



Afghan National Police officer, Shakuria (above), was part of the security presence in Kunduz city for Afghanistan's run-off election on 14 June which attracted a record 8.1 million voters. The performance of the police and other members of the Afghan National Security Forces in securing the April elections is believed to have given more voters confidence to participate in the run-off election *Photo: Julie Marks/UNDP Afghanistan*

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New Civilian Policing Model, p.4

Partners plan future of LOTFA

Consultations with stakeholders to determine the priorities and scope of the next phase of the Law and Order Trust Fund for Afghanistan (LOTFA) continued in June.

The LOTFA project has completed five phases of support for the Ministry of Interior Affairs (MoIA) which oversees the Afghan National Police, and is currently in phase six until the end of 2014.

With Afghanistan's Transformation Decade commencing next year, the United Nations Development Programme (UNDP) is coordinating a consultative process to ensure future LOTFA support from 2015 onwards accelerates progress to strengthen law enforcement and improve the professionalism and service of the police to the population, consistent with the vision and needs of the Government of the Islamic Republic of Afghanistan.

The development of the next LOTFA phase will be informed by a Payroll Scoping Study supported by UNDP, a Due Diligence Exercise supported by the United Kingdom and an MOIA institutional reform mission supported by the European Union.

Government donors to the UNDP-administered project are actively involved in shaping LOTFA Phase VII and, for example, have indicated they expect a coherent programme which aligns with MoIA's strategic plans and complements the activities of all key actors involved in assistance to the police in Afghanistan. LOTFA should leave a sustainable legacy in terms of an efficient and transparent public administration for the national police force fully managed by MoIA.

Factoring in the gradual transfer of responsibility for the police payroll to MoIA is a major consideration for the design of the next phase, along with stepping up institutional reform as well as accounting and oversight to make sure donor funds are used in a transparent manner. Closer links between the LOTFA partnership and the Organization and Coordination Board has also been raised by LOTFA donors.

Further input will be sought from Afghan government entities, justice institutions, LOTFA donors, key international policing partners and the UN system, as well as the government's implementing partners on police and justice sector reform.

For enquiries about the development of LOTFA Phase VII, please contact the UNDP-LOTFA Project Office: info@lotfa.af@undp.org.



Due to commence in 2015 at the start of Afghanistan's Transformation Decade, LOTFA Phase VII will support the next generation of police Photo: UNDP Afghanistan

More police to benefit from gender training



Afghan policewomen and a Korean official at the first Gender Equality course in Seoul, November 2013 Photo: KIGEPE

Forty Afghan National Police officers will travel to the Republic of Korea in the coming months to improve their practical policing skills and knowledge in the field of gender equality.

They will follow in the footsteps of 30 Afghan policewomen who took part in a three-week Gender Equality Enhancement residential course in Seoul last year, gaining expertise in gender-responsive policing, international human rights law and gender-related crime prevention as well as insights into changes in the status of women as the Republic of Korea emerged from conflict.

In August, 20 policemen whose work is related to MoIA's Gender, Human Rights and Children Directorate, including the ministry's many Family Response Units, will travel to Seoul for the intensive training. In September, 20 policewomen from provinces other than Kabul will also benefit from the residential course.

The training will again be hosted by the Korean Institute for Gender Equality Promotion and Education (KIGEPE) and financed by the Republic of Korea through LOTFA. The public institute specialises in education, training and promotion of gender equality, and has a Memorandum of Understanding with the Korean National Police Agency and UNDP.

See also our story in [Ba hum June 2014](#).



Q&A with Ambassador Franz-Michael Mellbin

The European Union (EU) Special Representative in Afghanistan and Head of the European Union Delegation to Afghanistan reflects on future strategic support for the Afghan National Police.

The EU Ambassador (centre) thanks police officers for their outstanding duty during the elections

The EU is a long-standing LOTFA donor. How significant is this support to the EU's mission in Afghanistan?

The Afghan National Police (ANP) plays a pivotal role in national security and in the sustainability of the Afghan state. As such, it's important for us to support the ANP as Afghanistan takes greater responsibility for its own security.

Our contribution to LOTFA is only one of our activities within policing and Rule of Law, next to our support to the justice sector and the EUPOL mission here. Since 2004, the EU has committed €411 million to LOTFA, which reflects LOTFA as a strategic element of our overall support to Afghanistan.

How does this fit into the EU Action Plan on Afghanistan and Pakistan?

Afghanistan is challenged on security and economy. The EU comprehensive approach is key to facilitate regional development for both by simultaneously supporting politically, engaging in security issues, and supporting Afghanistan's economy and development.

What do you hope will be achieved with the latest EU funding for LOTFA?

The bulk of our contribution will be going to police salaries. In the longer run, we hope to move to broader support, where our contribution will also facilitate further institutional reform and police professionalization.

You were Denmark's Ambassador to Afghanistan from 2007-08. Five years later you returned in a new role. What changes have you observed in Afghanistan's law enforcement capability?

I have seen a remarkable increase in the scope and size of Afghanistan's national police force. There has been a significant increase in capabilities and in the number of police officers.

For a long time the focus has been on quantity. Now Afghanistan has more security forces than needed in the future and can be sustained. Therefore the focus must move to quality. A higher quality of the police forces and further operational improvements will allow the ANP to shrink and still maintain its capacity.

The police have been applauded for their performance in enhancing security during the elections. What are your impressions?

In spite of their high performance the ANP unfortunately had losses during elections. This reminds us that being an Afghan police officer is a difficult and dangerous job. So let me first pay my respect to the officers who were out there making sure that the Afghan people could exercise their democratic rights. For this the ANP have received much positive public feedback, to which I fully concur.

I met personally with a number of police officers to thank them, as representatives of all Afghan police officers for their professionalism during elections.

The Afghan government and its LOTFA partners recognise there are drawbacks with the present payroll system. What are the priorities for the next phase of payroll reform?

As LOTFA is the mechanism that allows donors to channel their support towards the ANP payroll, there is an urgent need to ensure a direct, transparent and identifiable link between the funds transferred to LOTFA, and from there through the Ministry of Finance and the Ministry of Interior Affairs (MoIA) down to the individual police officer. This link does not exist and it must be addressed urgently.

Secondly, we have indications of weaknesses in the way police salaries are paid. Cash payments are used, of which some may be necessary for logistical or practical reasons. But most police officers should receive their salaries through banks or mobile payment systems to reduce the risk of leakage and fraud.

We are at the mid-point of 2014, seen as a critical year for Afghanistan. What is needed for donors like the EU to have full confidence in continuing their support for the ANP?

We need to be confident that our investments will pay off and that we are building a sustainable police. To pursue this, we seek a closer dialogue between core donors and the MoIA to instigate institutional reforms within the MoIA.

We want the ANP to continue to improve in quality so future governments can downscale the number of police officers without losing capabilities.

We also need to have confidence in the promotional system, which is not fully merit-based. Some high positions are still awarded through either nepotism or other corrupt practices.

Five years from now, what would you like to see as a major legacy of EU support for the ANP?

Most likely our EUPOL mission will have been phased out by 2018, but the EU is committed to remain here until 2020, and I still see us as a major supporter of the national police force.

I would rather ask "where do I see the ANP in five years from now?". Here I see a leaner and meaner ANP – a force which is scaled down to a sustainable size and capable of balancing its counter-terrorism and counter-insurgency role with a predominantly civilian policing role.

Our Perspective: Realising a model for Civilian Policing

A comprehensive civilian professional policing model for Afghanistan will be developed over the next 12 months, financed by LOTFA. It will involve a partnership between MoIA, the UN family and the European Union Police Mission in Afghanistan (EUPOL).

As per the MoIA 10-year vision on policing, the ultimate goal of the Civilian Policing Model will be to improve public safety and security, and rally national and international stakeholders to raise the professionalism of the Afghan National Police.

The model will be based on gender-sensitive and child-friendly community-oriented policing principles. It will also aim to bridge the gap between the safety and security needs of the community, the investigative role of the police as part of the Rule of Law system, and the ongoing need for counter-insurgency operations. As the conferences in Chicago and Tokyo in 2012 demonstrated, counter-terrorism has been centre stage for Afghanistan, to the detriment of safety and security services to the community. Crucially, the new model will see a shift in mentality and focus whereby the police will play a lesser role in counter-insurgency.

Within the scope of this project, police professionalization is defined as: “a set of competencies that are based on internal standards of performance and behaviour guided by community-oriented principles (i.e. being respectful of citizens’ civil rights, being knowledgeable about laws, policies, procedures and regulations) that result in police being responsive to the needs of the citizens”.

Strengthening professionalism calls for greater community engagement, more effective and proactive response to crime, and respect for human rights. It must respond to a complex environment in which criminal activity is more sophisticated. It must also address the safety and security needs of the entire Afghan population.



An Afghan National Police officer with citizens in the heart of Kunduz city Photo: UNDP Afghanistan

The MoIA has made considerable efforts to tackle gender and human rights concerns over the past decade. The Civilian Policing Model should further this work. The availability of policewomen to strengthen the perceived integrity of police and build trust within the community will be vital.

Led by MoIA’s Police-e-Mardumi Directorate, and with support from UNDP-LOTFA, the Civilian Policing Model will take shape in three phases:

Phase 1 – Partnerships will be formalised with state and non-state actors, the responsibilities of key support organisations will be confirmed, and district baseline assessments finalised.

Phase 2 – The model will be drafted based on consultations and expert input. One track will develop a police-community governance mechanism and a common monitoring and assessment framework. It will include a data collection template and guidance, for example for conducting District Crime and Trust Surveys. It is due to feature quantifiable performance indicators, such as disciplinary action, citizen complaints, commendations of police, volume of arrests or summonses and perception surveys. A third track will involve piloting the model in five districts.

Phase 3 – Lessons learned in the pilots will feed into the draft Civilian Policing Model policy and a review of tools for training, monitoring and assessment.

UN family members will work in tandem with national partners and international actors under a common framework, focus their support at the district level and provide tangible evidence of the impacts. The absence of a monitoring mechanism and tools to plot progress and identify learning has affected the development of a genuine professional policing model for Afghanistan. Thus a toolkit will be used for baseline assessments and ongoing monitoring and evaluation.

Importantly, the model must overcome systemic weaknesses. Afghan society has traditionally operated without state police and, as a result, local communities have created informal policing mechanisms. In some cases, the national police are seen as a competing entity. MoIA recognises the need for agreement on oversight and the relationship between the police, local communities and the informal security sector.

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More on LOTFA: Contributions from donor governments are used to: pay the salaries of Afghan National Police personnel and Central Prison Department guards; build vital police infrastructure; sponsor capacity development; further institutional reform of MoIA; support gender-responsive policing and the empowerment of female police personnel, and promote community-oriented policing.

LOTFA donor countries since the mechanism was created in 2002 are: Australia, Belgium, Canada, Czech Republic, Denmark, European Union, Finland, Germany, Hungary, Iceland, Ireland, Italy, Latvia, Poland, Republic of Korea, Japan, Netherlands, Norway, Switzerland, the United Kingdom and the United States of America.

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About MoIA: Afghanistan's Ministry of Interior Affairs oversees the Afghan National Police and leads efforts to improve the professionalism and strengthen the capacity of police so they can better serve their people and country. Its four deputy secretaries cover: security, administration and support, counter narcotics and policy and strategy.

About UNDP: In partnership with the Government and the people of Afghanistan, UNDP is working to empower Afghan men and women to improve their lives and to help the country become more resilient. In all of its activities, UNDP promotes human rights, gender parity and the protection of the poorest and most vulnerable.



Empowered lives.
 Resilient nations.



New logo for 119 Emergency Call Service



Left: Designed by Asad Hasan of the MoIA Directorate of Media and Public Relations, the logo will feature in a national campaign

Below: The police Emergency Call Service is explained in a new infographic

The Afghan National Police now have a logo for their 119 call centre service.

Featuring a shield representing protection and the words "Emergency Security Cooperation Administration", the logo will be visible in a forthcoming national campaign aimed at improving public understanding of how and when to use the 119 police emergency service.

The 119 call centres are at the service of the community 24 hours a day, seven days a week. Any Afghan can dial '119' to request urgent police assistance or to report crimes, public disturbances, public safety issues or corruption.

The campaign will be financed mainly via LOTFA. See also [Ba hum June 2014](#).



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