

Law and Order Trust Fund for Afghanistan



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FIRST QUARTER PROJECT PROGRESS REPORT 2012



PROJECT INFORMATION

Project ID:	00061104
Duration:	January 2011 – March 2013
Strategic Plan Component:	Crisis Prevention and Recovery
CPAP Component:	Stabilization and Peace Building
ANDS Component:	Security
Total Budget:	USD \$1,433,693,322
Responsible Agency:	Ministry of Interior and Ministry of Finance

Cover Photo: ANP officer with a child in Kabul district. Credit: Mol

DONORS



Canada



Denmark



EU



Finland



Germany



Italy



Japan



Netherlands



Norway



Switzerland



UK



USA

ACRONYMS

ABP	Afghan Border Police
ACSOR	Afghan Centre for Socio-Economic and Opinion Research
ACT	Accountability and Transparency Project
AFMIS	Afghanistan Financial Management Information System
AHRIMS	Afghanistan Human Resource Information Management System
ALSDO	Afghanistan Legal Society Development Organization
ANCOP	Afghan National Civil Order Police
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
CID	Central Investigation Department (MoI)
CPAP	Country Programme Action Plan (UNDP)
CPD	Central Prisons Department
CRC	Crisis Response Centre
DDA	District Development Assembly
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit (FRU)
FY	Fiscal Year
GEP	Gender and Equality Project of UNDP
GMS	General Management Services
GMU	Gender Mainstreaming Unit
GIRoA	Government of the Islamic Republic of Afghanistan
HQs	Head Quarters
IMF	International Monetary Fund
IPCB	International Police Coordination Board
IRWG	Institutional Reform Working Group
JCMB	Joint Coordination and Monitoring 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
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
NATO	North Atlantic Treaty Organization
NGO	Non Governmental Organization
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
PMU	Project Management Unit
PTC	Police Training Centre
RBM	Results Based Management

RFP	Request for Proposal
RoL	Rule of Law
SCWO	Social Capacity Welfare Organization
SDC	Swiss Agency for Development and Cooperation
SIGAR	Special Inspector General for Afghanistan Reconstruction
SSMI	Strategic Support to Mol (UK project)
ToTs	Training of Trainers
UNAMA	United Nations Assistance Mission to Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
VCA	Vulnerability to Corruption Assessment
WEPS	Web-based Electronic Payroll System

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I. EXECUTIVE SUMMARY

During Q1 2012, project activities were undertaken in alignment with the key resource framework documents like the Annual Work Plan (AWP) 2012, the Human Resource Plan, Procurement Plan, Risk and Issues Logs as well as the Monitoring Plan. The focus continued on seizing the transition opportunities for expansion of the project activities, particularly in payroll and community policing components.



Figure 1: Community Shura discussing neighbourhood problems in Kabul District Police HQ. Credit: UNDP

The Law and Order Trust Fund for Afghanistan (LOTFA) continued to play the coordination role for the United Nations Development Programme (UNDP) - Rule of Law (RoL) Cluster, aligning the police, justice, peace and reintegration, as well as the cross-cutting gender and anti-corruption projects for maximizing joint ground outputs. Work in Q1 was initiated in identified areas of human rights, gender, justice and accountability and transparency, drawn from within the existing project mechanisms and allocated resources.

The institutional project Steering Committee (SC) meeting was held on 24 January 2012, at which the Annual 2011 project progress report was presented. The project overall progress over the last year was assessed to be encouraging. The Observer membership of the European Police Mission (EUPOL) was unanimously endorsed.

At the policy level, LOTFA strengthened its engagement with the International Police Coordination Board (IPCB) forum on police reform and professionalization, particularly in the context of the upcoming North Atlantic Treaty Organization (NATO) Chicago deliberations.

Under Pillar I, LOTFA advanced work in alignment with **Output 1** of: Police force and uniformed personnel of Central Prisons Department (CPD) supported for increased effectiveness and efficiency. Towards this, LOTFA paid remunerations of around 146,470 Afghan National Police (ANP) personnel (**9,182 new police; 6.7 percent increase** in Q1 2012) in all 34 provinces on a regular basis. LOTFA also made salary payments to uniformed personnel of the CPD of Ministry of Justice (MoJ) (as per *tashkil*) who now belong to Ministry of Interior (MoI), through specially earmarked contributions. 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 as Afghanistan moves towards the transition phase.

As a measure towards accountability and transparency on police payrolls as well as reducing the length of the salary process, the coverage of the police under the Electronic Payroll System (EPS) remained at around **99 percent** (constant), with **4.4 percent increase** in police numbers during Q1. Electronic Fund Transfer (EFT) for individualised and efficient salary payments reached around **80 percent** (constant) with **3.6 percent increase** in police numbers. Further expansion remained dependent on commercial banking infrastructure at the sub-national level. Significantly, further progress was recorded in the Web-based EPS (WEPS), developed by LOTFA for centralising of payroll systems at one nodal server in MoI for more accountable payroll reports. By the end of Q1, 16 provinces were covered under WEPS: Kabul, Parwan, Kapisa, Panjsher, Herat, Bamiyan, Balkh, Takhar, Kunduz, Laghman, Nangarhar, Faryab, Kandahar, Baghlan, Farah and Badghis (latter two were added during Q1). With respect to M-Paisa, an alternative mobile salary disbursement scheme for inaccessible regions, it was operational in nine districts (four in Badakhshan, two in Khost and three in Wardak) with total coverage reaching around 595 personnel (**129 new police 27.7 percent increase** in Q1), contributing to increased police payroll accountability. For sustaining the payroll systems, the capacity payroll programmes were continued, especially for the provincial police officials, for building a sustainable local resource base.

The main risks and challenges are related to unpredictability of donor funding mainly for CPD, risking timely salary payments; non-regularity of EPS reports by some provinces i.e. Nuristan, somewhat risking erosion of EPS gains and payroll verification; and uncertainty in further EFT expansion which remain independent on the banking infrastructure, risking payroll administrative inefficiencies through cash payments. While the project undertook appropriate measures to mitigate these risks, some remained outside the scope of the project i.e. non-existence of banking infrastructure in inaccessible district level.

Output 2 under Pillar 1 is improved police mobility, responsiveness, operational efficiency and morale through required police equipment and infrastructure. Under this, progress was recorded on ongoing projects through national modalities, as per the transition goals. These included the construction of a housing complex for families of ANP martyrs (50 percent completed; 7 percent increase in Q1) and construction of the Mol Administrative Headquarters (HQs) building (design contract awarded). The main challenge under this Output was the very ambitious completion timelines compounded by inadequate construction activity on account of extreme weather conditions in the quarter. The project will have to expedite work in the second quarter.

Under Pillar II, Output 3 relates to capacity development: Capacity of Mol at policy, organizational and individual level in identified areas improved and institutional systems strengthened. Towards this, capacity development programmes for independent functioning were undertaken for Mol policy and service departments, leadership development, media management, police advocacy as well as mentorship for specialized units - towards long-term sustainability of the Mol institutional capacity. Initiative was taken for development of second batch of six-month leadership training for 500 ANP cadets in Sivas, Turkey towards development of multi-faceted leaders of the 21st century. The proposal for Afghan police training in Indonesia as part of a South-South cooperation continued to be pursued for skills development in specialized fields (there were policy delays from the Indonesian side). Additionally, 12 training sessions were conducted by the LOTFA Monitoring Agent (MA) on payroll risks, procurement law, accountancy and inventory management for 158 police in all police zones (including transition provinces) towards development of sustainable systems. The main challenge under this Output was inadequate approach for systems development and management, which if not pursued effectively, could have **risked** full sustainability of established processes. In recognition of this, an external UNDP technical mission was mobilized, which undertook work on detailed capacity assessment of Mol key administrative departments towards sustainable systems development and management.

Also under Pillar 2, **Output 4** relates to gender, which is: enhanced gender capacity and equality in the police force towards improved police service delivery. The total number of female police stood at 1,300 by end of 2011. By the end of Q1, 30 additional females were recruited (13 in January, 7 in February and 10 in March 2012). However, this was not deemed encouraging, considering Mol strategy to recruit 1,000 female police by end 1390 (March 2012), reaching target of only 33 percent. The challenge of strategic cultural, institutional and systemic limitations remained. Recruitment strategies will need to be reinforced in the remaining Quarters of 2012, particularly for transition provinces to reach the established target. Recruitment work was complemented with gender awareness and capacity development programmes towards gender enhancement in Mol.

Under Pillar III, work was progressed on the expansion of the police-e-mardumi (community policing) project to identify districts/sub-districts in transition, in alignment with **Output 5** of institutionalization of police-community partnerships for improved local security, accountability and service delivery. The Community Policing Secretariat in Mol was supported for taking the lead in community policing, but capacity for independent functioning remained an issue. Considerable administrative work was undertaken for implementation of various components of the programme including sports linkages, schools outreach, training for female police, seminars and best practices, advocacy at the national and provincial level, in support of a more positive and institutional police-community interface, with positive impact on local security. In particular, sports events and series

of seminars on policing issues proved useful in building trust and identifying areas of cooperation. Work was also advanced on the First Afghan Police Film Festival, scheduled for May 2012. The main challenge under this Output was the lack of institutional capacity of the Mol Community Policing Secretariat, risking full Mol lead and ownership. This was addressed through on-the-job capacity support and finalization of Secretariat Terms of Reference (ToRs) towards independent functioning.

With respect to monitoring and evaluation (M&E), monitoring missions were conducted in Nangarhar, Laghman and Kabul Police HQs, Afghan Border Police (ABP) and Afghan National Civil Order Police (ANCOP) for financial monitoring of police remunerations, verification of EPS/EFT/WEPS implementation as well as community policing assessments. Findings were appropriately followed-up. The independent LOTFA-MA firm, Joshi and Bhandari, continued its work for police payroll review in all zones. Monthly MA reports were shared with stakeholders. The main challenge was security constraints for financial monitoring, gender recruitment, WEPS and community policing implementation, risking full delivery on all Outputs. This was overcome through developing monitoring partnerships with stakeholders.

Partnerships and civil society implementation was a key to project implementation. For prisons and reform, collaborative work was undertaken with United Nations Office on Drugs and Crime (UNODC) on prisons law amendment. For capacity development, joint proposals were developed with other stakeholders, particularly the UK, in the disciplines of policy and planning at the provincial level (in previous quarter, focus had been on Kabul). For gender, strategies on gender violence were explored with the United Nations Fund for Population Control (UNFPA) and UN Women. For community policing deliverables, partnerships were strengthened with NATO Training Mission in Afghanistan (NTM-A) and EUPOL. Various components were also implemented through civil society facilitators. In particular, collaboration with United Nations Assistance Mission to Afghanistan (UNAMA) was strengthened in gender and community policing areas. In recognition of the principle of national ownership in lead up to transition, national modalities were followed for all infrastructure, gender and community policing activities for "Afghan enabled" results.

Future plans for Q2 build on the progress achieved during Q1 and with continued focus on provincial expansion and rule of law positioning will include remaining resource mobilization for 2012/1391; carrying forward the dialogue on fiscal sustainability of LOTFA expenditures, particularly post transition; further strengthening of payroll technologies, including expansion of the WEPS and M-paisae; follow-up on time-bound police infrastructure projects; strengthened M&E activities; broadening of capacity development initiatives within a consolidated strategic framework; continued prioritization of gender activities; roll out of remaining components of community policing at the district level; substantive advancement of the UNDP RoL cluster approach; reinforcing policy engagement with Mol and IPCB, particularly in preparation for the upcoming IPCB (May), Chicago (May) and Tokyo (July) Conferences; building on stakeholder partnerships; as well as targeted visibility for project partners.

Summarized Key Results for Q1:

Under Pillar I:

- **Output 1:** Continued contribution to efficient ANP and CPD ground performance through timely, accurate and transparent salary payments in all 34 provinces, with constant 99 percent coverage under EPS and 80 percent under EFT. In parallel, improved Mol capacity for sustainment of the modern police payroll technologies;
- **Output 2:** Contributed to improved police mobility, responsiveness and morale through benchmarked progress on needs-assessed development of key police infrastructure of police martyrs complex (50 percent completed; 7 percent over the Quarter) and Mol Administrative HQs (design contract awarded);

Under Pillar II:

- **Output 3:** Sustained capacity and institutional reform of Mol through the ongoing project work in administrative systems development and independent departmental functioning, advancement of leadership development programmes, improved media management and police advocacy;
- **Output 4:** Improved gender empowerment in Mol for gender sensitive service delivery through recruitment of 30 new police women in ANP, female literacy programmes, ongoing support to Gender Unit and development of gender awareness materials and media spots;

Under Pillar III:

- **Output 5:** Institutionalized and multi-faceted police-community interface, including consultations and sporting events, expanded progressively to identified transition districts, including greater voice for women and youth in policing issues towards improvement of local security, police service delivery and accountability;

Overall

- **Hand-Over:** Enhancement of the GIRoA ownership and long-term sustainability through progressive hand-over of core LOTFA functions to Mol like EPS enrollment of newly assigned ANP, payroll data analysis, synchronization and transformation of data (65 percent of EPS/EFT functions had been handed over by end 2011; around 8 percent in Q1);
- **RoL Framework:** Advancement of collaborative activities focusing on gender, justice, human rights trainings and audit controls within existing mechanisms, for strengthened police-justice linkages, as well as cross cutting gender and anti-corruption synergies.

II. RESULT AND IMPACT

Within the UNDP institutional Results and Resources framework, the progress report has been aligned with the key transition goals of national ownership, increased direct budget support to GIRoA, use of national procurement and recruitment processes, fiscal sustainability of current police expenditures, and stability of transition districts through development of civilian policing capabilities.



Figure 2: Progressive hand-over of payroll functions to MoI. Credit: UNDP

PILLAR I: Support to the police remunerations and police infrastructure

A. OUTPUT 1: Police force and uniformed personnel of CPD supported for increased effectiveness and efficiency

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. The regular release of funds to MoF contributed to the intended output of efficiency and effectiveness of police functions, leading to improved peace and security. However, there was administrative inefficiency in the salary payments of some police in Nuristan, which the LOTFA and MA team found and reported to the MoI leadership. This has now been rectified due to remedial action of MoI leadership. Despite significant police constraints (continued 1.3 -1.5 percent monthly attrition rate; 200 ANP killed and 403 wounded in Q1), police performance was rated credibly, as per MoI Media Department statistics for Q1. The police achieved the following in Q1:

- conducted 44 independent operations and 257 joint operations with the international and national security forces;
- registered 1,263 incidents of crime of which 846 were resolved and 417 are currently under investigation;
- arrested 1,622 suspected insurgents;
- seized 86,221 kilogrammes of illicit narcotics;
- confiscated 17,525 kilogrammes of chemicals used for heroin processing;
- and destroyed 12 drug laboratories throughout the country.

The UNAMA Report as well as the Independent Human Rights Commission Report raised concerns about women and human rights violations, including in some pre-detention police centres. MoI conducted an official investigation and issued an official statement in March 2012, which stated that almost 200 prisons authorities had been removed from their jobs. MoI also issued orders relating to the reinforcement of human rights at the MoI as well as prohibition of torture and inhuman acts in detention centers and prisons.



Figure 3: CPD Head of Herat interacting with inmates in a prison facility. Credit: UNDP

Additionally, LOTFA paid regular salaries of CPD uniformed personnel in all 34 provinces, through specially earmarked contributions, for better synergies between the justice and police sectors, contributing to the overall strengthening of the RoL sector. The CPD pay structure is at par with ANP scales except that CPD does not receive hazardous duty incentives which are payable to ANP in view of nature of their jobs. The food allowance gets covered by MoF's internal resources. The regular payment of CPD salaries and associated capacity development in payroll management 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. In 2011, the GIRoA had taken a decision for the transfer the CPD from the MoJ to Mol for better administration of the prisons infrastructure. In Q1, follow-up mechanisms relating to the transfer were advanced through a Joint Commission, of which LOTFA was a member. Addressing the concerns regarding the organizational structure, the Minister of Interior issued a directive delineating autonomy for the CPD, signaling separation of policing and prisons management.

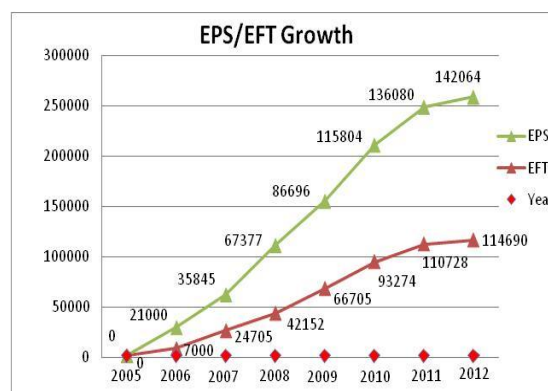
Follow-up on payroll and Human Resources (HR) integration: This has been an important follow-up of the Special Inspector General for Afghanistan Reconstruction (SIGAR) report of 2011 on the need to synergize all Mol human resource initiatives towards building up one consolidated, accurate and transparent database. Mol, with NTM-A support, has been developing an ambitious HR computerized programme, the Afghan Human Resource Information Management System (AHRIMS). It is a national level Afghan HR information system merging capabilities inherent in existing systems to create one comprehensive user friendly system. During Q1, LOTFA progressed work on the integration mechanisms and code matching between AHRIMS and its own WEPS, for improved streamlining between the HR database and payroll systems. In addition, LOTFA led weekly meetings to reconcile all payroll and associated HR data sources (Mol/ EPS/ DynCorps/ Personnel Asset Inventory / AHRIMS), which has also proved a very useful mechanism for on-the-job training for Mol in data reconciliation.

Fiscal sustainability of police expenditures: LOTFA liaised regularly with MoF for meeting its important fiscal commitments under the project document-VI. For 1390 (coinciding with end of Q1 2012), there was MoF commitment to take over 3 percent of police base salary budget and food allowance of 82,000 ANP. This amounted to USD 79.7 million and was deducted from the overall police salary budget after end-of-year reconciliation. Additionally, USD 53.8 million was deducted as ineligible expenditure for out-of *tashkil* forces. For 1391, MoF has committed to take over 7.5 percent of base salary and food allowance of 98,239 ANP, which will be monitored. This issue is particularly important for the NATO Chicago Conference (May 2012) where discussions on GIRoA's share of security forces expenditure, post 2014, will occur.

Computerization of ANP and CPD payroll system (EPS)

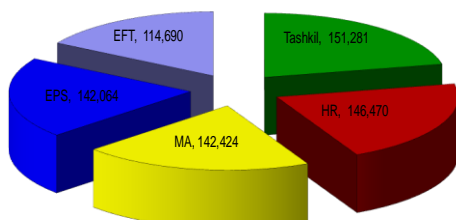
EPS continued to serve as an efficient and transparent financial tool for ensuring timely and accurate police salary payments to the legitimate police staff, through sustainable and cost effective payroll payment systems.

EPS was operational in all 34 provinces, including 65 client payroll stations in Kabul zone and Mol central departments, covering around



142,064 police personnel. Of this, 5,984 new police were added during Q1, constituting 99 percent of the total existing police force (**4.4 percent increase of police numbers** in Q1). Additionally, 88 percent of CPD personnel were covered under EPS (**5 percent increase** in Q1) and work is in progress for covering the remaining personnel, as management capacity is further developed.

EPS Report as of March 2012

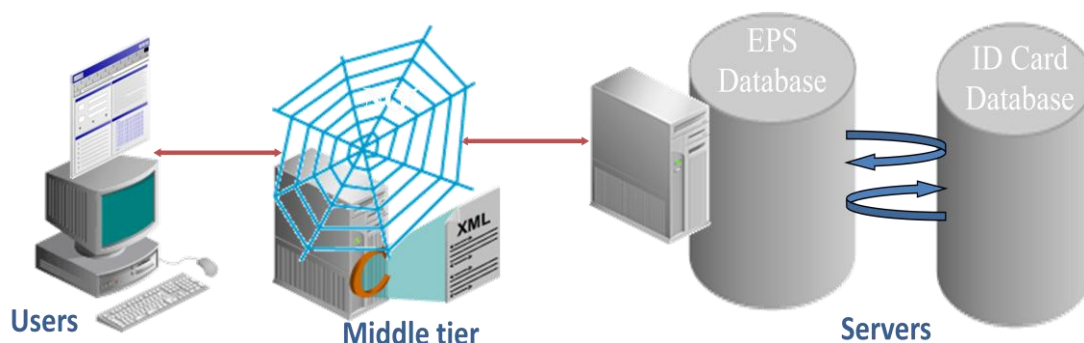


During Q1, the LOTFA-EPS help desk continued to provide regular help-desk advice and oversight to all 161 ANP EPS stations nationwide. By the end of 2011, technical support was being provided to CPD in 24 provinces; in Q1, two additional provinces of Daikundi and Kandahar were supported. However, regularity in receipt of EPS reports from inaccessible province like Nuristan continued to remain a challenge. The matter was projected to the Mol leadership very strongly and appropriate directives issues by them to the provincial authorities. At the same time, independent preparation of reports in the provinces by Mol officials 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.

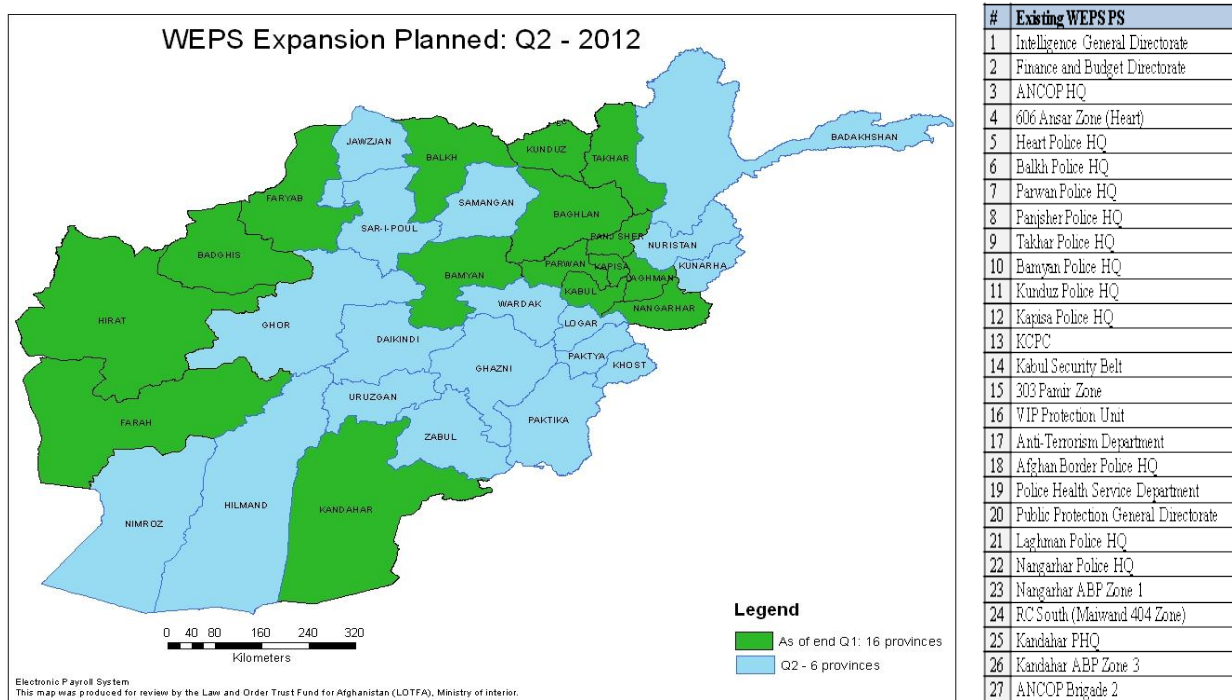
To sustain the payroll systems, the payroll capacity development programmes were continued for building a sustainable local resource base, post 2014, in alignment with the expected Output 1. Training modules were organized for all police zones, with focus on Training of Trainers (ToTs), in WEPS implementation and IT literacy for 40 officers from ANCOP Brigade Number 1, 18 Finance Officers and EPS operators' from 6 provinces and 22 officers from the Office of the Deputy Minister for Policy and Strategy. For CPD, intermediate level training was provided to 26 Finance Officers and EPS Operators from 12 provincial prison departments of Faryab, Badghis, Sari-e-pul, Farah, Nimroz, Helmand, Nangarhar, Laghman, Kunar, Bamiyan, Herat and Wardak. These officials are now expected to undertake independent tasks in these disciplines and CPD has been requested for regular performance assessment. Fahim Rahimi, a CPD Finance Officer in Kabul now has less worry about payroll calculations because he trusts EPS software more than his manual calculations. "We are able to maintain up to date payroll records as well as generate customized pension, co-operative and income tax reports," he says with added confidence in his voice. A database was also maintained by the project for all trainees to assess their performance. 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.

Figure 4: WEPS Architecture and Controls



Expansion of centralized web-based EPS

The objective of WEPS is to link all Mol data sources (Mol and provincial systems) at one central server with in-built security systems, to create a more accurate, transparent and secure payroll details of serving personnel,. This will result in stronger accountability system than the current decentralized production of EPS reports at the provincial level. By the end of 2011, 14 provinces had been covered under WEPS i.e.Kabul, Parwan, Kapisa, Panjsher, Heart, Bamiyan, Balkh, Takhar, Kunduz, Laghman, Nangarhar, Faryab, Kandahar and Baghlan (all transition provinces except Kandahar, Baghlan and Faryab). In Q1, the LOTFA-EPS team expanded the coverage to two additional provinces of Farah and Badghis, bringing the total number of provinces to 16. In addition, the Mol Education and Training Department, Logistics Support HQ and Recruitment Department were also covered by WEPS. This brought strengthened accountability in police payroll numbers, further contributing to the achievement of Output 1.



The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.

Expediting the EFT for ANP and CPD

EFT, a mechanism for ANP and CPD salary payment through individual bank accounts remained functional in all 34 provinces, although not all districts. In Q1, **3,962 new ANP (3.6 percent increase)** received their salaries through EFT. The total number of ANP who received their salaries through EFT reached 114,690, constituting **80 percent** of the entire ANP. Additionally, 88 percent of CPD personnel received their salaries through EFT (5 percent increase in Q1). This is significant given that EFT contributes to greater transparency and accountability in salary disbursements by eliminating the middlemen in salary disbursements.

Furthermore, the LOTFA-EPS team continued to liaise with MoF for expansion of the banks at the sub-national level to cover more districts but the contract process remained stalled in view of the New Kabul Bank situation (not expected to be progressed until the anticipated release of the International Monetary Fund (IMF) report in June 2012). In parallel, alternative salary transfer mechanism was further advanced, as given below, particularly for inaccessible regions.

Advancement in alternative salary transfer mechanisms

LOTFA's EPS team continued to follow-up on M-paisa, an alternate technology salary transfer mechanism that transfers money through mobile phones, for ANP in inaccessible areas.

This is complementary to ANP and will increase the number of ANP under transparent

salary disbursement systems, while

reducing administrative inefficiencies associated with the "cash" payment system. At the end of 2011, the M-paisa had been implemented in eight districts (four in Badakhshan, one in Khost and three in Wardak) with approximately 466 ANP covered. During Q1, an additional district of Khost was added, bringing the total to 595 ANP (**129 new ANP; 27.7 percent increase**). Overall, the scheme continued to show encouraging results: the police received their salaries in full and on time, did not have to travel unsecured distances to banking facilities, and all transactions were logged and traceable. On the other hand, constraints to this remained ownership of the process, supply of mobile phones to the police and adequate training in the requisite technology. In consideration of these challenges, the Mol leadership felt constrained in advancing the scheme at a faster pace during the quarter.

"I do not worry about sending money to my family anymore, thanks to M-Paisa."
- Patrolman serving in inaccessible Badakhshan

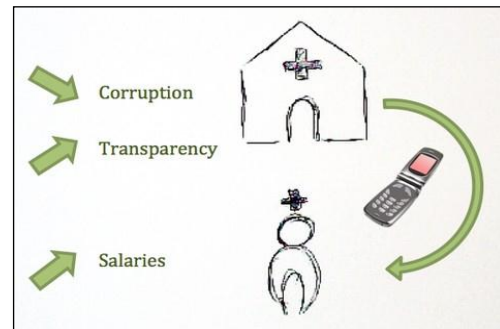


Figure 5: Use of M-paisa salary payment to reduce risk of fraud

Progressive transfer of EPS/EFT core functions to Mol

In keeping with the transition of GIRoA ownership and long term institutionalization and sustainability of EPS/EFT systems, by end 2011, 65 percent of EPS and 80 percent of core EFT functions had been handed over to Mol Finance Department for long-term institutionalization and sustainability of systems. These included production of EPS reports at sub-national level, commercial bank liaison, tracking of bank accounts and data back-up, in keeping with the transition of GIRoA ownership. During Q1, around 8 percent of additional functions were handed over in accordance with a log frame with definitive timelines. The additional functions focused on the EPS enrolment utility of newly assigned ANP, payroll data analysis, synchronization and transformation of data, with overall LOTFA oversight. Mol Finance Department made two full-time technical personnel available for the handover, reflective of Mol long-term commitment.

Monitoring and Evaluation (M&E)

LOTFA has in place institutional M&E mechanisms for ensuring efficient and accountable deliverables under all outputs. The independent MA remained functional in all police zones, for better oversight on the project expenditure as well as capacity development in financial management, fiduciary reviews and accounting systems for application of better controls in these areas. Monthly and quarterly reports were regularly shared with the stakeholders. A follow-up action plan on the findings was developed and implemented.



Figure 6: MA team undertaking sample physical verification checks in Kapisa Police HQ. Credit: UNDP

In Q1, verification missions were undertaken in Nangarhar and Laghman to monitor ongoing police and community consultations, sports events and establishment of information desks. The main recommendations included:

- develop police-e-mardumi related curriculum and engagement of serving or retired police officers to deliver training;
- appoint MoI provincial focal points to lead on provincial level activities;
- develop consolidated communications strategy in liaison with the Directorate of Media and Public Relations to improve advocacy of polie-e-madumi; and;
- fast track appointment of planned LOTFA Regional Coordinators.

In addition, site visits were undertaken to prioritized Kabul districts for verification of EFT/WEPS functionality in four EPS sites at Education and Training Department, Police Station No 1, Passport Department and Anti-terrorism Department, which were found to be in order. Mission to Farah and Badghis had to be cancelled for security reasons. Regular monitoring and quality control was also undertaken to assess progress on the police martyrs complex in Kabul. The bi-monthly reports were shared with the donor (Italy).

LOTFA-V evaluation was undertaken through an external firm, ATOS Consultancy. Field work and stakeholder meetings were facilitated. The Evaluation report has since been finalized shared with all stakeholders in April 2012.

A LOTFA assessment mission was hosted from the UNDP Bureau of Crisis Prevention and Recovery (BCPR), New York, for assessing the current project activities towards strengthening LOTFA support to the MoI under all Outputs. The report is expected to be finalized by mid May 2012 and will be shared with stakeholders. It is expected to inform decisions on the future role for LOTFA in the transition period.

The annual external project audit for FY 2011 was conducted through the firm, KPMG, for financial, programmatic, operational, and assets review.

Additionally, monitoring of project activities was continued through pre-established reporting systems, as well as institutional UNDP management oversight and support mechanisms for quality assurance. Regular monthly/quarterly/special project review and donor meetings were held. Critical inputs relating to project activities were incorporated appropriately in the implementation plans for greater efficiencies of all project outputs.

1. FINANCIALS

During Q1, the combined expenditure for Output 1 of police salaries and food allowance totaled to USD 88,968,972 million. Additionally, there was a release of USD 120 million as an advance to MoF for Q2 to ensure continuity in payment of ANP remunerations. For more details, please refer to Annex 1 and Annex 2.

2. RISKS

- **Unpredictability of multi-year donor funding (including for CPD), impacting on LOTFA cash flows**

This has the potential for **risking** timely police payments. The resource mobilization of USD 636 million for 1391 was continued, with expectation of additional commitments during the course of the year, thereby negating this risk.

However, resource mobilization on a multi-year framework will need to be strategized, particularly in the context of the current fiscal sustainability debate and the agreements expected to be reached at the NATO Chicago Conference of May 2012.

Management action: (a) Regular liaison with all donors for securing a financial buffer; (b) Continuous liaison with potential CPD donors like US, Japan, European Union (EU) and UK for mobilizing CPD funding requirement (EU has made multi-year commitment until 2014); and (c) Action also lies on donors for formal finalization of multi-year donor contribution agreements, based on national political mandates.

- **WEPS expansion plan**

It remained contingent on the Mol Network Operations Center (NOC) system. In addition, the accuracy of the data fed into the system was dependent on the full realization of the various databases, which if not reconciled adequately, **risked** the accountability of the payroll process.

Management action:(a) Liaison with Mol and NTM-A for network expansion and security of the network; (b) Weekly coordination of the data reconciliation process with all stakeholders facilitated by LOTFA. Through this, Mol capacity and lead in the process was also built which is a key transition requirement.

- **EPS sustainability:**

Erosion of EPS gains had the potential of being **risked** through irregularity in EPS reports from some provinces (mainly Nuristan), vacancy/ transfer of EPS positions, continued inadequacy of national telecommunication infrastructure, and security of classified EPS data.

Management action:(a) Issue of regular submission of EPS report taken up regularly with Mol and directly with defaulting province i.e. Nuristan (b) Clear communication nodal points identified in each department for securing of EPS data; (c) Mol encouraged to institutionalize EPS positions through inclusion in the ANP *tashkil* to ensure that EPS operators are not transferred to other positions. In all three months of Q1, there was a positive trend of regular receipt of EPS reports from all provinces (except Nuristan), thereby negating this risk.

3. FUTURE PLAN

In order to achieve Output 1, work will be continued for further expansion of EPS/EFT to match new recruits, as per *tashkil* growth. In particular, work will be advanced for bringing greater numbers of CPD personnel under EPS and EFT, accompanied with requisite training (ongoing). 2. Work will be continued for further expansion of centralized WEPS to Paktika, Wardak, Logar and Kunar HQ (as per consolidated expansion plan). This will result in greater accountability in payrolls and bring the total to 20 provinces by end of Q2. 3. The M&E component of LOTFA will be reinforced through project field missions, strict performance appraisal of the MA's work as well as exploration of innovative mechanisms like independent monitoring by Non-Government Organizations (NGO) Network. 4. There will be continuous follow-up on the fiscal sustainability issue in conformity with the agreements reached with MoF for 1391. 5. Issue of sustainability of processes i.e. the transfer of EPS/EFT tasks and responsibilities will be continued as per a benchmarked log-frame (building on the progress made so far in the progressive transfer of EPS/EFT). 6. There will be continued resource mobilization for LOTFA-VI for ANP and CPD (for FY 1391 itself, as per indications, both ANP and CPD funding will be met). 7. There will be continued

engagement with IPCB/UNAMA/NTM-A/EUPOL/bilateral police organizations on ANP vision and road map for post 2014, In preparation for the important IPCB Conference and NATO Chicago Summit in May 2012. UNDP-LOTFA will progress preparatory work for the IPCB Conference, in its capacity as the Co-Chair the Working Group on Institutional Reform, together with Mol and Canada.

Below is a snapshot of where LOTFA is in relation to its annual targets after Q1

Table 1: Summary Matrix of activities/results of Output 1

2012 Baseline	2012 Annual Targets	Q1 Actual Result	Comments
1a.1 Ongoing payment of ANP salaries in 34 provinces	1a.1 Maintain timely payment of ANP salaries in 34 provinces	1a.1 Timely and accurate payment of remunerations to ANP (including 1,330 female police as well as incentives to female trainees in Police Academies) were made in all 34 provinces	Reported inefficiency in Nuristan which was addressed by Mol leadership
1a.2 EPS implemented in all 34 provinces Police Head Quarters and centralized WEPS implemented in 14 provinces	1a.2 Coverage of police under classic EPS (new recruits as per ANP growth plan) to be maintained between 99%-100% at all times; expansion of centralized WEPS (dependent on network stability/connectivity) to cover 30 provinces by Dec 2012	1a.2 Greater accuracy, verification, accessibility and sustainability of police payroll through 99% coverage of police under EPS (5,984 new ANP) and expansion of centralized WEPS to two additional provinces, bringing the total to 16 provinces	On track
1a.3 EFT coverage of Police at 80-81%, and eight districts covered under M-Paisa	1a.3 Coverage of 90% police under EFT (including new recruits as per ANP growth plan)	1a.3 Improved efficiency and systematization in individualized police payments through 80% coverage of police under EFT (3,962 new ANP) and nine districts under M-paisa (129 new police)	EFT remained at 80% since its expansion is dependent on the establishment of banking infrastructure at district level (<i>beyond project control</i>)
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 (300 additional) at regional, provincial and central level in finance/EPS/admin/HR/procurement, with focus on centralized WEPS	1a.4 Improved independence in payroll operations through skills development of 50 Mol officials at central and provincial level, with focus on centralized WEPS	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 additional 250 Mol trainers under ToTs in specialized fields at zonal/provincial/district level	1a.5 Improved police payroll sustainability, in context of transition, through ToTs for 40 trainers in EPS/WEPS at central and regional level	Need for fast track in Q2 to meet full annual targets
1a.6 Provision of technical support to 28 Mol focal points in new-age payroll technologies i.e. centralized	1a.6 Continued provision of technical support to 28 Mol focal points in new-age payroll technologies i.e. centralized	1a.6 Strengthened Mol technical capacity in EPS functionality/assessments through provision of regular technical support to all	On track

WEPS/M-Paisa	WEPS/M-Paisa	28 Mol focal points	
1b.1 Ongoing payment of all uniformed CPD personnel salaries in 34 provinces	1b.1 Maintain payment of all CPD salaries in 34 provinces	1b.1 More efficient CPD functioning and service delivery through timely and accurate payment remunerations	On track
1b.2. 83% uniformed CPD covered under EPS	1b.2 95-100% CPD force covered under classic EPS by Jun 2012	1b.2 Greater accuracy, verification, accessibility and sustainability of police payroll through 88% coverage of CPD under EPS (5% increase in Q1)	Need for fast track in Q2
1b.3. 83% uniformed CPD covered under EFT	1b.3 100% CPD force covered under EFT by Jul 2012	1b.3 Improved efficiency and systematization in individualized police payments through 88% coverage of CPD under EFT (5% increase in Q1)	Need for fast track in Q2

B. OUTPUT 2: Police force equipped with required equipment and infrastructure for improved mobility, responsiveness, operational efficiency and morale



Figure 7: Design of the proposed seven-storey Mol Admin Building HQs. Credit: UNDP

The establishment of police infrastructure facilities, in alignment with the National Police Strategy (NPS), has the potential to contribute 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.

Construction work was progressed by Haneef Company for the housing complex for families of ANP martyrs under Italian funding in District-4. 50% of the work was completed (**7% increase in Q1**). Progress was expectedly slow due to extreme weather conditions. The project is aimed at improvement in the working and living conditions of the police families, leading to better police morale.

The contract for the design of the new Mol Administrative HQ Building in District 3 was awarded to Asia Geo Engineering & Ally Engineering Services AGE&AES in February 2012. It is a 18-month project, with expected timeline of mid 2013 (very ambitious). The project is aimed at providing a conducive environment for sustainable skills development opportunity to 500 administrative officers towards overall police professionalization, particularly in lead up to the 2014 transition.

1. FINANCIALS

During Q1, a total of USD 305,800 was spent for Output 2. For more details, please refer to Annex 1 and Annex 2.

2. RISKS/ISSUES

- **Issue** of ambitious timelines for police infrastructure activities

While progress on the martyrs housing complex seemed to be on track and regular reports provided to stakeholders, caution is warranted on the very ambitious timelines set for the new Mol Administration HQs, **risking** donor credence. The administrative procedures will need to be undertaken on fast track mode (ongoing).

Management action: (a) Strong liaison with Mol at all levels, including at Minister/ Deputy Minister/Heads of Departments level; (b) Regular information sharing with the donor i.e. Italy and Japan, informing them of progress and challenges; (c) Institutional systems put in place for weekly monitoring of progress. At the same time, it must be understood that the ultimate delivery responsibility lay with Mol, as government procurement procedures were required to be followed, and LOTFA could mostly play a facilitating rather than decision-making role in this (in keeping with transition principle).

3. FUTURE PLAN

Strict oversight will be provided to the police construction projects, being implemented through national modalities, with Mol lead (with relatively weak national capacities).

Below is a snapshot of where LOTFA is in relation to its annual targets after Q1.

Table 2: Summary Matrix of activities/results of Output 2

2012 Baseline	2012 Annual Targets	Q1 Actual Result	Comments
2.1 43% completion of housing for martyrs	2.1 100% completion of construction of housing for martyrs	2.1 Potential contribution to improvement in police morale and confidence by better police living conditions through on-track 50% completion of construction of housing complex for families of ANP martyrs (7% increase in Q1), including of female police families	On track
2.2 No construction commenced for Mol Admin HQs	2.2 50% completion of construction of Mol Admin HQs	2.2 Award of design contract for Mol Admin HQs	Ambitious timelines. Need for fast track in Quarters-2/3/4

PILLAR II: Consolidated capacity development and institutional reform of Mol

C. OUTPUT 3: Capacity of Mol at policy organizational and individual level improved in identified areas and administrative systems strengthened

Strengthening of Mol institutional systems / “administrative enablers”

There is realization among the police sector nodal 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 Q1, work was progressed on the long-term systems and skills development of identified Mol administrative departments for providing an enabling environment for police professionalization, in alignment with one of the key priorities of the National Police Plan (NPP). Towards this, oversight was provided to the national technical experts embedded in the Mol administrative departments of Procurement, Facilities and Finance for provision of on-the-job mentorship and sustainable skills development. The

objective is to have national trainers for developing national capacities, as per the transition. The Procurement advisors carried out activities to include a systematic review of Mol logistics policies, assisted in the procurement planning for 2012, and provided on-the-job training in regional and provincial offices on the application of standard bidding process. The Facilities advisors conducted training sessions in the costing and estimation of construction projects while highlighting gaps and corrective measures; preparation of departmental standard operating procedures in survey standards, bid evaluations and field visit procedures; as well as contribution to the preparation of the 2012 annual construction plan. The majority of work of the Finance advisors centered on day-to-day finance activities which included budget reporting for Afghan Fiscal Year (AFY) 1390, budget projections for AFY 1391 as well as updating project expenditure reports and analysis. As per Mol assessment, there is visible improvement in the institutional and independent functioning of these Departments. Ghulam Mula, Head of Budget is more confident about the work systematization of his Department now. “We had some procedural problems in implementing our day to day work earlier. The Finance Advisor has helped us align our assignments more fully with the GIRoA rules and regulations. There are fewer pending issues.”



Figure 8: Training for Mol “Service Departments” in Kabul Police HQ. Credit UNDP

Furthermore, the proposal for the comprehensive capacity assessment of the Mol with special focus on the administrative systems development was finalized. In follow-up, the project hosted an external technical mission from the UNDP Regional Center Bangkok, Bureau for Asia and the Pacific in end March 2012. The mission will build on ongoing work of nodal stakeholders operative in this area like NTM-A, EUPOL, and UK’s Strategic Support to Mol (SSMI) programme. Cross-project collaboration will be developed with UNDP projects of Afghanistan Integrity Initiative (AII) for streamlining accountability and transparency in the current systems; with Gender Equality Project (GEP) for institutional gender mainstreaming as a cross-cutting measure; with Making Budgets and Aid Work (MBAW) for strengthened financial management; and with National Institutions Building Project (NIBP) for lessons learnt in sustainable management of administrative systems in other Ministries.

Additionally, training sessions were conducted by the MA teams for 158 police officials from Nangarhar, Badghis, Balkh, Kabul, Kandahar, Kunduz, Paktiya and Laghman police zones (including transition provinces) in store keeping and record maintenance, payroll and tax deduction on salary accounts, as well as payroll risks and related controls. The subject matter was selected taking into account the experiences gained, issues observed and interaction with the officers of payroll, procurement, logistics and HR departments during monitoring sessions. It is Mol’s assessment that these trainings have improved the Mol functional capacity in these identified disciplines through application of stronger controls in the payroll and procurement processes and HR management. This is also verified by the fact that issues relating to the training subjects are appearing less frequently in MA reports. This is MA’s ongoing 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.

Supporting programmes for ANP leadership development

Leadership development is a top Mol priority for building the ANP beyond the transition phase for taking on independent responsibilities and leadership roles. In 2011, 500 ANP cadets had been sent on a 6-month leadership training programme in Sivas, Turkey, aimed towards the long-term career development of ANP. The police trainees were assessed to have gained leadership skills in civilian policing, cross-border patrolling, general law and order enforcement, observance of human rights and service to communities. However, Mol, assisted by LOTFA and other partners, will need to assess the application of the acquired skills in the day-day functioning of these potential leaders through a benchmarked performance matrix, which will be a medium-term measure. In Q1, the proposal was followed-up for the second batch of six-month leadership training for 500 ANP cadets. 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 that have been identified are traffic management, crime investigation and general policing duties. This is part of the endeavor to include more regional countries in the Afghan police development effort, having cultural and operational affinities to the ANP. Commencement timelines had earlier been communicated by the Indonesian government for end of Q1. However, this had to be pushed to Q2 as a Memorandum of Understanding on long-term cooperation is still being finalized between the Indonesian and Afghan sides. The delay has been on the Indonesian side which is currently resolving issues relating to fund transfer modalities.

Media management and public relations

The Mol Department of Strategic Communications and Media was supported through continued provision of technical experts, in alignment with the Media Implementation Plan for 2012, towards greater advocacy of the police work and better media management. This was to bridge the perception that while there was considerable progress in various police disciplines, this was not appropriately publicized amongst the Afghan populace, particularly at the sub-national level. The Media Department produced monthly newsletters and statistics about on-going police work (quoted in earlier section) which were circulated to stakeholders, and found to be useful by them. It also developed key media advocacy strategies, including establishment of media hubs in the provinces and training for police story tellers for generating awareness about both police progress and challenges.

Strategic policy and planning support to Mol

LOTFA contributed to the update of the Mol strategic policy documents like the overarching NPP. Inputs were provided to the UNODC on the implementation of the Police Code of Conduct (CoC), which was approved by the Mol in January 2012. Additionally, policy engagement was strengthened with the Mol, IPCB and bilateral police stakeholders towards preparations for the upcoming IPCB Police Conference and NATO Chicago Summit, particularly in the assessments for future funding mechanisms for the Afghanistan National Security Forces (ANSF), post 2014, and possible continued relevance of LOTFA.

RoL Cluster collaboration

Under specific rule of law framework, a five day training was provided by the UNDP to the Mol Inspector General's Office at the end of Q1 on audit risk controls and integration of transparency mechanisms in current Mol audit and evaluation systems. The effectiveness of this training will need to be evaluated in Q2.

1. FINANCIALS

During Quarter 1, a total of USD 438,131 was spent for Output 3. For more details, please refer to Annexes 1 and 2.

2. RISKS

- **Inadequate Institutional systems development and administrative reform of Mol:**

A more comprehensive approach for systems development and management was strategized, which is a medium-term effort. However, if not pursued effectively, this will **risk** full sustainability of established processes (ongoing), affecting Mol capability to effect a smooth transition.

Management action: (a) Hosting of an external UNDP technical mission for comprehensive capacity assessment of key Mol administrative systems; (b) Focus on ToTs in capacity development programmes for longer-term sustainability of local resource base, which will be derived from the capacity mission Implementation Strategy; (c) Continued use of national mentors recruited for key Mol administrative departments for skills transfers and progressive hand-over of institutional functions, based on a more incisive assessment of their functioning.

- **Limited Human Resource capacity base of Pillar 2:**

Currently there are only 2 full time filled positions, risking full delivery on the substantive Output 3 with ambitious AWP targets (similar constraints faced for Pillar 3, Output 5).

Management action: (a) UNDP BCPR project assessment report and that of the capacity assessment mission will recommend measures to strengthen the human resource capacity of the Pillar; (b) National Capacity Development Specialist was interviewed (has since been recruited); (c) other project staff continue to assist, in addition to their other functions; (d) reliance was placed on national embedded advisors in key Mol administrative departments of Finance, Procurement, Facilities, Gender and Media; (e) Donor stake-holders were approached to assist in the head-hunting process.

3. FUTURE PLAN

1. The external UNDP mission comprehensive capacity assessment Report, together with Response Strategies, will be shared with stakeholders. This will inform LOTFA's more holistic support to administrative systems development in Mol. 2. Planning and policy workshops will be planned at the provincial level in coordination with UK-SSMI, for skills building on development of work plans flowing from the NPS/NPP. 3. Proposal for second batch of ANP leadership training in Turkey will be finalized with NTM-A, Japanese Embassy and Turkish Embassy (ongoing). 4. Proposal regarding ANP training programme in Indonesia in specialized police areas will be followed-up, expected to commence in beginning of Q2. This will send an overall reinforced political signal in the transition and stability phase of involvement of regional countries in police development. 5. Work on promulgation of Mol Police Code of Conduct will be further strategized with UNODC. 6. Prioritized recruitments under Pillar-1, as per the HR Plan, will be undertaken to provide leverage to ongoing projects and maximize outputs in lead up to 2014.

Below is a snapshot of where LOTFA is in relation to its annual targets after Q1

Table 3: Summary Matrix of activities/results of Output 3

2012 Baseline	2012 Annual Targets	Q1 Actual Result	Comments
3.1 Limited UNDP participation in policy development through inputs in National Police Strategy, National Police Plan and Institutional Police Policy Development(IPPD)	3.1 Improved level of participation and inputs as contribution to policy development	3.1 Contribution to Mol policy development through inputs for updating NPP; contribution to upcoming IPCB Conference through preparatory work and co-chairing session on Mol institutional reform; preparation for upcoming NATO Chicago Conference, in context of funding mechanisms for ANSF, post 2014; as well as inputs for CPD prisons law amendment	Need for strengthened participation at IPPD forum
3.2 12 national mentors in place with limited contribution to admin capacity and limited system development	3.2 Development and operationalization of institutional systems in Mol Departments of Finance, Procurement, Logistics and possibly Passports	3.2 Progress towards strengthened administrative systems development / institutional reform of Mol Departments of Finance, Procurement, Logistics, Facilities and Gender through comprehensive capacity assessment by external UNDP mission	As per plan. Passports Dept was not assessed to be feasible, given technical limitations; instead, Facilities and Gender were included
3.3 Deficiency of Mol leaders and limited ongoing training of MOI cadets in Turkey	3.3 Facilitation of leadership and management capacity programmes, including training of 500 additional ANP cadets in Turkey, 50 ANP in Indonesia and other regional countries	3.3 Second batch of 500 ANP officers potentially on course towards becoming multi-faceted police leaders through follow-up of proposal for 6-month leadership training at Police Training Centre, Siva, Turkey (ii) potential for capacity development of 50 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	On track for Turkey training. Expected to be implemented in Q3. Slight delay in Indonesia training, which is expected to be commenced in Q2 (delay from Indonesian side in finalization of MoU)
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	3.4 Development of 4 public information/ advocacy programs for Mol/ANP and substantial strengthening of Mol publicity department	3.4 Progressively strengthened capacity of Mol media Department for delivering on improved public information/ police advocacy in Kabul and provinces through technical and logistics support. Targeted advocacy programmes developed for police story tellers and media hubs at the provincial level	On track
3.5 No base-line	3.5 Development of one disaster management and risk reduction training program for ANP for better service delivery	3.5 Not commenced	Technical constraints as no technical expertise identified for undertaking

	in time of disasters		this. Will be further pursued in Q2
3.6 UNDP RoL Cluster in inception stage with limited synergies in activities	3.6 At least 2 combined programmatic initiatives implemented	3.6 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	On track as per target, but needs to be consolidated with more substantive Outputs

D. OUTPUT 4: Improved capacity of police force with enhanced gender balance

Gender mainstreaming in ANP was assessed to be a key sustainability component in police development.

Undertaking of female recruitment campaigns

In Q1, 30 additional females were recruited (13 in January, 7 in February and 10 in March 2012), bringing the total number of female police to 1,330. However, this is not sufficient, considering Mol's target to recruit 1,000 female police by end 1390 (March 2012), reaching only 33 percent of the target. Cultural and systemic limitations remained. These will continue to be constraining factors in ANP developing into a gender enhanced 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, with greater involvement of civil society, women organizations and other Ministries like Women's Affairs, Education and Labour and Social Affairs. Focus was not only on quantity of women police but also on bringing improvement to their working environment onwards greater professionalization, capacity and motivation for service delivery.



Figure 9: Greater visibility and access of female police in security services. Credit: Mol

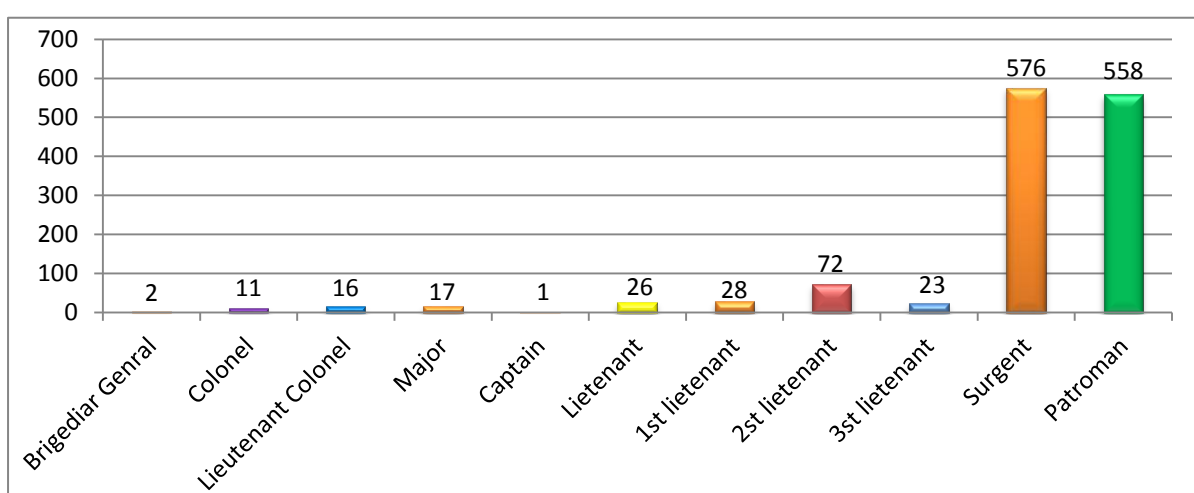


Figure 10 Female police distribution in Mol

In Q1, training incentives for female trainees were continued to match those being paid by the Ministry of Defence (MoD) in order to attract more female trainees, especially in the transition

period. For all levels of female trainees (patrolwomen, sergeants and commissars) these were pegged@USD100 per month. However, considering that female recruitments are still low, clearly other factors like service conditions would be equally important for attracting more females to join the police.

Media continued to be used as a vital tool for women recruitment through gender-themed TV and radio spots. These were developed jointly with the Gender Mainstreaming Unit (GMU) and the Mol Media Unit. However, as pointed out in the previous section, if these media campaigns are not resulting in the female growth in the ANP, as expected, then these will need to be re-strategized in the next quarters.

Gender capacity and institution development activities

A two-month management training for 25 police women at level of Lieutenant Colonel and below was completed in February 2012 for skills development and independent functioning in report writing, project appraisal, stakeholder communications, office management and IT. (The training for levels of Lieutenant Colonel and above was completed in 2011). According to Maryam, the trainer, "Many of these women have been police officers for 5 or 12 years. They were updated to the new skills and systems. "After attending the "Office Records and Filing Management" and "Indexing" modules, Zohra, a participant and Head of Complaints Department at the Gender Unit, has implemented a new filing system in her office. "This is the first time I've attended such a useful training. I've learned what the qualities of being a leader are." As per collective self-evaluation of the participants, the training will help them improve their daily work output on an average of as much as 70%.



Figure 11: Administration, Management and IT training for Mol Gender Unit.
Credit: UNDP

A three-month literacy training programme for 22 Kabul police female NCOs, in collaboration with EUPOL was also completed. The objective was to provide graduates with the leadership skills and abilities in order for them to be able to identify and handle administrative, personnel and operational responsibilities. EUPOL will be doing a periodic assessment of the results of the training in day-day job application.

With respect to support to Family Response Units (FRUs), capacity assessment was conducted of the Mol-FRU by DynCorps mentors, with the technical guidance of LOTFA. This will assist LOTFA more effectively to direct capacity development assistance to the FRUs. Additionally, some key proposals identified in earlier phases, were assessed for procurements and will be implemented in Q2: (a) basic security awareness with Norwegian police; and (b) advanced crime scene training with US Embassy. This will contribute to more efficient police service delivery, particularly for the female populace to register complaints and seek assistance.

A project proposal focusing on curriculum development and delivery of gender and human rights training was reviewed by LOTFA for implementation in Q2. The gender and human rights training will target all members of the ANP focusing on the transition provinces as a pilot and will be expanded at a later date, if deemed effective, and will incorporate human rights, gender related issues such as elimination of violence against women, policy level issues such as the Police Code of Conduct as well as anti-sexual harassment elements.

Conduct of gender awareness and mainstreaming activities

During the quarter, supplementary gender awareness material on identified gender themes like work conditions and behavioral ethics was produced. These included posters, brochures, flipcharts

and stickers which were distributed widely to schools, provincial police Education Departments as well as to other Ministries. It was assessed internally that these contributed to raising awareness and understanding of gender issues, although it would be difficult to specify the precise results emanating from this activity at this stage.

A four day Gender Conference was held from 10-14 March 2012 for 110 participants from central and provincial GMU. The results from this Conference enhanced gender knowledge on institutional policies, knowledge building on gender, human and women's rights, measures to fill vacant positions in female *tashkil* as well as better understanding of responses on dealing with public complaints, particularly relating to domestic violence against women. LOTFA will be supporting some of the female recruitment measures raised at the Conference like targeted media campaigns as well as involvement of civil society and women organizations.

The monthly gender coordination and mainstreaming meetings, with MoI lead, which used to be facilitated by LOTFA, could not be held as the Head of GMU was away for the whole Quarter, with no institutional leadership back-up. These meetings are helpful for strengthening synergies for increased gender security outputs and are vital for the transition goals, and will need to be revived. LOTFA will facilitate this appropriately.

Provision of technical and logistic support to GMU and ANPWA

GMU-MoI was provided sustained logistics support and training (as mentioned in earlier section) at central and provincial level to further enhance its day-to-day functional capability. 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. Additionally, office and IT equipment will be procured for the GMU units in all seven police regions, towards improved regional police gender empowerment.

Support to the telephone help-line established at the GMU was continued in conjunction with EUPOL. During Q1, 42 complaints were received from the Afghan populace relating to issues of gender violence and harassment. The GMU reported that it had taken up these issues appropriately with the concerned Departments and that around 40% complaints had been resolved. It had also kept contacts with families in most cases for follow-up assessments. For future consideration, it will be useful to link up the gender help line with the ANP hotline 119, for concerted reporting and follow-up.

Over the previous two years, LOTFA had established the Afghan National Police Women Association (ANPWA) in MoI (Kabul) and targeted regional zones of Nangarhar, Herat, Balkhand, and Bamiyan as an informal platform for recruited women police to share experiences and concerns. These included issues of transportation, uniform, separate toilets for women and discrimination at work place. Other regional chapters of ANPWA in Kunduz, Kandahar, Helmand and Paktia were planned to be opened, which could not happen during the quarter, in absence of appropriate decisions by the MoI leadership. Options were explored for supporting the ANPWA better in taking up issues of improvement in service conditions, including capacity and logistics support.

Rule of Law Cluster collaboration

In collaboration with the UNDP Justice and Human Rights for Afghanistan (JHRA) project, a needs-based training was conducted for the MoI GMU and CID department for building capacity in handling issues relating to human rights. This was important in the context of various reports highlighting transgression of human rights in the prisons and detention centres. Additionally, partnership was forged with the UNDP Gender Equality Project and the mainstreaming Gender Cluster towards the development of a gender strategy and anti-sexual harassment policy aimed at mitigating workplace discrimination and providing female ANP officers a channel to report

violations, thus aiding in an improved working environment for females. Together with the GMU, it was agreed that a two-day brainstorming workshop will be held in May to strategize on a comprehensive gender strategy covering all aspects, with participation of civil society, think tanks, other Ministries, women organizations and GMU focal points from all provinces. Complementary to this, a tailor-made gender capacity proposal was finalized with the GEP and Ministry of Women's Affairs aimed towards strengthening gender awareness in the Ministry and the police force.

1. FINANCIALS

During Quarter 1, a total of USD 197,548 was spent for this Output. For more details, please refer to Annex 1 and Annex 2.

2. RISKS/ISSUES

▪ Gender recruitment

Some of the systemic constraining factors in gender recruitment will not go away quickly relating to reputation and image of the police, cultural context, service conditions of female police, lack of female accommodation at the regional training centers and lack of a clear-cut delineation of operational responsibilities for the female police, thereby potentially **risking** non-achievement of gender targets (goal was additional 1,000 female police in 1390; until March 2012). Only 330 additional females were recruited in 1390. At the same time, it needs to be recognized that the annual target was very ambitious, even unrealistic, to start with. Besides, the National Gender Coordinator position remained unfulfilled, on account of reluctance of qualified female candidates to work in the Mol.

Management action: (a) Continued reassessment of Mol-LOTFA gender recruitment plan to include greater coordination with NGOs and women organizations (work in progress); (b) Continued involvement of ANPWA for awareness raising of female policing roles; (c) ongoing involvement of women MPs, i.e. participation in Police Perception Conference on theme of Effectiveness of Female Police; (d) Strategic advocacy for female police in overall Mol advocacy.

▪ Lack of a consolidated Gender and Workplace Harassment Strategy

Unless a broader strategic vision is developed encompassing all aspects of female recruitment and retention, the ongoing efforts will remain fragmented, **risking** effectiveness of service delivery.

Management action: (a) Liaison with Mol GMU; (b) Liaison with UNDP gender project for a stakeholder workshop; (c) Liaison with external partners i.e. Canada, NTM-A, EUPOL gender advisors; (d) Agreement with UNAMA for institutional positioning of one police advisor in LOTFA for working on gender issues.

▪ Non-fulfillment of the strategic position of Gender Specialist

This **risked** delivery on the key project Output 4 of improved gender equality and empowerment in Mol, which is also an important UNDP development mainstreaming component.

Management action: (a) Continuous head hunting through think-tanks, women organizations, for which donor assistance was also sought; (b) BCPR project assessment report and that of the capacity assessment mission will recommend measures to strengthen the resource capacity of the Pillar; (c) Donor stakeholders were approached to assist in the head-hunting process.

3. FUTURE PLAN

1. Recruitment campaign will be invigorated, accompanied by media spots. 2. Projects will be pursued for training and logistics support to FRUs after assessment by the DynCorps mentors. Additionally, training proposals for FRUs, conceived with US Embassy and the Norwegian police will be followed up. 3. Proposed two-day stakeholder brainstorming workshop on gender strategy and workplace harassment policy will be progressed. 4. Under RoL framework, the tailor-made gender capacity proposal finalized with the GEP and Ministry of Women's Affairs will be implemented through national trainers.

Below is a snapshot of where LOTFA is in relation to its annual targets after Q1

Table 4: Summary Matrix of activities/results of Output 4

2012 Baseline	2012 Annual Targets	Q1 Actual Results	Comments
4.1 1,250 women in the police;	4.1 2050 women in police;	4.1 Enhanced gender balance through recruitment of 30 new female police through targeted recruitment campaigns bringing total to 1,330	Behind track on account of cultural and systemic factors. Besides, very ambitious recruitment target
4.2 Limited functioning of FRUs due to lack of logistic and technical support;	4.2 7 FRUs are functional;	Assessment undertaken by DynCops mentors of MoI-FRU, which will determine future LOTFA support	To be fast tracked in Quarter2
4.3a Limited female police capacity;	4.3 a&b 8-10 Training programmes for female police organized	4.3 a&b Leadership capacity developed through (i) Phase-II needs-assessed leadership and management training capsule for 26 female police (all levels); (ii) literacy training for 22 Kabul police female NCOs in collaboration with EUPOL	Other female literacy training programmes identified through EUPOL will be undertaken in Q2
4.3b Limited female officers trained by LOTFA in leadership, management accountancy and IT in 2011;			
4.4 Some gender awareness programmes implemented/currently under implementation;	4.4 Four Gender awareness programmes/trainings conducted	4.4 Enhanced gender awareness in MoI through conduct of gender awareness Conference for police of central and provincial levels (including transition ones); as well as publication of gender materials (posters, flip-charts)	As per plan but needs to be fast racked in Q2
4.5 Moderately independent functioning of MoI GMU;	4.5 Support establishment of GMUs in all 7 regions;	4.5 Progress towards improved capacity and independent decision making ability of MoI-GMU in all 7 regions through provision of technical support in Kabul and logistics and administrative support in provinces (procurements in process)	Slightly behind schedule, but will be advanced more appropriately in Q3

4.6 Limited support to ANPWA ; currently set up in Kabul, Herat, Mazar, Nangarhar and Bamiyan zones	4.6 Support opening of ANPWA regional branches in 4 provinces (Helmand, Parwan, Panjsher, Laghman)	4.6 Not achieved	GMU Head was away for whole Q1 with no substitute decision - making authority. Efforts will be doubled up in Q2 for opening of ANPWA regional branch
4.7 Limited support for improving work conditions for female police	4.7 Development of MOI Gender Strategy and work place harassment policy	4.7 Progress towards improvement in service conditions through conceptualization of two-day brainstorming Conference for development of MOI Gender Strategy and work place harassment policy	On track
4.8 UNDP RoL Cluster in inception stage with limited synergies in activities	4.8 At least 4 combined programmatic initiatives implemented	4.8 Progress towards RoL cluster collaboration through (i) conduct of Human Rights trainings by Mol Human Rights Dept by UNDP-JHRA; (ii) finalization of a capacity programme for tailor-made training in gender rights with MoWA / UNDP-GEP project	To be fast tracked in Q2

PILLAR III: Community Policing: Building of effective police-community partnerships under police-e-mardumi project

E. OUTPUT 5: Police-community partnerships strengthened for enhanced security delivery and accountability



Figure 12: Police-community interface in Bamiyan. Credit: UNDP

Significantly, women were accorded greater say in local security issues.

Background: A one year pilot of community policing was conducted in eight districts of Kabul in 2010 (Shakardara, Guldara, Dehsabz, Mirbachakot, Estalif, Kalakan, Qarabagh, and PD-17). The objective of the programme was 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. The lessons learnt showed that there was increase in reported incidents to the police and civil society organizations gained acceptance within the police.

At the request of the Mol, the pilot project was expanded to 65 new districts/sub-districts in the first tranche 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 was 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, Request For Proposals (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 was overwhelming administrative work required in finalizing the multiple-lot contracts for all planned activities. Discussions were also commenced with stakeholders for strategizing on expansion in 2012 to additional second tranche transition districts (announced only towards the end of 2011).

It was reported in the Annual Progress Report-2011 that as per the Police Perception Survey-2011, 66 percent of Afghans believed that regular public meetings with the police will help improve security in their community, a 12-point increase over 2010. Building on this trend, during Q1, work was progressed on all the identified components. The focus remained on 65 key "inteqal" districts and sub-districts; with exclusion of Balkh (where GIZ is undertaking a similar programme). This is expected to contribute to more effective district security and police accountability. At the same time, discussions were commenced for strategizing on expansion to additional 'tranche-2' transition districts in 2012.

Ownership of Mol in community policing

ToR for the Mol Community Policing Secretariat had been drafted and shared with all stakeholders in Q4 2012. These were reviewed by Mol leadership (Legal and Policy departments) and approved in March 2012. Based on the ToRs, the Community Policing Secretariat will be formally inaugurated in April 2012, which will furnish it greater credence, effectiveness and decision making power in providing leadership for all community policing activities. This has been a long standing objective of the Mol and stakeholders. The inauguration of the CP Secretariat will signal a shift from military to community-based approach to policing, which will be important for sustainability of police reform effort in the post transition period. In Q1, the Deputy Minister (Security), issued written instructions to the Director (Training & Education) to support the Secretariat in the development of education and communication materials. This will be one of the key measures towards contribution to the overall police delivery Output under Pillar 3.

Institutionalization of police-community consultations

Community consultations in 16 districts / sub-districts of Nangarhar and Laghman were progressed, facilitated by the local organization Tadbeer Consulting. The consultation process consisted of the nomination of representatives from communities and the police, developing a shared vision, articulating concerns and expectations from both sides, resulting in a Memorandum of Understanding. The results based on both self-reviews and Mol assessments have been encouraging, with community representatives feeling comfortable to approach district authorities to discuss and report issues of concern. In the words of Malik Sagar Gul, a community member in Batikot district of Nangarhar, "Our relationship with our police has improved very much. Now I love our police, I have their contact number and embrace them when we meet, something which I was not doing before the consultations." On the other hand, concerns about confidentiality of information and repercussions were cited as reasons in some cases for the community not providing police with information to assist them to do their job. Recommendations flowing from the assessment included need for expansive school outreach, paralegal training for the police and recruitment of more female police in these districts, and appointment of Provincial Police-e-Mardumi focal points.

Police - community sporting events

Police and community sports programmes to strengthen police and community relationships and improve police fitness and discipline were progressed in seven districts of Nangarhar province, including six police districts in Jalalabad city and one district in Laghman province, through the

Afghanistan Legal Society Development Organization (ALSDO). As precursors to actual sports events, information sessions were conducted highlighting relevant aspects of the constitution, laws and religious teachings that touched on the need for strong cooperation between the police and the community and the health and discipline benefits to both the police and community from participating in sport. Sahar, one of the youth who participated in the cricket match with the local police in Jalalabad city reflected on her changed perception of the police, " I thought of the police as a threat and harassment element before I started playing cricket with them. I never thought that I could stay close to them, but after playing with them in the same team, I found them good partners and best friends."



Figure 13: An all-female police-community cricket match in Jalalabad City. Credit: UNDP

Separately, police and community sports events were also conducted in 24 districts and 25 police sub-districts in Kabul, Herat, Panjshir, Parwan and Bamiyan by the implementing partner Social Capacity Welfare Organization (SCWO).

Feedback provided by the participants in the sessions was that the initiative has great potential in improving police and community relationships as well as understanding of civic rights and obligations for both the police and community members. In Nangarhar and Laghman provinces the events were subject to extensive and positive media coverage. A LOTFA mission is planned for the next quarter to examine the progress of the SCWO

Recruitment and mentoring for female police positions

LOTFA provided support to the establishment of a consortium of organizations who propose to provide mentorship and support services to police women in four urban locations in Afghanistan: Jalalabad, Herat, Kabul, and Mazar-e-Sharif. Each of the consortium members have been working to promote women's participation in society, women's access to justice, and has previous experience working with the police. The proposal is building on collective experience of the consortium members in the area of advocacy and direct work on women's rights. The proposal is expected to be finalized, leading to the implementation of a contract in the second quarter.

Establishment of CRCs and trainings on service delivery for the police

The police hotline No 119-Crisis Response Centre (CRC) in Kandahar remained functional as a mechanism for the police to receive complaints from the populace and to act on them. It received 400-600 calls per day (of these only around one-third were valid ones). Process for RFPs for setting up of regional CRCs in Herat, Mazar, Nangarhar, Helmand and Kandahar (for upgrade) had been kept on hold in end 2011 as Mol was in process of standardizing the 119 number across the country with more advanced operational technology. The weekly 119 project meeting, chaired by the Mol 119 Chief, hosted by LOTFA, and participated in by international stakeholders continued to be the main coordination body for the development of the call centres. Talks were advanced with Mol and NTM-A regarding the modalities for finalization of Task Order as well as public advocacy for the 119 project. It was agreed that NTMA will fund and manage the installation of five additional regional call centres.

Establishment of information desks at police stations

Progress was continuously monitored for setting up of 43 Information Desks (in Kabul, Herat and Nangarhar) 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. This was complemented with needs-assessment trainings on operationalization of the desks and equipping the centers with the

necessary infrastructure. This led to improved information gathering and sharing between the police and local communities, resulting in better security and police delivery. However, in some districts challenges were faced relating to lack of adequate space for information desks and lack of appropriate buy-in at the provincial and district level on the value of information desks. These were overcome through the procurement of Connexes to be installed in police stations and formulation of appropriate policy by MoI on the use of the desks. Statistics on the reported incidents by the public registered at the information desks were still being compiled at the time of writing of this report.

Community Policing best practices, security seminars and university linkages

On community policing best practices, a contract was awarded to CERTE Consultancy in Q4 2011 for the production of a best practice documentary. During Q1, community-policing events were documented throughout the country and potential interviewees identified. On conduct of security seminars, three seminars were conducted in Kabul and one in Nangarhar by Qara Consultancy in Q1. Topics covered were the role of district shuras in the security sector, media and public advocacy, financing resources of terrorism as well as police corruption. The deliberations provided the MoI leadership with valuable inputs for strategizing on its police reform policies. On university linkages, the contract awarded to Afghanistan Human Rights Organization (AHRO) for University Outreach had to be rescinded due to quality and timeliness concerns. It was assessed that the quality could not be compromised at the expense of delivery.

First Afghan Police Film Festival

Progress was recorded in the 6-month contract, which was awarded to Iliya Films in Q4 2011 for organizing the first ever Afghan Police Film Festival. It will provide the festival goers a platform for dialogue with the police and GIRoA. During Q1, the Festival Committee offered production award grants to 14 selected Afghan filmmakers who will have three months to produce their films under the three categories of animation, documentary and fiction films. The Festival will be launched in May 2012 with public screenings and a series of televised discussions and debates on the film themes. It was projected by MoI that there needed to be a balance between police achievements and constraints/challenges, with an overall positive message on moving forward.

1. FINANCIALS

During Q1, a total of USD 633,017 was spent for this Output. For more details, please refer to Annex 1 and Annex 2.

2. RISKS/ISSUES

▪ Improving ground delivery of community policing

There has been consistent assessment that delivery under Pillar 3 has been relatively low (although the overall project delivery has remained on track), **risking** credibility of the expansion phase. It was assessed internally that this was perhaps the most ambitious community policing project globally with expansion outreach in 65 transition districts /sub-districts in a challenging security environment like Afghanistan. Consequently, this also continued to involve a highly challenging administrative process for awarding the remaining contracts for various components, while ensuring a judicious mix of local implementation facilitators in the various regions.

Management action: (a)The contract evaluation and award process was expedited; however, the Pillar-3 team will need to ensure that the process is fast-tracked, in conformity with National Implementation Modalities (NIM), complemented with dedicated procurement and contracting staff, so that delivery can further go up. (b) After the award of all contracts, the LOTFA team will be

rigorously involved in monitoring the implementation of the ground activities within a M&E framework, for which the time period ranges from 6-8 months - for reporting of results. There is also a proposal for ground monitoring of implementation activities through civil society at the district level.

- **Lead and ownership of the Community Policing programme**

This is important, or else it will **risk** the sustainability of the programme. Although this has been addressed through setting up of a centralized Secretariat within Mol, it will need to be strongly supported through capacity development programmes.

Management action: (a) Incorporation of capacity development of Community Policing Secretariat as an institutional activity under the Annual Work Plan, 2012; (b) ongoing on-the-job mentorship of Secretariat staff for independent functioning.

- **Institutionalization of Community Policing Secretariat positions**

Currently, the CP Secretariat is being manned on an ad-hoc basis. Unless these positions are institutionalized through incorporation in ANP *tashkil*, it will **risk** sustainability of the programme.

Management action: (a) Liaison with top Mol leadership; (b) Liaison with nodal supporting stakeholder i.e. NTM-A, who are supporting NTM-A in *tashkil* development; (c) LOTFA will raise issue at next *tashkil* Board meeting.

- **Non-fulfillment of some strategic Pillar positions**

This **risks** full delivery on the substantive Output 5 in term of implementation of the substantive activities (similar constraints faced for Pillar 2, Outputs 3 and 4).

Management action: (a) As in case of Pillar 2, BCPR project assessment report will recommend measures to strengthen the resource capacity of the Pillar; (b) Recruitment process was commenced for the National Community Policing Specialist for the CP Secretariat and three Regional Coordinators for Balkh, Nangarhar and Herat for more effectively facilitating and monitoring activities at the provincial level; (c) Donor stakeholders were approached to assist in the head-hunting process.

3. FUTURE PLAN

1. The Community Policing Secretariat will be officially inaugurated in April 2012, as a measure towards increased capacity for independent functioning. 2. The Secretariat will be institutionally capacitated, in accordance with its ToR. Measures in furtherance of this will include on-the-job mentorship, development of approved police-e-mardumi related curriculum on topics such as interaction with the community through the Department of Training and Education, and engagement of serving or retired police officers for delivery; improvement in police-e-mardumi communications strategy; and appointment of provincial Mol focal points to lead on provincial level activities. 3. RFPs for the various components of the expansion phase (national and provincial level) that did not receive adequate number of qualified bids or were withdrawn will be re-advertised i.e. community mobilization, training and mentoring for female positions through the women Consortium, as well as university linkages. 4. The RFP relating to safety outreach training (first aid/IED) in seven provinces/32 districts will be technically and financially evaluated. 5. Baseline survey on understanding of the community policing concept within the police will be conducted. 6. Progress on all contracted activities will be monitored i.e. information desks, Police Film Festival, sports linkages, seminars series, community consultations and best practices documentary. 7. RFPs for setting up regional CRCs in Nangarhar, Herat, Mazar, Helmand and Kandahar (with upgraded standardized systems) will be floated, through NTM-A after approval of

Mol. 8. Evaluation visits will be undertaken to the pilot Kabul districts, towards lessons learnt for the tranche-II expansion of the programme (could not be done in Q1 because of security situation). 9. The First Afghan Police Film Festival will be inaugurated in May 2012. 10. The recruitment of key positions will be advanced /concluded.

Below is a snapshot of where LOTFA is in relation to its annual targets after Q1

Table 5: Summary Matrix of activities/results of Output 5

2012 Baseline	2012 Annual Targets	Q1 Planned Q1 Actual	Comments
5.1 38% positive views about police, 28% "great deal of confidence" in ANP (baseline: Police Perception Survey 2011)	5.1 5% increase from baselines in targeted districts	N/A	Will be determined from Police Perception Survey 2012
5.2 No baseline for reported incidents by communities	5.2 10% increase in reported incidents in targeted districts	Statistics being compiled	Information awaited from district police stations
5.3 Limited understanding of CP within Mol and provincial HQs(baseline survey will be conducted during first month of Q1)	1.3 20% increase in level of understanding of CP	Baseline survey being finalized.	Being coordinated with NTM-A. Slight delay in conduct of survey
1.4 Newly established CP Secretariat with unclear mandate and lack of project monitoring capacity.	1.4 The Secretariat leads project monitoring and officially has a mandate	Advancement towards CP Secretariat institutional lead, ownership and monitoring through finalization of ToRs	Official inauguration of Secretariat to take place in April

Rule of Law Cluster

LOTFA took the lead in the UNDP-RoL Cluster which was reinvigorated in mid-2011, comprising of police, justice, peace and reintegration, anti-corruption and gender projects. The vision was contribution towards establishment of improved, accountable and accessible RoL in the country. Focus was on building effective cross project synergies within existent mechanisms, with potential for “quick-win,” “quick-delivery” projects, particularly in transition districts. An AWP-2012 for RoL Cluster was developed, in which joint deliverables were identified. In Quarter-1 / 2012, in accordance with the AWP, the joint activities were commenced. A 3-day training programme was conducted by the JHRA project in January 2012 for the Mol departments of GMU and CID after needs-based capacity assessment, covering components of basic human rights as well as familiarization with Afghanistan’s international human rights obligations in conformity with the Constitution and its ratified human rights treaties. With the All project, the Vulnerability to Corruption Assessment (VCA) conducted by it for Mol departments of passport and procurement was endorsed by the Inspector General in Mol. A draft implementation Action Plan was developed and strategized in February 2012 to be facilitated jointly. A needs-assessed training session was also conducted in March 2012 for the Inspector General’s Office in risk-based audit controls. In gender, a brainstorming Conference for the development of a Mol Gender Strategy and Workplace Harassment Policy towards gender enhancement in Mol and the police force will be organized. In peace and reintegration, synergies will be developed for police-community interface in the framework of Provincial Peace Councils. It needs to be noted that RoL cluster is still in formative stage and that while activities were initiated in Quarter -1, more substantive work will need to be undertaken in the remaining Quarters of 2012.

III. ANNEXES:

A. FINANCIAL INFORMATION

Financial Section: LOTFA

Table 1. Total Income and Expenditure LOTFA Phase VI (01 Jan 2011 - 31 Mar 2013)

Donor Name	INCOME					Expenditure			Balance	Remarks
	Total Commitment (approx US\$) (a)	Total Received (US\$) (b)	Total Receivable (approx US\$) c = (a - b)	Transfer of Unspent funds from Phase V to VI (d)	Total available Income e = (b + d)	Total Expenditure (Jan - Dec 2011)	Total Expenses Jan - Mar 2012	Total Expenditure Jan 2011 - Mar 2012 (f)	Total available = Total Income minus Total Expenditures g = (e - f)	
Denmark	6,939,844	6,939,844	-		6,939,844	2,923,348		2,923,348	4,016,496	
Canada (DFAIT)	12,337,397	12,337,397	-		12,337,397	12,219,898		12,219,898	117,499	
European Union	51,616,667	51,616,667	1,960,406	48,919,334	100,536,001	48,918,481	34,070	48,952,551	51,583,449	
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	47,283,539	22,735,648	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	
Italy	1,225,014	1,225,014	-		1,225,014	345,559	318,032	663,591	561,423	
Japan	240,000,000	240,000,000	-		240,000,000	226,460,452	13,539,748	240,000,000	-	
		-	-	8,659,605	8,659,605	8,659,605		8,659,605	-	
	231,000,000	231,000,000			231,000,000		421,586	421,586	230,578,414	
	5,615,183	5,615,183			5,615,183				5,615,183	
Netherlands	14,666,667	14,666,667	-		14,666,667	-	43,726	43,726	14,622,941	
Norway	15,942,831	15,942,831	-		15,942,831	9,707,017		9,707,017	6,235,814	
SDC (Switzerland)	2,672,832	2,672,832	-		2,672,832	367,122	355,978	723,100	1,949,732	
USA	7,216,000	7,216,000	-		7,216,000	1,077,554	186,783	1,264,337	5,951,663	
	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	47,202,948	57,070,021	104,272,970	114,085,462	
	163,844,414	80,000,000	83,844,414		80,000,000	-		-	80,000,000	
	13,320,229	13,320,229	-		13,320,229	13,304,295		13,304,295	15,934	
UK	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	
Total	1,114,571,488	1,028,799,417	87,732,477	221,001,333	1,223,380,670	596,820,835	94,705,593	691,526,227	558,274,522	

Notes:

- i) Expenditure reported for Q1, 2012 is provisional.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

Table 2. Expenditure by Major Output: (01 Jan - 31 Mar 2012)

Project Output	Budget 2012 (AWP)	Expenditure (01 Jan -31 Mar) 2012	Delivery Rate
Pillar I			
Police & CPD Remuneration	245,613,123	88,968,972	36.22%
Police Infrastructure	3,555,951	305,800	8.60%
4% General Management Services (GMS) Fee	9,966,763	3,570,991	35.83%
Total Pillar I	259,135,837	92,845,763	35.83%
Pillar II			
Capacity Development	5,140,000	438,131	8.52%
Gender Mainstreaming	2,107,954	197,548	9.37%
4% General Management Services (GMS) Fee	289,918	25,427	8.77%
Total Pillar II	7,537,872	661,106	8.77%
Pillar III			
Public-Police Relation Development	6,630,000	633,017	9.55%
4% General Management Services (GMS) Fee	265,200	25,321	9.55%
Total Pillar III	6,895,200	658,338	9.55%
Project Management Unit (PMU)	1,486,000	519,602	34.97%
4% General Management Services (GMS) Fee	27,050	22,229	82.18%
Total Project Management Unit (PMU)	1,545,440	540,386	34.97%
Grand Total	275,114,349	94,705,593	34.42%

Table 3. Expenditure by Donors: (01 Jan - 31 Mar 2012)

Donor	Project Output	Budget 2012 (AWP)	Expenditure (01 Jan -31 Mar) 2012	Delivery Rate
Pillar I				
EU	Police Remuneration	35,336,538	-	0.00%
	GMS	1,413,462	-	0.00%
EU Total		36,750,000	-	0.00%
Germany	Police Remuneration	21,861,200	21,861,200	100.00%
	GMS	874,448	874,448	100.00%
Germany Total		22,735,648	22,735,648	100.00%
Italy	Police Infrastructure	1,159,951	305,800	26.36%
	GMS	46,398	12,232	26.36%
Italy Total		1,206,349	318,032	26.36%
Japan	Police Remuneration	13,018,988	13,018,988	100.00%
	GMS	520,760	520,760	100.00%
Japan Total		13,539,748	13,539,748	100.00%
USA	Police Remuneration	177,792,396	54,088,784	30.42%
	GMS	7,111,696	2,163,551	30.42%
USA Total		184,904,092	56,252,335	30.42%
Total Pillar I		259,135,837	92,845,763	35.83%
Pillar II				
EU	Capacity Development	2,060,000	32,760	1.59%
	GMS	82,400	1,310	1.59%
EU Total		2,142,400	34,070	1.59%
Japan	Capacity Development	3,080,000	405,371	13.16%
	GMS	123,200	16,215	13.16%
Japan Total		3,203,200	421,586	13.16%
Netherlands	Gender Mainstreaming	1,263,000	42,044	3.33%
	GMS	50,520	1,682	3.33%
Japan Total		1,313,520	43,726	3.33%
SDC	Public-Police Relation Development	844,954	155,504	18.40%
	GMS	33,798	6,220	18.40%
SDC Total		878,752	161,724	18.40%
Total Pillar II		7,537,872	661,106	8.77%
Pillar III				
SDC	Public-Police Relation Development	1,230,000	186,783	15.19%
	GMS	49,200	7,471	15.19%
SDC Total		1,279,200	194,254	15.19%
USA	Public-Police Relation Development	5,400,000	446,234	8.26%
	GMS	216,000	17,849	8.26%
USA Total		5,616,000	464,083	8.26%
Total Pillar III		6,895,200	658,338	9.55%
Technical Assistance				
USA	PMU	1,486,000	519,602	34.97%
	GMS	59,440	20,784	34.97%
USA Total		1,545,440	540,386	34.97%
Total Technical Assistance		1,545,440	540,386	34.97%
Grand Total		275,114,349	94,705,593	34.42%

B. RISK LOG

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted / updated by	Current Status
1	<p>Context: Policy decisions have been 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. (In the medium term, this will also be relevant for upcoming May 2012 Chicago Conference, where a sum of USD 4.1 billion for support of ANSF, post transition, is likely to be agreed, but without the parallel specific individual donor commitments).</p> <p>Risk: Unmet funding requirement for 1390 for ANP and particularly 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 24 Jan SC meeting. With reinforced resource mobilization, full requirement was finally met. 2. For CPD, there was proposal to merge specially earmarked fund for CPD into overall LOTFA police funds after transfer from MoJ to Mol (for this, the donors will have to increase their regular annual contributions).</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 remained fluid, affecting all sectors of political, governance and developmental work. Besides, LOTFA project staff working in Mol were considered as direct supporters of police, thereby becoming potential targets. Additionally, killing of 2 internationals within Mol by police in Feb 2012, posed additional risks.</p> <p>Risk: Security constraints for LOTFA monitoring missions / EPS-EFT implementation teams/ gender recruitment/ community policing campaigns risking full delivery on all Outputs. Plus, personal risk to nationals and internationals working within Mol.</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. Plans developed for beefing up office security. 3. 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 MA, particularly at sub-national level, with oversight by LOTFA. 4. Greater reliance on civil society facilitators, especially for Pillar-2 (capacity development/ gender) and Pillar-3 (community policing) components.</p> <p>Beyond the Scope of Mitigation:</p> <ul style="list-style-type: none"> -UNDSS imposed security travel restrictions. -HQ-management imposed restrictions on hiring/retention of international staff for security reasons (with no requisite counterpart national skills). 	CO	Ubaidullah	Continuous

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3	<p>Context: The restructuring efforts in New Kabul Bank (NKB) remained of concern to LOTFA stakeholders as most individual ANP accounts are maintained there (having largest infrastructure in the provinces/districts), There was continued assurance from GIRoA that it was MoF which was guarantor of LOTFA funds, not NKB, but concerns remained.</p> <p>Risk: Continued uncertainty regarding NKB situation, with potential for risking security of LOTFA funds.</p>	Economic / Financial/ Regulatory	Impact on ability to deliver individualized salary payments to police in accurate, accountable and timely manner (Medium)	<p>1. Continuous follow-up with MoF/ NKB/ Central Bank fiscal policy experts regarding security of LOTFA funds. 2, Regular updates provided for giving assurance to donors, including at project Steering Committee forum. 3. Follow-up with IMF on status of talks with MoF. 4. Continued encouragement provided to MOF for expanding banking base, particularly at sub-national level.</p> <p>Beyond the Scope of Mitigation:</p> <ul style="list-style-type: none"> -No say in GIRoA decision relating to NKB restructuring, or negotiations with IMF. -No decision-making power in GIRoA banking process. 	LOTFA	Sandeep / Salim Shah	On-going
4	<p>Context: EPS is an innovative computerized police payroll system for transparency/efficiency in payrolls. Needed to be sustained at all levels in transition.</p> <p>Risk: Erosion of EPS gains risked through irregularity in EPS reports from some provinces (mainly 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. In particular, the delayed non-payment of salaries in Nuristan in Q-1 on account of provincial misappropriation, risked loss of funds and police desertions</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 (Nuristan). 2. Non-payment of salaries in Nuristan reported to Mol, as a result of which an Mol investigation conducted and most of funds recovered and disciplinary action taken against Finance Officer and Police Chief. 3. 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 progressed for further transparency and security of data. 5. Mol encouraged to incorporate EPS positions in ANP <i>tashkil</i>.</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/Ubaid	Continuous
5	<p>Context: Electronic Fund Transfer (EFT) is individualized and accountable salary payment mechanism for rooting out corruption at Police Commander level. Although 82% police were covered under EFT (dependent on existence of banking</p>	Technical / Operational/ Organizational	Impact on further progress on accountable salary payments,	<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. 18.7% increase in new police over 2011. 3. In parallel, new-age M-paisa mobile salary scheme expanded in Wardak, Khost and Badakhshan provinces for 595 police (as part of Mol decision</p>	Mol/L OTFA	Sandeep/ Khalid/Salim Shah	Decreased

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	infrastructure at district level), concerns remained 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 NKB situation).		opening up possibilities 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 GIRoA/MoF/ Central Bank decision. -Limitations/capacity of banking sector for submission of credible expansion proposals. -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 were developed, in parallel these are progressively handed over to Mol for long term sustainability. While there continued to be progressive advancement on this, there was also certain reluctance of part of Mol to take on these tasks, as it added to their every-day job responsibilities. This remained a strategic challenge, also based on understanding that this was a medium-long term process. Risk: Insufficient ownership and capacity development of Mol, risking full sustainability of LOTFA implementation and management processes (although progressively allayed).	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 was stationed part time at Mol Finance directorate. 3. Independent production of EPS reports in mostly 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 Pillar2 (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. -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 (this is changing). -Unavailability of staff for capacity programmes when involved in other key policing functions i.e. at time of security incidents	Mol / LOTFA	Khalid/ Inayat	Decreased
7	Context: There was Mol strategy to recruit 1,000 additional females in 1390 for greater gender balance in police force. Challenges of female police recruitment were systemic factors like reluctance of young women to join police because of	Organizational/ Management	Impact on non-achievement of female recruitment target,	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 NTM-A/EUPOL/ Canadian and Norwegian police missions. 4. Work towards improvement in	Mol/ MoF	Sandeep/ Mukhtar	Continuous

#	Description and Context	Type	Impact & Probability	Mitigation Measures	Owner	Submitted / updated by	Current Status
	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.		affecting output on enhanced gender balance and empowerment in Mol (Medium)	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 making power rests with Mol; LOTFA can only play facilitating role).			
8	Context: For expansion of community policing (CP) project in transition districts, Mol lead and ownership was vital, considering that it is a sensitive subject, besides contributing to best aid effectiveness developmental principles. A CP Secretariat was informally established in Mol, but institutional capacity remained weak and limited staff positions remained outside <i>tashkil</i> . Risk: Limited institutional capacity of the CP Secretariat in Mol risking full Mol ownership, lead and strategic guidance of the process.	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)	1. Continuous follow-up with DM/Security and Head of CP Secretariat, who were designated nodal points for the police-mardumi project. 2. Effective liaison with project partners like NTM-A, EUPOL and Canadian police for combined interventions with Mol. 3. Liaison with Mol leadership for incorporation of CP Secretariat staff positions in the regular ANP <i>tashkil</i> (has not happened so far). 4. Commencement of administrative process for recruitment of additional staff for Secretariat. Beyond the Scope of Mitigation: -No influence over Mol institutional decision-making chain of command. -No influence over provincial police authorities for effective expansion in transition districts (unless fully led by Mol Secretariat).	Mol	Steve/ Zaki	Continuous
9	Context: LOTFA-VI Organogram was strengthened for all 3 Pillars in view of expanded scope of project activities. However, there were organizational delays in recruitment approvals during the Quarter. Besides, finding qualified personnel (nationals) proved difficult, given the Afghan context. Risk: Non-fulfillment of some strategic	Organizational/ Management	Impact on efficient deliverables for all project activities (Short-Medium)	1. Ongoing recruitment process after organizational approvals. National CD Specialist was interviewed. 2. Endeavor to retain staff through training opportunities, performance benefits, etc. 3. Reinvigorated head-hunting process. 4. LOTFA stakeholder support solicited. 5. Project staff wearing several hats as they doubled up for vacant positions. Beyond the Scope of Mitigation (general; not just relating to current Quarter): -Limitations of national capacity for meeting UNDP	LOTFA	Sandeep Ubaidullah / UNDP-HR	On-going

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	project MSU positions risking full delivery on the project outputs.			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 staff to work in the country.			

C. ISSUE LOG

ID	Type	Date	Description and Comments	Status/Priority	Status Change Date	Author
		Identified				
1	Management	01.01.2012	Requirement of strengthened management oversight for performance appraisal of MA. Without this scrutiny, the overall efficiency of the project would have been 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 for 1 yr)	Ongoing	Sandeep/Ubaidullah/Popal
2	Management	01.01.2012	Continuous monitoring of timely procurement of police infrastructure (procurement and construction) projects which were large projects and had definitive time-lines (i.e. martyrs complex and Mol Admin HQs); otherwise, would have affected donor credibility in LOTFA management process. These weremandated to be undertaken through national procurement and contractual modalities, but it was well understood that there was a problem of capacity in the relevant Departments in Mol. (At the same time, it must be understood that the ultimate delivery responsibility was with Mol, as government procurement procedures were required to be followed, and LOTFA could 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 be made up in Quarter-2.	Ongoing	Ubaidullah/Eng Mateen
3	Management	01.01.2012	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 was as per the requirement of the project document-VI, and needed to be implemented quickly, particularly in the context of transition.	Administrative process towards putting together such a capacity assessment team from UNDP's resource base was progressed by UNDP CO,. The team arrived in end Mar 2012and commenced its work. In the meantime, identified capacity programmes were initiated based on technical needs-gap analysis by the LOTFA team and in partnership with other stakeholders. In particular, partnership was built with UK's SSMI programme which also has similar Mol	Ongoing	CO-Mushtaq/Dwane

				capacity developments mandate.		
4.	Management	01.01.2012	Improving ground delivery of community policing component (Pillar-3). There was recognition that delivery was relatively low, although the overall project delivery remained 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. Consequently, this also involved 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. There was need to ensure that the process was 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 was advanced to best of ability. Some important contracts were awarded in Q-1, which will be further advanced in the other Quarters.	31.12.2011	Steve/Zaki