunction with a social researcher from NTMA to establish the level of community policing knowledge amongst a sample of senior officers in MoI. Results are expected to be released in the next quarter.

Below is a snapshot of where LOTFA Output 5 is in relation to its annual targets after Q2

Table 5 LOTFA - Output 5 Annual Targets

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Comments
5.1 38% positive views about police, 28% great deal of confidence in ANP (Police Perception Survey 2011)	5% increase from baselines in targeted districts	Not applicable	Not applicable	Measured annually
5.2 No baseline for reported incidents by communities	10% Increase in reported incidents in targeted districts	Not available	Not available	Delayed due to inability to obtain information from district police stations
5.3 Limited understanding of CP within MoI and provincial HQs(baseline survey was conducted during the Q1 result will be shared in report soon)	20% increase in level of understanding of CP by ANP officials	Baseline survey conducted.	Raw data obtained at MoI HQ level	Delayed as awaiting report from NTMA
5.4 Newly established CP Secretariat with unclear mandate and lack of project monitoring capacity.	The Secretariat leads project monitoring and officially has a mandate	Finalize ToRs	ToRs finalized and Secretariat inaugurated	On-track

## 1. FINANCIALS

During Q2, a total of USD 535,555 was spent for this Output. For more details, please refer to Annex 1 and Annex 2.

## 2. RISKS/ISSUES

### RISKS

- **Procurement delays**

As a result of issues identified by an ongoing investigation into LOTFA as well as uncertainty concerning a hybrid approach of both UNDP and MoI procurement procedures, there has been uncertainty in progressing contracts and assignment of responsibility for resolving contracting issues. The need to obtain procurement and contracting expertise has now been recognized and steps will be taken in Q3 to review management practices in this area and also to obtain short term procurement expertise.

### ISSUES

- **Sustainability of the Community Policing Secretariat**

In order for the Community Policing Secretariat to be sustainable, it will require long term capacity building assistance and broader internal support within the Ministry of Interior to capitalize on the establishment of the secretariat. Strengthening staff support by embedding a national officer is planned for Q3. Highlighting the need for a strengthened Community policing approach through the International Police Coordination Board (IPCB) working groups will also be highlighted in Q3 to assist longer term development efforts in this area.

## 3. FUTURE PLAN

In Q3 preliminary plans to obtain approval for additional international and national staff to provide for increased technical support to MoI and geographical spread to key provinces will be progressed. This will include engagement with the Department of Training and Education on mapping existing community policing curriculum and identifying future community policing training needs.

In relation to contracts and procurement, it is expected that approval will be granted to act on recommendations to engage a consortium to strengthen women police through mentoring, education, and culture change, in the provincial cities of; Kabul, Herat, Mazar-e-Sherif, Jalalabad, and Bamiyan. A contract to engage an implementing partner to facilitate delivery of community safety sessions by police in schools in 31 districts is also expected to be finalized. The evaluation of eight community policing pilot sites, evaluation of bids to conduct university outreach consisting of facilitating police formal interaction with university staff and students, and the commencement of a baseline survey at provincial and district level on level of knowledge of community policing is also expected to commence in Q3.

Planning for a Community Policing and FRU study tour to Jordan will also commence in Q3.

### III. ANNEXES

#### A. ANNEX 1: FINANCIAL TABLE

Donor	REVENUE					EXPENSES				BALANCE	Remarks
	Commitment (a)	Total Received (b)	Total Receivable c=(a-b)	Carry Over from (d)	Total Resources e=(b+d)	Cumulative Expenses as of Mar 2012 (f)	Total Expenses (Apr - Jun 2012) (g)	Commitments (h)	Total Expenses & Commitments i = (f + g+h)	Balance j=(e-i)	
Denmark	6,939,844	6,939,844	-		6,939,844	2,923,348	379,866		3,303,215	3,636,629	
Canada (DFAIT)	12,337,397	12,337,397	-		12,337,397	12,219,898			12,219,898	117,499	
European Union	53,577,073	51,616,667	1,960,406	48,919,334	100,536,001	48,936,802	5,222,671		54,159,473	46,376,528	
Finland	5,442,177	3,514,520	1,927,657		3,514,520	3,487,386			3,487,386	27,134	
Germany	46,519,187	46,519,187	-	23,500,000	70,019,187	70,019,187	-		70,019,187	-	
		-	-	607,094	607,094	607,094			607,094	-	
	2,000,000	2,000,000	-		2,000,000	2,000,000			2,000,000	-	
	26,420,079	26,420,079	-		26,420,079	-			-	26,420,079	
Italy	1,225,014	1,225,014	-		1,225,014	663,591	-		663,591	561,423	
Japan	240,000,000	240,000,000	-		240,000,000	240,000,000			240,000,000	-	

		-	-	8,659,605	8,659,605	8,659,605			8,659,605	-	
	231,000,000	231,000,000	-		231,000,000	440,128	119,831,723		120,271,851	110,728,149	
	5,615,183	5,615,183	-		5,615,183	-			-	5,615,183	
Netherlands	14,666,667	14,666,667	-		14,666,667	27,785	531,344		559,129	14,107,538	
Norway	15,942,831	15,942,831	-		15,942,831	9,707,017	263,160		9,970,177	5,972,654	
SDC (Switzerland)	2,672,832	2,672,832	-		2,672,832	700,621	399,754		1,100,375	1,572,457	
USA	7,216,000	7,216,000	-		7,216,000	1,408,166	285,230		1,693,396	5,522,604	
	31,500,000	31,500,000	-	139,315,300	170,815,300	170,815,300			170,815,300	-	
	218,358,432	218,358,432	-		218,358,432	103,446,810	14,086,513		117,533,322	100,825,110	
	5,000,000	5,000,000	-		5,000,000					5,000,000	
	163,844,414	80,000,000	83,844,414		80,000,000	-			-	80,000,000	
UK	13,320,229	13,320,229	-		13,320,229	13,304,295	-		13,304,295	15,934	
	16,483,516	16,483,516			16,483,516	-			-	16,483,516	
Interest	1,451,019	1,451,019			1,451,019	1,441,237			1,441,237	9,782	
<b>Grand Total</b>	<b>1,121,531,894</b>	<b>1,033,799,417</b>	<b>87,732,477</b>	<b>221,001,333</b>	<b>1,254,800,750</b>	<b>690,808,269</b>	<b>141,000,261</b>	<b>-</b>	<b>831,808,530</b>	<b>422,992,220</b>	

Note:

- i) Expenses reported for Q2 2012 is provisional.
- ii) Revenue received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

## B. ANNEX 2: EXPENSES BY OUTPUT

Project Output	2012 Budget (AWP)	Expenses (Apr-Jun 2012)	Cumulative Expenses (Jan-Jun. 2012)	Delivery Rate	Remarks
Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	569,120,650	133,701,377	222,641,798	39%	
General Management Service (GMS) Fee 4%	22,764,826	5,348,055	8,905,672	39%	
	<b>591,885,476</b>	<b>139,049,432</b>	<b>231,547,469</b>	<b>39%</b>	
Output 2 (00077273): Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	3,241,630	-	305,800	9%	
General Management Service (GMS) Fee 4%	129,665	-	12,232	9%	
<b>Sub-total Output 2</b>	<b>3,371,295</b>	<b>-</b>	<b>318,032</b>	<b>9%</b>	
Output 3 (Atlas Project# 00077274): Capacity of Mol at policy, organizational and individual level in identified areas as well as administrative systems improved;	6,670,026	87,956	529,668	8%	
General Management Service (GMS) Fee 4%	266,801	3,518	21,187	8%	
<b>Sub-total Output 3</b>	<b>6,936,827</b>	<b>91,474</b>	<b>550,855</b>	<b>8%</b>	

Output 4 (00081410): Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	2,746,000	200,772	365,839	13%	
General Management Service (GMS) Fee 4%	109,840	8,031	14,634	13%	
<b>Sub-total Output 4</b>	<b>2,855,840</b>	<b>208,803</b>	<b>380,472</b>	<b>13%</b>	
Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	6,215,000	514,743	846,694	14%	
General Management Service (GMS) Fee 4%	248,600	20,590	33,868	14%	
<b>Sub-total Output 5</b>	<b>6,463,600</b>	<b>535,333</b>	<b>880,562</b>	<b>14%</b>	
Output 6 (00078879): Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	1,486,000	1,072,326	1,072,326	72%	
General Management Service (GMS) Fee 4%	59,440	42,893	42,893	72%	
<b>Sub-total Output 6</b>	<b>1,545,440</b>	<b>1,115,219</b>	<b>1,115,219</b>	<b>72%</b>	
<b>Grand Total</b>	<b>613,058,478</b>	<b>141,000,261</b>	<b>234,792,609</b>	<b>38%</b>	



### C. ANNEX 3: EXPENSES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Expenses (Apr - Jun 2012)	Cumulative expenses (Jan-Jun. 2012)	Balance	Delivery Rates
Denmark	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	3,369,000		-	3,369,000	0%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	493,000	365,256	365,256	127,744	74%
	General Management Service (GMS) Fee 4%	154,480	14,610	14,610	139,870	9%
<b>Sub-Total</b>		<b>4,016,480</b>	<b>379,866</b>	<b>379,866</b>	<b>3,636,614</b>	<b>9%</b>
EU	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	45,561,834	5,000,000	5,000,000	40,561,834	11%
	Output 3: Capacity of Mol at policy, organizational and individual level in identified areas as well as administrative systems improved;	1,360,027	21,799	38,748	1,321,279	3%
	General Management Service (GMS) Fee 4%	1,876,874	200,872	201,550	1,675,325	11%
<b>Sub-Total</b>		<b>48,798,736</b>	<b>5,222,671</b>	<b>5,240,298</b>	<b>43,558,438</b>	<b>11%</b>
Germany	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	47,400,070	-	21,861,200	25,538,870	46%
	General Management Service (GMS) Fee 4%	1,896,003	-	874,448	1,021,555	46%
<b>Sub-Total</b>		<b>49,296,073</b>	<b>-</b>	<b>22,735,648</b>	<b>26,560,425</b>	<b>46%</b>
Italy	Output 2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	845,630		305,800	539,830	36%

	General Management Service (GMS) Fee 4%	33,825	-	12,232	21,593	36%
<b>Sub-Total</b>		<b>879,455</b>	<b>-</b>	<b>318,032</b>	<b>561,423</b>	<b>36%</b>
Japan	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	218,220,181	115,156,654	128,069,467	90,150,714	59%
	Output 2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	2,396,000		-	2,396,000	0%
	Output 3: Capacity of Mol at policy, organizational and individual level in identified areas as well as administrative systems improved;	5,310,000	66,157	490,920	4,819,080	9%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	1,000,000		-	1,000,000	0%
	General Management Service (GMS) Fee 4%	9,077,047	4,608,912	5,142,415	3,934,632	57%
<b>Sub-Total</b>		<b>236,003,228</b>	<b>119,831,723</b>	<b>133,702,802</b>	<b>102,300,426</b>	<b>57%</b>
Netherland	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	12,317,713		-	12,317,713	0%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	1,243,949	56,876	64,785	1,179,164	5%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	541,000	454,031	454,031	86,969	84%
	General Management Service (GMS) Fee 4%	564,106	20,436	20,753	543,354	4%
<b>Sub-Total</b>		<b>14,666,768</b>	<b>531,344</b>	<b>539,569</b>	<b>14,127,199</b>	<b>4%</b>
Norway	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	5,544,000		-	5,544,000	0%

	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	452,000	253,038	253,038	198,962	56%
	General Management Service (GMS) Fee 4%	239,840	10,122	10,122	229,718	4%
<b>Sub-Total</b>		<b>6,235,840</b>	<b>263,160</b>	<b>263,160</b>	<b>5,972,680</b>	<b>4%</b>
Switzerland	Output 5: Police-Community partnerships institutionalized for improved local security, accountability and service delivery	1,715,000	240,483	254,539	1,460,461	15%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	502,051	143,896	301,053	200,998	60%
	General Management Service (GMS) Fee 4%	88,682	15,375	22,224	66,458	25%
<b>Sub-Total</b>		<b>2,305,733</b>	<b>399,754</b>	<b>577,816</b>	<b>1,727,917</b>	<b>25%</b>
USA	Output 1: Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	220,842,951	13,544,724	67,711,130	153,131,821	31%
	Output 5: Police-Community partnerships institutionalized for improved local security, accountability and service delivery	4,500,000	274,260	592,155	3,907,845	13%
	General Management Service (GMS) Fee 4%	9,013,718	552,759	2,732,131	6,281,587	30%
<b>Sub-Total</b>		<b>234,356,669</b>	<b>14,371,743</b>	<b>71,035,417</b>	<b>163,321,252</b>	<b>30%</b>
UK	Output 1: Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	15,864,900		-	15,864,900	0%
	General Management Service (GMS) Fee 4%	634,596	-	-	634,596	0%
<b>Sub-Total</b>		<b>16,499,496</b>	<b>-</b>	<b>-</b>	<b>16,499,496</b>	<b>0%</b>
<b>Grand Total</b>		<b>613,058,478</b>	<b>141,000,261</b>	<b>234,792,609</b>	<b>378,265,869</b>	<b>38%</b>

## D. ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted By	Status
1	<p>The irregularities reported in Kabul Bank (KB) and ongoing restructuring efforts remain of concern to LOTFA stakeholders as most individual ANP accounts are maintained there (having largest coverage in the provinces/districts), There has been firm assurance from GoA that it is MoF which is guarantor of LOTFA funds, not KB, but concerns remain.</p> <p><b>Risk:</b> Continued uncertainty regarding Kabul Bank situation, with potential for <b>risking</b> security of LOTFA funds.</p>		Economic / Financial/ Regulatory	<p>Impact on ability to deliver individualized salary payments to police in accurate, accountable and timely manner</p> <p>(Medium)</p>	<p>1. Continuous follow-up with MoF/ KB/ Central Bank fiscal policy experts regarding security of LOTFA funds.</p> <p>2. Regular presentations arranged on updates by MoF/ Central Bank for providing assurance to donors, including at project Steering Committee forum.</p> <p>3. Ongoing talks of KB coming under receivership status, which has been welcomed by banking restructuring experts. 4. Encouragement to MOF for expanding banking base, particularly at sub-national level.</p>	1	<p>The irregularities reported in Kabul Bank (KB) and ongoing restructuring efforts remain of concern to LOTFA stakeholders as most individual ANP accounts are maintained there (having largest coverage in the provinces/districts), There has been firm assurance from GoA that it is MoF which is guarantor of LOTFA funds, not KB, but concerns remain.</p> <p><b>Risk:</b> Continued uncertainty regarding Kabul Bank situation, with potential for <b>risking</b> security of LOTFA funds.</p>	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted By	Status
2	<p>Electronic Payroll System (EPS) is an innovative computerized police payroll system for transparency and efficiency in payrolls. Needs to be sustained at all levels.</p> <p><b>Risk:</b> Erosion of EPS gains <b>risked</b> through irregularity in EPS reports from some provinces (Kandahar and 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	<p>Impact on accuracy of police payrolls and sustainability of systems</p> <p>(Medium)</p>	<ol style="list-style-type: none"> <li>1. Issue taken up regularly with Mol and directly with defaulting provinces;</li> <li>2. Data reconciliation process continuously advanced with all stakeholders in form of institutional weekly meeting;</li> <li>3. Clear communication nodal points identified in each department for securing of EPS data;</li> <li>4. Web-based (centralized) EPS payroll being progressed for further transparency and security of data.</li> </ol>	2	Electronic Payroll System (EPS) is an innovative computerized police payroll system for transparency and efficiency in payrolls. Needs to be sustained at all levels.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted By	Status
3	<p>Electronic Fund Transfer (EFT) is individualized and accountable salary payment mechanism for rooting out corruption at Police Commander level. Although 80% police are covered under EFT (dependent on existence of banking infrastructure at district level), concerns remain regarding cash-payment for rest of 20%.</p> <p><b>Risk:</b> Lack of full progress in EFT implementation, <b>risking</b> 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).</p>		Technical / Operational/ Organizational	<p>Impact on further progress on accountable salary payments, opening up possibilities for administrative inefficiency (Medium)</p>	<p>1. Continuous liaison with MoF for expansion of banking contracts to cover new banks, particularly in wake of KB situation; 2. EFT coverage increased every month, i.e.2, 673 new police added over Quarter-2/2011. 3. In parallel, new-age M-paisa mobile salary scheme expanded in Wardak, Khost and Badakhshan provinces for 380 police (as part of MoI decision to expand further to 25 additional districts, covering 4,600 police).</p>	3	Electronic Fund Transfer (EFT) is individualized and accountable salary payment mechanism for rooting out corruption at Police Commander level. Although 80% police are covered under EFT (dependent on existence of banking infrastructure at district level), concerns remain regarding cash-payment for rest of 20%. <p><b>Risk:</b> Lack of full progress in EFT implementation, <b>risking</b> 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).</p>	
4	Accountability and other		Operational/ Organizational	Impact on	1. Continued liaison with	4	Accountability and other	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted By	Status
5	<p>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) has proved very difficult given the Afghan context.</p> <p><b>Risk:</b> Non-fulfillment of some strategic project MSU positions <b>risking</b> full delivery on the project outputs.</p>		Organizational/ Management	<p>Impact on efficient deliverables for all project activities</p> <p>(Short-Medium)</p>	<p>1. Ongoing process. Some positions filled i.e. EPS Manager, and most key positions expected to be filled in Q-3, 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><b>Beyond the Scope of Mitigation:</b></p> <p>-Limitations of national capacity for meeting UNDP recruitment/contractual standards.</p> <p>-Inflexibility in educational/experience requirement waivers even for otherwise very qualified international and national staff, having good Afghanistan experience.</p> <p>-Challenging Afghan security situation which discourages internationals to work in the country.</p>	5	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) has proved very difficult given the Afghan context.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted By	Status
6	Vacant M&E positions		Organisational/ management	Weak oversight	National Monitoring Officer recruited		Vacant M&E positions	
7	Accuracy of various databases		Technical /operational	Inaccurate data produces wrong analysis and reports	Capacity building		Accuracy of various databases	
8	Inability of some province to produce reports and pay salaries		Technical / Operational		This results in inaccurate reports, and reflects badly on the project. Staff motivation is lowered when personnel are not paid on time.		Inability of some province to produce reports and pay salaries	



## E. ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Management	10.02.2011	Requirement of strengthened management oversight for performance appraisal of Monitoring Agent (MA) over contractual period. Without this scrutiny, the overall efficiency of the project would be seriously affected.	Robust oversight was provided to MA work in all police zones, covering all 34 provinces. In particular, financial payroll reviews in the provinces, actual physical verification of sample police force; capacity development programmes; as well as submission of timely monthly reports, required vigorous assessments. New MA contract will be finalized in Q-3/2011 (contract of old firm will come to an end on 09.08.2011).	10.08.2011  (until end of MA contract period)	Project Manager
2	Management		Continuous monitoring of timely procurement of police infrastructure (procurement and construction) projects which are large projects and have definitive time -lines; otherwise funding may lapse. These are mandated to be undertaken through national procurement and contractual modalities, but it is well understood that there is a problem of capacity in the relevant Departments in Mol. (At the same time, it must be understood that the ultimate delivery responsibility lies with Mol, as government procurement	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	Ongoing	Khalid/ Mateen

			procedures are required to be followed, and LOTFA can only play a facilitation rather than decision- making role in this).	made up in the next Quarter Besides, some contractors could not meet contractual obligations for clothing procurement contracts for the training centers.		
3	Management		Comprehensive capacity needs assessment at Molby a team of technical capacity development specialists, with a view to providing inclusive and concerted capacity development support to Mol. This is as per the requirement of the project document-VI, and needs to be implemented quickly.	Administrative process towards putting together such a capacity assessment team from UNDP's resource base is in progress, and is expected to be in Afghanistan in the Q-3/2012.		
4	Management		LOTFA-VI was technically operationalized with effect from 01 January 2011 in consultation with the government and donor stakeholders, but the formal signing remains dependent on agreement on the UNDP General Management Service rate (proposed by donors to be reduced from 5 to 3%). Considering that we are already three month into the next phase of LOTFA, formal signing of the document at an early date becomes an imperative.	The GMS talks are being held at the UNDP HQ level with the donor representatives. A decision is expected to be reached in beg of Q-3/2011.		