



Firefighters tackle a blaze in Kabul in late April 2014. As the Fire and Rescue Department is part of the Afghan National Police, firefighters are among the life-saving personnel whose salaries are covered by the international community through the Law and Order Trust Fund for Afghanistan

Photo: Asad Hasan/Media Department, Ministry of Interior Affairs

## In this edition

- New construction to lift workplace conditions for policewomen .....2**
- The payroll explained .....3**
- UNDP consults police in provinces on payroll .....3**
- Processing the Kunduz Province payroll.....4**
- Korea and Afghanistan unite to empower policewomen .....5**
- Our Perspective: Justice and rule of law .....6**
- Plans for 119 police Emergency Service campaign .....6**
- Boost for procurement monitoring .....7**



New facilities for women, p.2

## New construction to lift workplace conditions for policewomen

A groundbreaking ceremony at the Border Police headquarters on 20 May marked the start of a new construction phase of modern dressing rooms and bathrooms for policewomen at seven more premises throughout Kabul province.

The Afghan National Civil Order Police headquarters, a major fire station and the Sewing Department are also among the latest sites. This brings to 25 the total number of police premises at which separate amenities for female Afghan National Police personnel will be built this year with support from the Law and Order Trust Fund for Afghanistan (LOTFA). More than 150 female officers and civilian personnel stand to benefit from improved conditions at these locations.

The move follows a decision by the Ministry of Interior Affairs (MoIA) to prioritize the upgrading of police stations – many of which were simply not designed to accommodate male and female personnel – to make them cater better for policewomen, as a tactic to retain female staff.

“We were changing behind cupboards in an office and then we were given the use of a [shipping] container, but there was no privacy,” the Head of the Border Police’s Gender and Human Rights Department, Colonel Wajia Ayobi, said. “It will have a positive impact on the 28 women currently working here to have a private place for ablutions and praying, where we will be 100 percent sure we are secure,” said Col Ayobi who claims women’s trust in police will also be enhanced.

The UN Development Programme (UNDP) has worked with MoIA to design extensions to police stations which accommodate a dressing room, nursing area for mothers, toilet, shower with a dedicated water supply, and a septic tank. The brick structures will be lockable and designed to withstand earthquakes. This solution is being funded by the Republic of Korea through LOTFA.

The MoIA’s Director of Finance, Brigadier General Baryalai Khan, the Korean Embassy’s Lee Seung-Buhm, and UNDP-LOTFA Programme Manager, Basil Massey, were among the speakers at the groundbreaking event and laid stones to formally mark the start of construction at the Border Police compound. “One new building will not change the status of Afghan policewomen but at each site it will remind all police officials of the rightful place of women,” Mr Seung-Buhm said.

In May construction also commenced at the Sewing Department, where uniforms for police and prison guards are produced. “We are looking forward to this new building but it’s not our only problem so we hope to have other issues solved as well,” the Sewing Department Workers’ Director, Wasima Wardak, explained.

There are plans to expand the project to Nangahar, Balkh and Herat provinces. The first two scoping missions by MoIA and UNDP – involving engineers, gender experts and police personnel – to Herat and Nangahar took place in late May to assess which police stations warrant upgrading with dedicated women’s facilities.

The 10-Year Vision of MoIA emphasizes the importance of increasing the percentage of women in the police force and identifies improving physical work environments as one measure to achieve this. The construction work is part of a suite of initiatives being driven by MoIA and UNDP through LOTFA to empower existing and future female police personnel.

“This project is about more than bricks and concrete because improving working conditions for policewomen will encourage more to stay in the police, which means Afghan women and girls will have better access to police services and justice,” Mr Massey said.

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



The ceremony at Afghan Border Police headquarters in Kabul Photo: UNDP Afghanistan



Border Police Deputy Commander, Major General Abdul Fattah Ferogh (left), the Korean Embassy’s Lee Seung-Buhm (centre) and Border Police at the ceremony Photo: UNDP Afghanistan



A police officer for 30 years, Col Wajia Ayobi believes more women are joining the police as such new initiatives are building greater trust Photo: Julie Marks/UNDP Afghanistan

## The payroll explained

Financial and technical support for the Ministry of Interior Affairs' (MoIA) payroll is at the core of the LOTFA partnership. It involves the majority of expenditure – close to US\$500 million in 2014 – and multiple organizations.

The goal is to process and disburse monthly salaries and entitlements to police and prison guards around the country in a timely manner. This involves a complex, often misunderstood process. This and forthcoming editions of *Ba hum* will shed light on the existing MoIA payroll process and ongoing reforms to improve its efficiency, accountability and transparency.

As with other national institutions in Afghanistan, the ministry's payroll process is affected by the reliability of electricity and IT infrastructure, the capacity of personnel and the country's complex security environment. The efficiency and reach of the banking and finance sector are also factors. For example, just 9 percent of adults in Afghanistan have an account with a formal financial institution, according to the Global Partnership for Financial Inclusion.

### Who is part of the Interior Affairs Ministry's payroll?

The payroll includes some 150,000 Afghan National Police personnel and Central Prisons Department guards. This total varies from month-to-month based on staff turnover and attendance.

This includes commissioned police officers (i.e. of or above the rank of inspector), non-commissioned officers and other personnel within the Afghan police "tashkeel", or staff structure, who perform many different roles. For example, this includes uniformed prison guards, traffic police, patrolmen, firefighters in the Fire Department, doctors and nurses in police medical teams, Police Academy trainers and even seamstresses and tailors who make police and prison guards' uniforms.

### How do they get paid?

UNDP and LOTFA donors do not pay any police or prison guards directly. The government does. UNDP transfers the LOTFA funds needed to cover salaries and entitlements to the Ministry of Finance which handles the disbursements.

The three salary payment methods for police and prison guards are shown below. Electronic Funds Transfer is considered an efficient and transparent option but cannot be used in areas with no bank branches. Nuristan is currently the only province where all police are paid by Trusted Agents.

#### ELECTRONIC FUNDS TRANSFER (EFT)



Police and prison guards paid by electronic funds transfer have personal bank accounts and withdraw their salaries by going to their commercial bank. They must provide their bank account number and identification to withdraw funds. EFT covers approximately 80% of police and 97% of prison guards.

#### MOBILE MONEY OR M-PAISA



Police paid by M-PAISA receive an SMS alert on their mobile phone when funds are deposited. To access their funds they go to their nearest bank agent, which can be a Roshan shop or bank branch, depending on the M-PAISA business model in place. M-PAISA covers around 1% of police and does not serve prison guards.

#### TRUSTED AGENT



Police and prison guards paid by Trusted Agents receive their funds in cash. Provincial Police Headquarters appoint Trusted Agent Committees which visit districts and disburse salaries. Police and prison guards sign the M-41 form and collect their pay. Around 19% of police and 3% of prison guards are paid in cash by Trusted Agents.

## UNDP consults police in provinces on payroll



Kunduz Finance Director Col Jalan Khan and UNDP's Khalid Asghari Photo: UNDP Afghanistan

In May, the UNDP-LOTFA Programme Manager, Basil Massey, and Electronic Payroll System Manager, Ahmad Khalid Asghari, travelled to the Provincial Police Headquarters in Kandahar and Kunduz to discuss reform of the payroll process with senior police and finance officers and hear about local LOTFA-related issues.

A common concern in both provinces was the need to make sure all personnel received their monthly salary and entitlements as quickly as possible.

At present, it takes around three weeks from when UNDP disburses funds to Afghanistan's Finance Ministry and the first personnel actually receive their pay. UNDP will explore how to accelerate the process in conjunction with MoIA and the Finance Ministry, including potentially disbursing funds earlier each month.

There was positive feedback too. "The main benefit with the payroll system compared to 10 years ago is that there's information recorded in a double way, so in case of an incident whereby we lose the data, LOTFA has a copy," the Head of Finance at Kunduz Provincial Police Headquarters, Colonel Jalad Khan, said.

The consultations reaffirmed UNDP's decision to strengthen its focus on strategic payroll issues, such as coordination with Afghan banks to improve auditability. Ongoing visits will canvas the views, training and other technical needs of police in the provinces to inform LOTFA planning.

## Processing the Kunduz Province payroll

Kunduz province in Afghanistan's north may be renowned for its melons and cotton, but it is also plagued by violence and insecurity. It is the first northern province classified as a high-threat zone to fully adopt the Web-based Electronic Payroll System (WEPS) and in which all Afghan National Police personnel are paid direct to their bank accounts via Electronic Funds Transfer.

These breakthroughs were possible through the commitment of the Finance Department at Kunduz Provincial Police Headquarters and their collaboration with the payroll team in the UNDP-LOTFA Project Office.

For eight years, Second Lieutenant Mohammad Haroon Ahmady has been instrumental in processing the Kunduz payroll. The number of personnel varies based on turnover and attendance, but currently stands at some 2,600 police based in seven districts.

In a typical month, 2nd Lt Ahmady begins the payroll process by reviewing personnel data provided by the most remote or insecure districts, because those staff are a priority.

He then works his way through other districts and units within Kunduz Police Headquarters, generating the M-41 forms which capture human resources data, such as attendance and payroll calculations. Allowances are allocated, which for all police in Kunduz includes Hazardous Duty Incentive Pay which, like the salaries, is financed via LOTFA.

Once all payroll data has been verified by the Provincial Commander, it is formally submitted via WEPS for payment processing to the Mustofiate and Finance Ministry in Kabul, monitored by UNDP.

"The only question police ask me is when will they receive their salary. Once the payroll process is complete we tell them the exact date which is usually between the 18<sup>th</sup> and 20<sup>th</sup> of each month," Lt Ahmady said.

Police in areas with no bank branches



Finance Officer 2nd Lt Mohammad Haroon Ahmady (right) meets with visitors at Kunduz Provincial Police Headquarters *Photo: UNDP Afghanistan*

must travel to an urban area with a bank to access their salary. 2nd Lt Ahmady said personnel in Archi district tend to travel to neighbouring Takhar province for their banking because the route to Kunduz city, although only a two-hour drive, is not secure.

Thanks to the Finance Department's intervention, there is now a bank branch within the Kunduz police headquarters, providing a safer environment for police to do their banking. "I was determined to influence them to open a branch here to ensure the security of our personnel when they go to the bank to get their salaries," he said.



A police officer takes advantage of the bank branch situated inside Kunduz Provincial Police Headquarters *Photo: UNDP Afghanistan*

He has been part of the transition from a manual to electronic and now web-based payroll system, and has received training from UNDP at each stage of the upgrade and system migration.

"When I joined the police finance area, we used to fill out the M-41 forms manually and our hands ached. Later, the Electronic Payroll System greatly facilitated our work although when the power failed, it caused many problems.

"With the advent of the web-based system, the work is done on-the-spot. For example, when staff transfer to another place, we can register their new information in the system and it's updated automatically and without any errors," 2nd Lt Ahmady explained.

An automated payroll also means less travel for finance officers. One incident is etched in 2nd Lt Ahmady's memory. "One day I wanted to take the financial documents to another unit, so I was on the main road and there was a massive explosion about 50 metres from me.

"In that incident, 32 people who were my friends and colleagues were killed or injured. It was one of the worst days of my life," he recalled.

## Korea and Afghanistan unite to empower policewomen



Afghan policewomen at the training in Seoul, November 2013 Photo: S. Qayoumi/UNDP Afghanistan

Six months after 30 Afghan policewomen travelled to the Republic of Korea to attend Gender Equality Enhancement training, they gathered in Kabul to recap their experiences.

At a workshop on 24 May, the women discussed how they are applying what they learned at the three-week residential course, to assist MoIA and UNDP with assessing the learning outcomes.

The course, held in Seoul in November 2013, was hosted by the Korean Institute for Gender Equality Promotion and Education and financed by the Republic of Korea through LOTFA. It aimed to build the practical policing skills and knowledge of female Afghan National Police in the field of gender equality.

The content covered gender-responsive policing, gender research, international human rights law and women, gender-related crime prevention and forensic investigation. It also examined the success factors in the Republic of Korea's economic and social development, and changes in the status of women as the country overcame war and poverty.

The training featured lectures, workshops and field visits, including to Sookmung Women's University and Korea's National Women's History Museum. It was a useful opportunity for the Afghan officers to compare their experiences with Korean policewomen,

overcoming the language barrier with simultaneous translation. Here participants share their observations.

### Senior Inspector Jung Eun-joo, Team Leader, Intellectual Crime Investigation Team, Seoul Seongbuk Police Station

"I wish to pay my respects to the Afghan policewomen for doing their duty while facing so many obstacles and serious challenges in their society," said Senior Inspector Jung who took part in a networking session between Korean and Afghan officers during the training.

"Korean policewomen also have been through a lot to achieve their current status and still have a long way to go.

"Surely they saw a lot of differences between the two countries especially in terms of policing systems. Among these were the support systems for victims of domestic and sexual violence which the Korean National Police Agency has put so much effort into to protect the vulnerable victims, mainly women.

"I hope their time in Korea could provide any clue for them to draw a vision for Afghanistan and other policewomen there," Senior Inspector Jung said.

### Brigadier General Hekmat Shahi, Head of MoIA's Gender, Human Rights and Children Directorate

"It was a satisfying achievement for me to lead this delegation. We were able to observe the effective function of Korean women in different social sectors.

"Having seen the progress, welfare and prosperity of Korea, we were impressed by the country's developmental approach. Their efficiency in gender issues was instructive and admirable. By learning how a Gender Action Plan is prepared and implemented, we gained a clearer idea of how effective they can be.

"Visiting developed countries is definitely effective, indeed crucial, for Afghans as they can learn from other female officers. My hope is that they apply the same concepts and approach in their own country," Brig Gen Shahi explained.



Col Razia Usmani, Police Intelligence Directorate, Kabul

"It was a great opportunity. We learned so many things. For example, we brainstormed ideas for a Gender Action Plan and learned how to implement it step-by-step, starting from the basic elements."



Major Zohra Dawlatzai, MoIA Gender and Children Directorate, Kabul

"One benefit of the training was about general life and the importance of striving for success. Plus it gave me new ideas, like how religious leaders can influence women and help recruit more female police that way."

Photos: UNDP Afghanistan

## Our Perspective: Justice and rule of law

The Rule of Law Indicators Study is an impressive effort by Afghanistan's justice and rule of law institutions to periodically assess their performance and use the outcomes to inform budgetary and policy decisions to bring about positive change in their service delivery.

Under way now, the year-long study is led by a national working group comprising representatives of the Ministry of Interior Affairs (MoIA), the Attorney General's Office, the Supreme Court, Ministry of Justice and the Afghanistan Independent Bar Association. The working group is unique in that it is currently the only national, sector-wide body where discussions on rule of law monitoring, evaluation and planning are taking place. The group has met regularly since January 2014.

Each organization has contributed indicators and questions against which data will be collected and assessed over the coming months. UNDP and the UN Assistance Mission in Afghanistan (UNAMA) support the national working group, in particular with its approach to data collection.

An active participant in the working group, the indicators put forward by MoIA refer to cross-linkages with other justice and rule of law institutions in the criminal justice chain. They will provide baseline information on critical aspects of the country's rule of law sector such as transparency, accountability, the role of the police as a service provider to the population, the police response, the quality of crime reports developed by the police, use of force, bribe-taking and human rights compliance. The study's data will also inform evidence-based LOTFA interventions.



The Rule of Law Indicators Study will provide baseline information about the role of police as a service provider to the population *Photo: MoIA Media Department*

The criminal justice system starts with the police and ends with the prison system. MoIA is a pivotal institution in terms of upholding the rule of law and providing safety, security and justice for all Afghans. The provision of justice and security services – for example, addressing crime, violence or land and family disputes – are globally-recognized peace and state building priorities. Therefore, MoIA's engagement in the study is crucial to ensure the Afghan government takes the most efficient steps towards stable state-society relationships, peace and development.

The study, due to be completed by January 2015, is supported by the Netherlands, Italy, Denmark and UNDP's Global Rule of Law Programme.

*UNDP Afghanistan contributors: Tarek Mahmud, Rule of Law Indicators Facilitator for the Justice and Human Rights Project, and Marije Van Kempen, Rule of Law Coordinator*

## Plans for 119 police Emergency Service campaign



Personnel at work in the 119 Emergency Call Centre in Kabul *Photo: UNDP Afghanistan*

A national campaign is being planned to raise awareness of the 119 Emergency Call Centre service run by the Afghan National Police, including improving public understanding of how and when to use the service.

Any Afghan citizen can dial '119' to request urgent police assistance or to report crimes, public disturbances or public safety issues, such as fires or medical emergencies. Citizens can also report corruption or abuse by public officials, including the police.

The service's importance has grown since its launch in 2009, as telephone access in Afghanistan has increased alongside public trust in the police. Yet MoIA is concerned many people are not yet aware of the service or are reluctant to use it for fear of reprisals.

To be financed mainly through LOTFA, the campaign will emphasise the confidential nature of calls to 119 and how cooperation between the public and the police assists in fighting crime and enforcing the rule of law.

A Campaign Committee is led by the Head of MoIA's Directorate of Media and Public Relations, Sediq Sediqqi, and the Chief of its Community Policing Directorate, Col Muhammad Hamayoon Ainee, and includes representatives of the NATO Training Mission-Afghanistan, the European Police Mission (EUPOL), the UNDP-LOTFA Project Office and the International Security Assistance Force (ISAF).

**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.

For more information about LOTFA:  
UN Development Programme  
Kabul, Afghanistan  
Tel: +93 (0) 795 994 408  
Email: [infototfa.af@undp.org](mailto:infototfa.af@undp.org)

**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.



MoIA Analysis and Evaluation Department staff on the first day of their procurement training on 24 May  
Photo: UNDP Afghanistan

## Boost for procurement monitoring

Improved oversight of the procurement of equipment and other goods and services for the Afghan National Police, worth millions of dollars annually, will be the main outcome of the latest LOTFA-sponsored training for MoIA.

Nineteen staff from the ministry's Department of Analysis and Evaluation participated in a 12-day course in May and June to gain better knowledge of Afghan procurement law, regulations and processes, including expenditure approvals. Based on a request from MoIA, the training was coordinated by the UNDP-LOTFA team and delivered by the Ministry of Finance which sets and oversees common procurement policies for all ministries.

"I believe after completing this training that I and my team will be able to carry out our monitoring activities more professionally. This training is very helpful for us to make sure procurement processes are conducted according to Afghan rules and regulations," the Head of the MoIA's Analysis and Evaluation Department, Colonel Popal, said.

Set up in early 2013 to improve internal accountability and transparency, the Department of Analysis and Evaluation is responsible for monitoring the four directorates under the Deputy Minister of Support Office – Finance, Logistics, ICT and Facilities Management – including their procurement activities. Any procurement irregularities may be referred to the Inspector General's Office which has the power to launch an investigation.

The procurement training will be evaluated by the UNDP-LOTFA Monitoring and Evaluation Unit to assess the extent of knowledge transfer and identify lessons learned, as part of the continual improvement of LOTFA-sponsored capacity building activities.

