LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

2013 SECOND QUARTERLY PROJECT PROGRESS REPORT

UNITED NATIONS DEVELOPMENT PROGRAMME

DONORS

Canada	Czech Republic	Denmark
European Union	Finland	Germany
Italy	Poland	South Korea
Japan	Netherlands	Norway
Switzerland	United Kingdom	United States of America

PROJECT INFORMATION

Project ID:	00061104
Duration:	January 2011- December 2013
ANDS Component:	Security
Contributing to NPP:	NPP5, Law and Justice For All
CPAP Outcome:	Stabilization and Peace Building
UNDP Strategic Plan Component:	Crisis Prevention and Recovery
Total Budget:	USD 1,433,693,322
Implementing Partner:	Ministry of Interior
Responsible Parties:	Ministry of Interior and Ministry of Finance
Project Manager:	Mr. Norman Sanders, a.i.
Chief Technical Advisor:	Mr. Norman Sanders, a.i.
Responsible Assistant Country Director:	Mr. Hedayatullah Mohammadi

COVER PAGE PHOTO: Women police participate in the leadership training organized by LOTFA and Ministry of Interior at the Police Academy in Kabul, June 2013 (Photo: UNDP)

ACRONYMS

ABP	Afghanistan Border Police
AFMIS	Afghan Financial Management Information System
AHRIMS	Afghanistan Human Resource Information Management System
ANP	Afghan National Police
CoC	Code of Conduct
CP	Community Policing
CPD	Central Prisons Department
CPS	Community Policing Secretariat
CSO	Civil Society Organization
CSTC-A	Combined Security Transition Command-Afghanistan
DM	Deputy Ministry
ECC	Emergency Call Center
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
ERP	Enterprise Resource Planning
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
GHRCGD	Gender, Human Rights, & Children General Department
GMU	Gender Mainstreaming Unit
HR	Human Resources
IPCB	International Police Coordination Board
JHRA	Justice and Human Rights in Afghanistan
LOTFA	Law and Order Trust Fund for Afghanistan
MoF	Ministry of Finance
MoI	Ministry of Interior
MoU	Memorandum of Understanding
MPRD	Media and Public Relation Directorate
NTM-A	North Atlantic Treaty Organization Training Mission-Afghanistan
PMS	Performance Management System
SPTC-A	Sivas Police Training Center for Afghanistan
SPPD	Strategy, Policy and Planning Department
ToT	Training of Trainers
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Program
WEPS	Web-based Electronic Payroll System

TABLE OF CONTENTS

I. EXECUTIVE SUMMARY

LOTFA Phase VI-extension, approved by Steering Committee on 20 March 2013, started in April and will allow for a 'proof of concept' through the next nine months of practical experience related to joint planning and programming with Ministry of Interior (MoI). LOTFA and MoI identified strategic priority areas of work to support reform and professionalization of police, consistent with the decade of change described in the 10-Year Vision. The business flow to coordinate the process of joint planning, programming and budgeting was jointly designed and launched to guide design and implementation of future interventions under the National Implementation Modality.

Positive results were registered as to management of the payroll services and payroll systems. The Electronic Fund Transfer (EFT) coverage increased, thus providing salary payment to 110,602 ANP, equivalent to 79 percent of the total Afghan National Police (ANP); the Electronic Payment System (EPS) ensured timely payment to 140,193 ANP, correspondent to 95 percent of ANP force. A total of 4,631 Central Prisons Department (CPD) guards were paid through EFT (92 percent coverage), while EPS provided salary payment service to 4,983 guards (99 percent coverage).

The Web-based EPS (WEPS) expansion was sustained and reached the quarterly target of 23 provinces; National Kabul Bank re-opening at the Kandahar Police Provincial Headquarter restored EPS functionality in the province.

The third edition of Sivas Police training programme started last June 2013, when 497 Afghan Non-Commissioned Officers joined the Police Training Center in Turkey to be part of an intensive and qualified training which will take Afghan participants over six months of knowledge and skills building.

As measurable contribution to the UNDP Rule of Law Strategy in Afghanistan, LOTFA – Code of Conduct (CoC) programme trained more than 2,700 ANP on principles and application of the Code. CoC trainings play a critical role towards the achievement of a professional police serving communities in full respect of human rights and national laws. Over 80 women from MoI/ANP had the opportunity to attend multiple trainings supported by LOTFA in coordination with MoI, including but not limited to: crime investigation and reporting; leadership and gender-responsive budget. Preliminary assessment of infrastructural status of police stations took place in 29 locations of Kabul to further provide women police with safe facilities, including separate toilets and dressing rooms.

MoI led the National Community Policing Conference, which provided relevant directions for the development and implementation of community policing as part of the future policing strategy for Afghanistan, consistent with MoI 10-Year Vision.

II.   RESULTS

A.   OUTPUT 1: Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely

1.1   Timely and transparent payment of police salaries in 34 of provinces

During the second quarter of the year, LOTFA processed police remunerations of ANP in all 34 provinces. Through combined mechanisms and technologies such as EPS and M-PAISA, the Project succeeded in processing timely payments within 10-15 working days. Equal and transparent access to salary payment contributes to increase ANP confidence and institutional trust towards MoI; and it is conducive to higher retention among ANP.

1.2   Percentage of police covered under EPS and Web-based EPS

During the second quarter of the year, the number of ANP paid under EPS increased from 138,191 (figure registered at the end Q1/2013) to 140, 193, equivalent to 95 percent of MoI Human Resources (HR) figures (148,045 ANP). EPS coverage features a shift from 97 percent (Q1/2013) to 95 percent coverage at the end of Q2/2013.

At a first glance, decrease in the EPS coverage might be interpreted as result of poor management of payroll system; however, a careful analysis of HR trends confirms that such change is exclusively linked to an increase in the number of ANP registered in the ANP-HR growth plan.

EPS-generated reports were timely received from 34 provinces, though a few delays were registered among Afghan National Civil Order Police (ANCOP) Brigades No. 1-7 due to internal coordination at ANCOP, not under direct management control of LOTFA. EPS reports inform on EPS/WEPS performance, as well as other payment methods through banking, M-PAISA and Trusted Agent.

On 13-14 May 2013, LOTFA M&E team conducted a two-day mission to Nangarhar and Laghman provinces to assess EPS/WEPS payroll system status. The stand-alone and WEPS system are in place in Nangarhar, Laghman and Border Police Zone 1. Finance officers expressed satisfaction with the use of EPS/WEPS, but also recommended that timely synchronization between MoI/HR and payroll payment system should be accelerated in order to ensure full accuracy between HR and payroll information to be processed.

The Independent Monitoring Agent provided external evaluation by tracking and analyzing quality and accuracy of reporting proceeding from payroll monitoring officers. Charts in the next section provide details on payroll coverage, including Afghan Border Police (ABP).
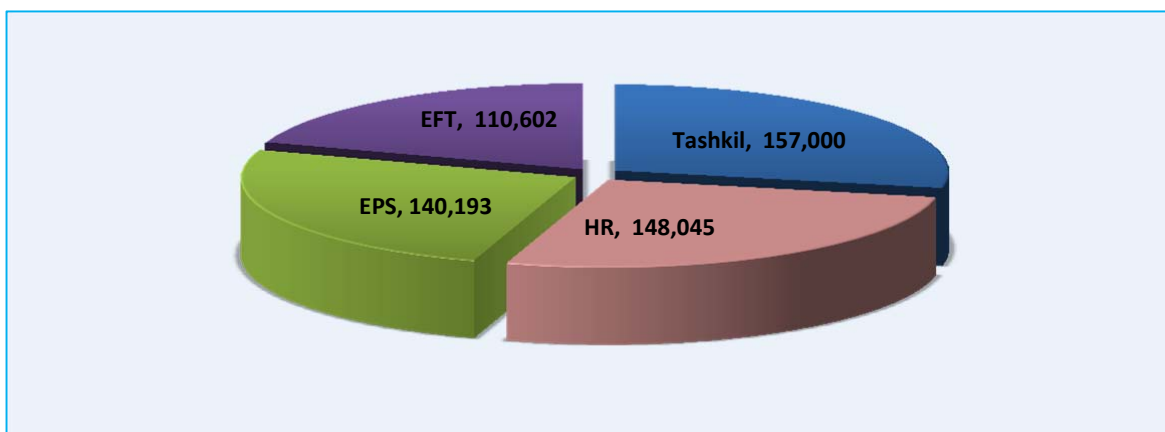
Chart 1: Payroll system coverage for ANP, compared to MoI-HR and Tashkil. Source: LOTFA, based on MoI HR data, Q2/2013.
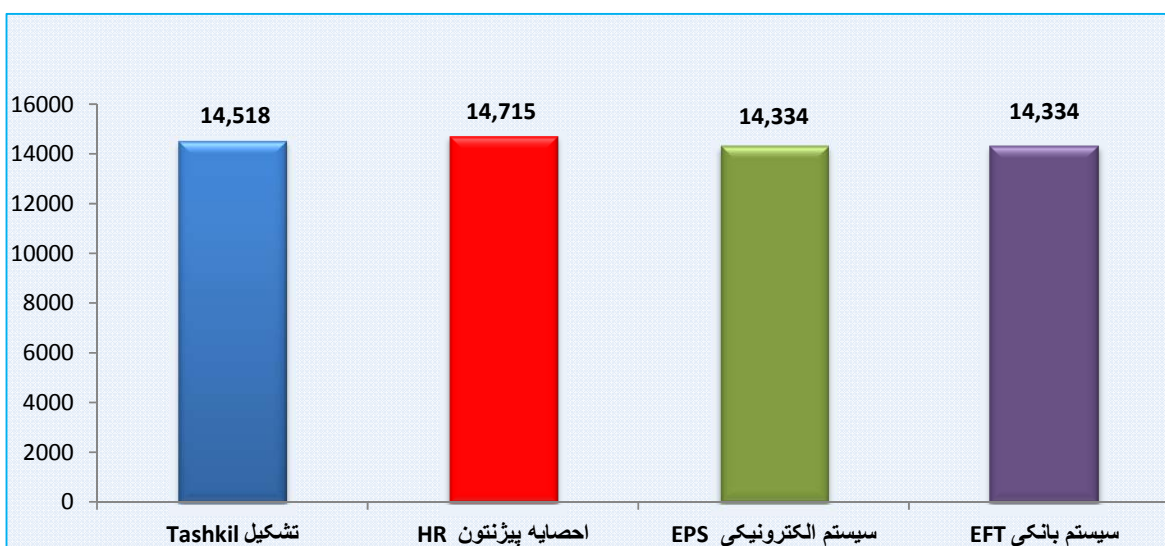

Chart 2: Payroll coverage of ANCOP and distribution by MoI HR. Source: LOTFA elaboration based on Q2/2013 HR data.
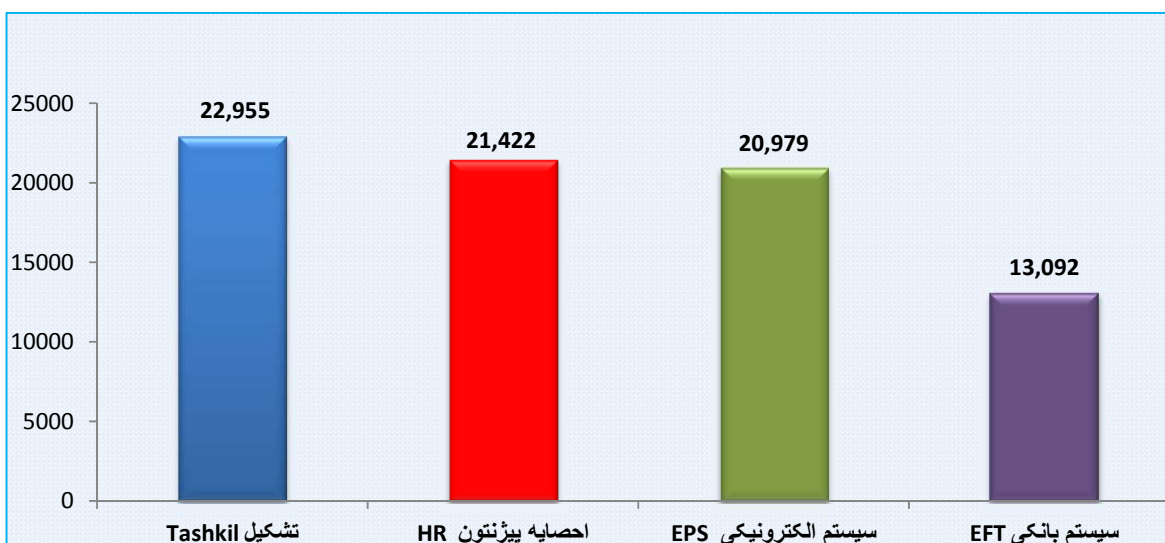

Chart 3: Payroll coverage of ABP and distribution by MoI HR. Source: LOTFA elaboration based on Q2/2013 HR data.

1.3   Number of provinces upgraded to WEPS

In coordination with MoI and Combined Security Transition Command – Afghanistan (CSTC-A), additional work was carried-out to expand the WEPS network: encryption and encoding applications were distributed to Samangan and Badakshan provinces, in collaboration with Ministry of Finance (MoF) and Deputy Ministry (DM)-Support and Administration.

At the end of Q2/2013, MoI/LOTFA and CSTC-A provided WEPS coverage to 23 provinces. Maps on the next page show WEPS coverage trends since 2012; the first two quarters of 2013 have witnessed geographical expansion of WEPS, as well as change of status of provinces like Badakshan from partial to full application of WEPS technology.

Consistent with LOTFA contribution to WEPS network expansion, the Project started planning ad-*hoc* training programme for finance officers and EPS operators proceeding from provinces where WEPS has not been introduced yet. Further organization and action with MoI will be planned in the coming quarter to organize mentioned trainings.

Work continued to ensure quality control of the WEPS application: EPS team conducted several reconciliations between payroll transactions and individual ANP/CPD bank account, on random basis. In Q1/2013, LOTFA collaborated with MoF and MoI-Finance Department to establish new object codes for salary payment in the Afghan Financial Management Information System (AFMIS) with the ultimate goal to increase accuracy and reliability of expenditure reporting. During this reporting period, LOTFA ran random checks of AFMIS transactions and was able to detect reporting mistakes in the AFMIS, such as incorrect use of expenditures coding. This information has been shared with MoF and action was taken to amend payroll transaction forms where required. Continuous coaching of MoI Finance officers and EPS operators was an additional measure taken to ensure correct use of coding: mentoring and guidance take place either through remote assistance by phone or through on-the-job coaching.

Integration between WEPS and Afghanistan Human Resource Information Management System (AHRIMS) remains a critical step to ensure HR and finance systems share synchronized, reliable and secure information; the ultimate goal is to detect and prevent ghost police officers in the HR and payroll transactions.

In coordination with the North Atlantic Treaty Organization Training Mission-Afghanistan (NTM-A), LOTFA took a follow-up mission to Parwan province with the objective to monitor existing HR and finance processes at the Parwan Provincial Police Headquarter.

In Parwan province progress has been made towards functional integration between payroll system and AHRIMS: 99 percent of officers and sergeants have been biometrically registered by the DynCorp and enrolled in WEPS; WEPS database fully matches with AHRIMS information on police officers; 40 percent of patrolmen have also been biometrically registered and DynCorp assured to utilize its mobile team to complete patrolmen registration.

Parwan mission shows that biometric registration and ID cards distribution remain critical factors to support and accelerate the integration process between AHRMIS and WEPS. Within the Police ID Programme, and in response to MoI-HR Department request of support, DynCorp has increased the number of mobile teams from 10 to 15 in order to accelerate biometric registration in all 34 provinces[1].
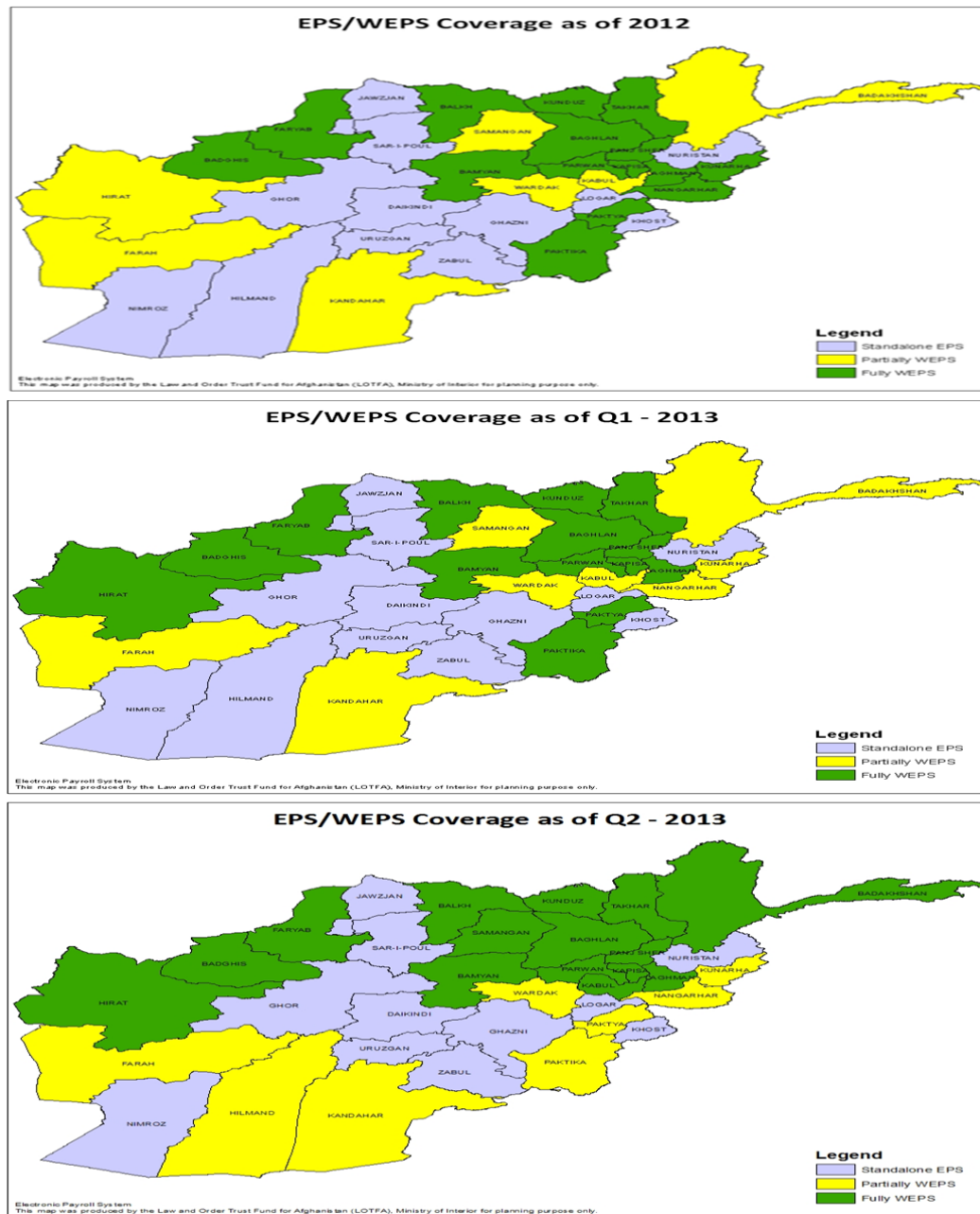
Maps 1, 2 & 3: Expansion of EPS/WEPS from 2012 to Q2/ 2013. Source: LOTFA.

---

1 At the time of Q2/2013 Progress Report release, updated figures on biometric ID coverage are not available. Q3/2013 Progress Report will inform about this intervention.

1.4 Percentage of police coverage under Electronic Fund Transfer and alternative new age technologies (M-PAISA)

Re-opening of the Kabul Bank inside the Kandahar Police Headquarter contributed to reverse EFT coverage trends reported last quarter. While Q1/2013 ended with 104,399 ANP receiving their salaries through EFT, second quarter saw an important increase in service coverage capacity, paying 110,602 ANP, equivalent to 79 percent of the total police.

In Nuristan province, due to insecurity, cash-paid salary remained the only feasible measure to process salary payment for 2,444 police officers. In consideration of the current and perspective security in Nuristan, EFT expansion seems unlikely to take place; however MoI and LOTFA acknowledge that it is crucial to ensure transparency and timely payments to all ANP, regardless of their locations. During this last quarter, MoI and LOTFA started a consultation process with M-PAISA to assess the feasibility of M-PAISA services in Nuristan. Work will continue in the next month to develop a plan of action for payment solutions others than cash-paid salary. Chart 4 illustrates the status of cash-paid during second of quarter of the year.
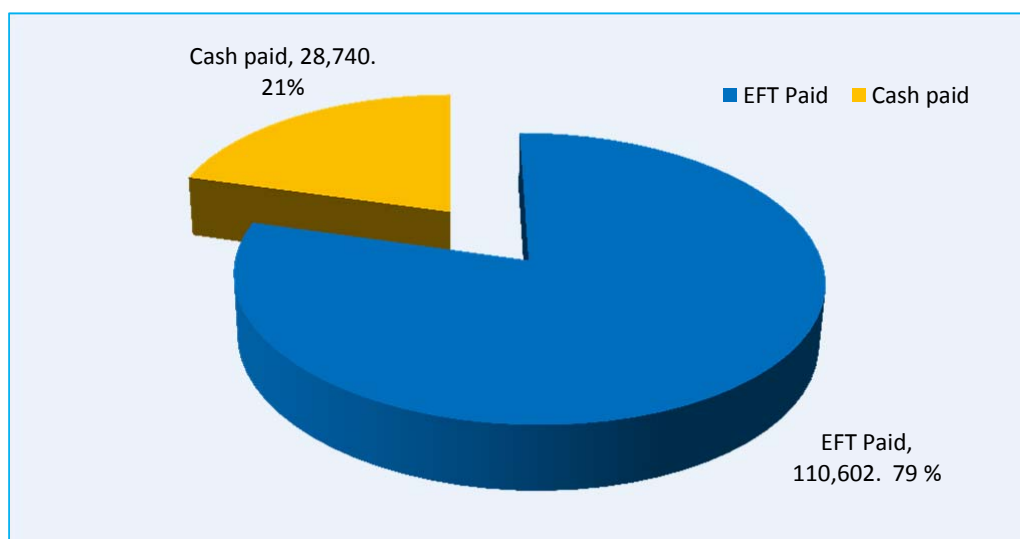
Chart 4: Distribution of cash paid and EFT coverage, Q2/2013. Source: LOTFA.

Similarly to EPS management, LOTFA provided monthly follow- up telephone calls to EPS/EFT provincial focal points to ensure long-distance assistance and monitoring of EFT functionality; remote support was complemented by field missions where EFT operational needs were addressed along with EPS/WEPS.

Expansion of commercial banks remains a critical factor to introduce reliable payment systems such as EPS and EFT; however, it is important to acknowledge banking development process remains outside the sphere of action of LOTFA and other development partners supporting ANP payroll payment system. EPS team attended the

banking working group, along with CSTC-A, MoF, MoI and NTM-A; all these partners agreed to release ATM cards for ANP located in Kabul (city and province) with the ultimate goal to consolidate EPS/EFT coverage starting from the capital. MoF and National Kabul Bank endorsed this proposal and will be taking this process forward.

The new MoF policy on salary payments came into force during past months; it disciplines all salary payments for private and public sector employees and indicates that salaries should only be channeled through commercial banks registered by MoF, namely: Kabul Bank, Azizi Bank, Afghan United Bank and Maiwand Bank. Within the new regulatory framework, M-PAISA becomes secondary contractor which notifies ANP via mobile when salaries are deposited into individual bank accounts.

In compliance with the MoF policy, M-PAISA management selected Azizi Bank as commercial partner, whose main responsibility is to open bank accounts for police personnel formerly paid only through M-PAISA mobile technology. This new operational arrangement is under process, in coordination with MoF, MoI, LOTFA and NTM-A.

The migration process from mobile technology payment to bank account transfer will require the streamlining of the old and new systems, and to operate new registration of ANP officers previously recorded in the M-PAISA database. During the reporting period, Azizi Bank and M-PAISA faced operational delays to ensure all ANP would have access to bank accounts through Azizi Bank branches in Helmand province (Grishk district).

Limitedly to Q2/2013, 353 Helmand police officers registered with M-PAISA received their salaries through cash-paid system, as effect of the transition period faced by Azizi Bank and M-PAISA; however, both commercial partners expect to finalize the opening of bank branches in Helmand (city and province), thus ensuring the same coverage provided since 2012 through M-PAISA.

At the end of Q2/2013, 850 ANP received their salaries through M-PAISA. In partnership with Azizi Bank, ANP have now bank accounts and are timely informed when their salaries are transferred to the bank, thanks to M-PAISA mobile technology. Charts 5 and 6 illustrate M-PAISA distribution during first and second quarters of the year, showing increase in coverage registered in some districts is linked to the MoI-HR growth plan (example: Chak and Mandozia districts).

EPS Team continued providing on-the-job coaching for the hand-over of EPS/EFT functions to MoI-Finance including: automatic ANP Enrollment into EPS and check utility to detect duplicated bank accounts.

In parallel to the capacity building of MoI-Finance staff, it is important to ensure a detailed analysis of current processes and risk exposures, which will help identify risk mitigation measures as LOTFA moves towards advanced stages of the hand-over process. In response to this need, the Project started the recruitment process of experts who will analyze the business process management of the payroll system and provide with a road-map of actions for both MoI and LOTFA.
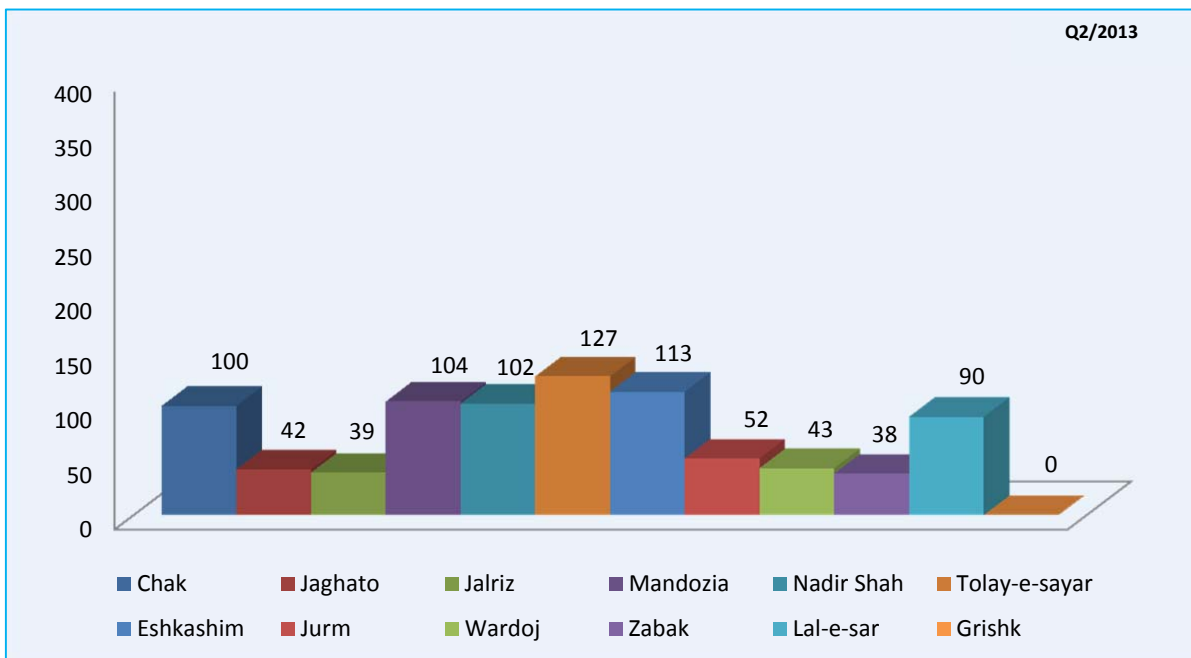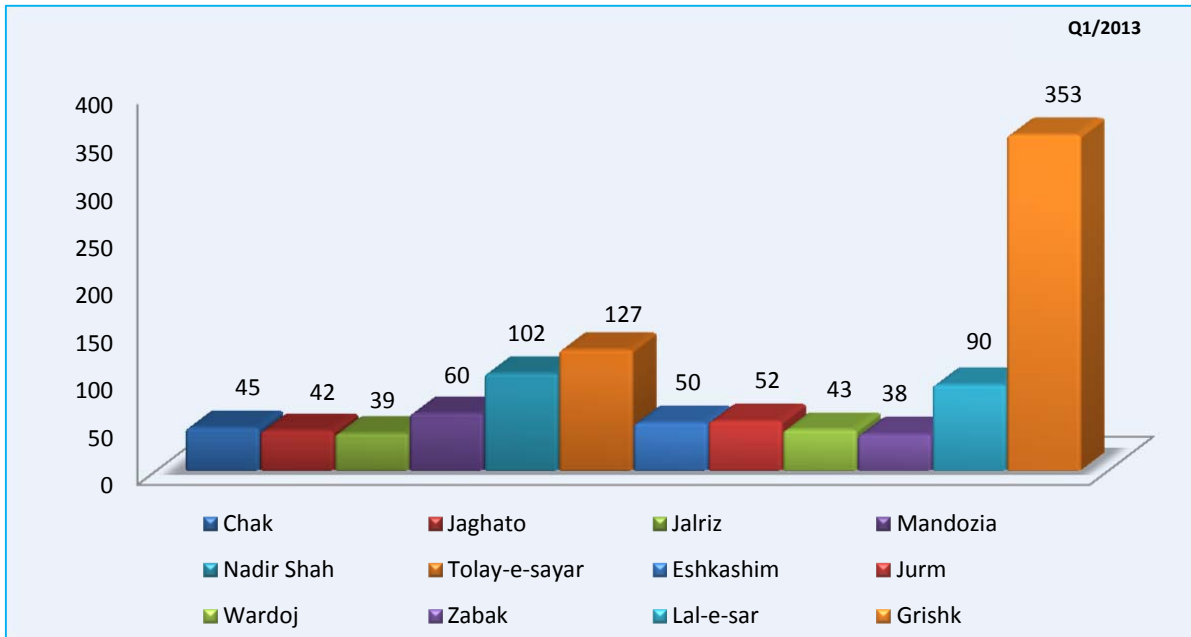
Charts 5 (above) and 6 (below): M-PAISA coverage trends during Q1 and Q2/2013. Source: LOTFA.

1.5   Number of MoI trained officials at regional, provincial and central level

In Q2/2013, EPS team ensured its capacity building support by providing a 5-day training in Kabul on EPS backup and recovery, EPS maintenance and troubleshooting, and WEPS payroll processing. By the end of this quarter, 156 male officers (ANP and CPD) acquired relevant skills on the use and maintenance of EPS technology. Post-training monitoring will take place during the third quarter, in order to detect learning gaps in the day-to-day performance of EPS trainees.

As part of the on-the-job-mentoring, Pillar 1 undertook a mission to Bamyan on 22-25 June 2013, with a four-fold scope: 1) monitor the operation of the Standalone and WEPS System; 2) identify and address EPS/WEPS problems associated to processes and transfer of responsibilities to the police provincial section in Bamyan; 3) audit MoI/MoF standard forms (M16, M41) to detect performance gaps among payroll officers; and 4) conduct on-the-job refresher training to the WEPS/EPS end-users.
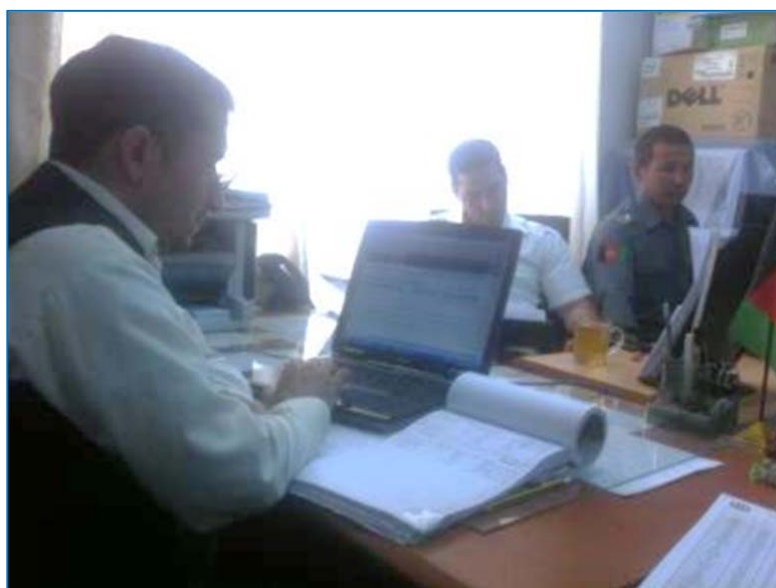
Photo 1: Pillar 1 team at the Bamyan Provincial Police Headquarter Office. Credit: LOTFA.

At the end of the mission, the EPS/WEPS officer at Bamyan Provincial Headquarter and the EPS/CPD provincial officer received full refresher training on EPS/WEPS maintenance and upgrade of both software and technology components, including but not limited to backup and recovery of EPS/WEPS data.

Mission findings indicated no inconsistencies in the reconciliation of M16 and M41 forms; and shed a light on the need to upgrade the existing MoI microwave network to fiber optic technology for a more reliable connectivity, a necessary requirement for both WEPS and AHRIMS systems. Pillar 1 will follow-up with MoI-HQ to address recommendations and results gathered during Bamyan mission next quarters.

During this last quarter, Pillar 1 initiated the procurement process to select a company which will review payroll reporting forms and add gender-disaggregated fields of information. This measure is meant to attain accurate figures on women police salary

covered through EPS and EFT; the ultimate scope is to ensure equal access and utilization of payroll services among men and women police.

1.6 Number MoI staff trained under Training of Trainers (ToTs) in specialized fields at zonal, provincial, and district level

ToTs training programme is planned in close coordination with MoF. Performance of MoI provincial payroll units is a proxy to detect on time operational gaps which may require additional training support to provincial staff. According to performance trends from the provinces, MoI and MoF may need additional ToTs for continuous learning of payroll units personnel.

During Q2, ToTs training sessions did not take place since MoF – in coordination with MoI – did not put forward requests for training support. Management continuity measures are applied on a monthly basis to ensure regular monitoring of the current pool of trainers through phone-based contact.

1.7 Number of MoI payroll focal points who have technical support in centralized WEPS and M-PAISA

LOTFA expanded its team at Pillar 1, recruiting a WEPS-Help Desk officer to strengthen technical assistance to payroll focal points who are distributed among MoI departments, provincial police and regional headquarters, ANCOP and ABP Brigades, and CPD General Directorate.

LOTFA technical support comprises trouble shooting, remote assistance to end-users to solve problems generated by the system while processing monthly payroll payments. In Q2, WEPS Help Desk service reported and solved 35 cases of trouble shooting which MoI payroll focal points experienced during their service. Trouble shooting cases were mainly caused by black-out episodes and computer virus disabling EPS software. LOTFA also ran accuracy check of payroll transactions received on a monthly basis from all payroll focal points. During this reporting period no inaccuracies were recorded. Monitoring of payroll focal points combines accuracy check, conducted from Kabul, with oversight visits and job mentoring, performed during field missions, either independently or jointly organized with MoI, CSTC-A and NTM-A.

1.8 Timely and transparent payment of CPD personnel in 34 provinces

Efficient payment of CPD uniformed personnel is an essential condition to increase professionalism and improve working conditions for CPD guards, who play a critical role In maintaining stability and guaranteeing human rights among prisons, consistent to Rule of Law.

Following the Project Steering Committee on 20 March 2013, LOTFA has been able to pay for 5,056 CPD guards at parity level at parity with the ANP, including danger pay where applicable, for Solar Year 1392. CPD guards' salary is covered through a combination of earmarked and un-earmarked funding channeled through LOTFA. As agreed at the last Steering Committee, donors funds earmarked to Pillar 1 were also paid to the CPD guards, unless specifically excluded: this decision applies to all 34 provinces where CPD guards perform their duties.

1.9   Percentage of CPD personnel coverage under EFT and EPS

Second quarter did not feature variations in EFT and EPS coverage for CPD personnel: 4,631 prison guards were paid through EFT (92 percent coverage), while EPS provided timely salary payment to 4,983 guards (99 percent coverage).

1.10   Number of functional EPS payroll stations

LOTFA provided its technical assistance, both remote and through field monitoring, to ensure full functionality to all EPS payroll stations. During the second quarter MoI completed its provincial reorganization which entailed removal of regional commanders from MoI organization structure. This processed ended into a decrease of police EPS payroll stations, moving from 161 to 155; CPD payroll network remains unchanged with 35 stations.

LOTFA uses specific criteria to define and monitor the functional status of EPS payroll stations; namely, proper and correct use of EPS Software for payroll processing; timely and accurate reporting to LOTFA in the form of EPS generated reports on a monthly basis.
Payroll stations may be challenged by turn-over of staff and lack of electricity. Against these operational risks, LOTFA has undertaken mitigation measures including provision of training for new EPS payroll stations staff and procurement of additional generators for those EPS payroll stations at higher risk of blackouts.

1.11   Number of provinces connected to MoI microwave/fiber optic-network

In this quarter, MoI, LOTFA and CSTC-A continued their collaboration to expand the number of provinces connected to the MoI intranet, thus moving from 28 to 30 provinces, against the annual target of expansion to all 34 provinces.

Stable and secure connectivity is a critical factor to ensure progressive and sustained scale-up of WEPS system. As international forces continually down-size their presence in the provinces due to the 2014 transition, use of CSTC-A connection technology cannot be a sustainable option in the long run. In contrast, MoI intranet expansion should bank on the combination of developmental and regular budget at MoI, with technical support of

international development partners such as LOTFA and CSTC-A. The next quarter will be used to further assess contingencies and criticalities to address MoI intranet scale-up.

EXPENSES FOR THE QUARTER

During Q2, a total of USD 128,799,933 was spent for Pillar 1-Output 1. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 1, Output 1 by the end of Q2.

Table 1: Progress towards targets for Output 1

2013 Baseline[2]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
1.1 Ongoing payment of ANP salaries in 34 provinces.	**1.1** Maintain timely and transparent payment of ANP salaries in 34 provinces.	**1.1** 34	**1.1** 34	**1.1** Met target.
1.2 EPS implemented in all 34 provinces, Police Head Quarters. **1.2a** Centralized WEPS implemented in 21 provinces (as of end of 2012). **1.2b** Electronic Fund Transfer (EFT) coverage of Police at 81.5% by December 2012, and M-PAISA implemented in 12 districts.	**1.2** 99%-100% of all police, including new recruits, covered under EPS. **1.2a** Expansion of Web-based EPS (dependent on network stability/ connectivity) to cover 30 provinces by December 2013; **1.2b** Coverage of 86% police under EFT (including new recruits as per ANP growth plan).	**1.2** 97% **1.2a** 23 provinces covered by WEPS by end of Q2/2013. **1.2b** Achieve EFT coverage in the range of 76-79%.	**1.2** 95% **1.2a** 23 provinces. **1.2b** 79%.	**1.2** Met target. Decrease in EPS coverage is exclusively due to the parallel increase of the ANP/HR growth plan, according to MoI Tashkil. LOTFA achieved this quarterly target by providing timely

---

2 Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline[2]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
				salary payment to all 34 provinces. **1.2a** Met target. **1.2b** Re-opening of Kabul Bank in Kandahar Police Provincial Headquarter contributed to increase EFT coverage.
1.3 Resource pool of 450 MoI trained officials at regional, provincial and central level in finance.	**1.3** Resource pool of 800 MoI officials trained in finance/WEPS/EPS/EFT/HR/Procurement with a focus on web-based EPS at the regional, provincial and central levels (average of 200/Q).	**1.3** 156 (ANP and CPD)	**1.3** 156 (ANP and CPD)	**1.3** Met target.
1.4 Resource pool of 45 MoI ToTs in specialized fields at zonal/provincial/district level.	**1.4** Resource pool of 350 MoI TOTs in specialized fields at zonal/provincial/district level by December 2013.	**1.4** No sessions planned in Q2/2013.	**1.4** N/A.	**1.4** LOTFA will consult with MoI and MoF to decide about training planning for next

2013 Baseline[2]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
				quarter.
1.5 Provision of technical support to 12 MoI focal points in new-age payroll technologies.	**1.5** Provision of technical support to 196 MoI focal points in new-age payroll technologies i.e. WEPS/M-Paisa by December 2013.	**1.5** WEPS Help Desk fully functional.	**1.5** WEPS Help Desk reported 35 cases of trouble shooting.	**1.5** Met target: WEPS Help Desk is functional and provides timely assistance to end-users.
1.6 Ongoing payment of all uniformed CPD personnel salaries in 34 provinces.	**1.6** Maintain payment of all CPD salaries in 34 provinces.	**1.6** 34 provinces.	**1.6** 34 provinces.	**1.6** Met target.
1.7 99% uniformed CPD covered under EPS (December 2012).	**1.7** 95-100% CPD force covered under classic EPS by December 2013.	**1.7** 99%	**1.7** 99%	**1.7** Met target.
1.8 92% uniformed CPD covered under EFT (December 2012).	**1.8** 95% CPD force covered under EFT by December 2013.	**1.8** 92%	**1.8** 92%	**1.8** Met target. The actual EFT coverage for CPD was 92% in January 2013 and remained stable until second quarter of the

2013 Baseline[2]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
				year; EFT coverage is not expected to witness high increase due to the revised CPD-1392 Tashkil, approved last April 2013.
1.9 196 functional EPS stations (December 2012).	**1.9** 196 functional EPS stations.	**1.9** 190	**1.9** 190	**1.9** Met target against the new baseline of EPS payroll stations.
1.10 28 Provinces connected to MoI microwave/fiber optic-network (as of December 2012).	**1.10** 34 Provinces connected to MoI microwave/fiber optic-network.	**1.10** 30 provinces.	**1.10** 30 provinces.	**1.10** Met target limitedly to Q2 planning and actual implementation.

B.   OUTPUT 2: Required equipment and infrastructure provided to MoI

2.1   Percentage of construction work completed

During the reporting period, LOTFA continued to ensure its technical follow-up to the construction projects related to the housing for 60 families of ANP martyrs and the disabled, and the seven story building for MoI DM-Support.

By end of June 2013, the house of martyrs' project registered 90 percent progress. The remaining interventions deal with completion of painting, and final installation of electric and water supply equipment in each apartment. In coordination with MoI-Facilities Department - and with the consensus of the Italian

Photo 2: Italian Cooperation and LOTFA engineers visit House of Martyrs' site. Credit: LOTFA.

Cooperation, donor partner of this initiative - it was agreed to extend the completion of the project to end of August 2013. Such a measure will ensure all required quality control and quality assurance contingencies are in place upon completion of the construction.

During the second quarter, LOTFA undertook four oversight visits to the construction area, both independently and in coordination with experts assigned by the Italian Cooperation and MoI-Facilities Department. Additionally, the construction company continued providing weekly progress reports, an additional measure to ensure quality control and sustained monitoring.

Between 2012 and early 2013[3] ANP witnessed more than 1,700 casualties, the highest number since 2009, when MoI established a systematic collection of data about ANP martyrs and disabled officers. Within this context, the house of martyrs' project is the first

---

3 Source: Afghan National Police Strategy (1392 – 1397); figures cited in this section refer to the period 1st Hamal 1390 - 19th Hoot 1391.

response to security and welfare needs of ANP officers and their families, in alignment with the National Police Strategy and MoI 10-Year Vision.

Construction works of the MoI DM-Support Building continued as planned in this quarter. Drilling, followed by casting concrete for the establishment of 52 pillars forming the foundation structure, and application of steel reinforcement to 40 out of 52 pillars were completed. On-going interventions include completion of works for the foundation construction, including the reinforcement of remaining 12 pillars; and spreading of gravel and leveling under the raft foundation.

Photo 3: DM for Administration Building project. Workers cover the foundation area with mountain rocks to strengthen the overall building structure. Credit: MoI.

As part of the agreement signed by MoI, GoJ and LOTFA, MoI-Facilities department and LOTFA undertook regular joint monitoring visits to the construction site on a monthly basis. LOTFA continues providing its oversight to the construction process where a regular reporting mechanism was established with the construction company, which ensures all development partners involved in this project can share information on progress and take action if corrective measures are required. In order to ensure regular monitoring of works, the construction company will outsource quality control and quality assurance functions to a third party. This arrangement was part of the risk mitigation measures foreseen in the original project proposal, as well. The outsourcing is planned to take place during Q3/2013.

The remaining components of the MoI DM-Support Building project, namely Systems Development Capacity Development and Equipment Procurement, will be programmed and implemented as the construction comes to conclusion, since the availability of training rooms is the main enabling condition for the implementation of other activities contemplated in the original proposal. Fund disbursements associated to Systems

Development Capacity Development and Equipment Procurement will follow the described pattern of implementation. As illustrated in previous LOTFA reports, the construction will be finalized in 2014.

EXPENSES FOR THE QUARTER

During Q2, no funding was spent for Pillar 1-Output 2.

Limitedly to the house of martyrs' project, the final disbursement will be processed upon completion of the fifth floor.

As for MoI DM-Support Building project, MoI has contracted companies to carry out the construction work of the building and fund has been committed. However there hasn't been any disbursement so far. The condition on disbursement of the fund with the company is linked to the progress of the work. Once 50% of the work is completed the Ministry will release a portion of the committed money. Thus so far no expenditure incurred under this agreement limitedly to the construction works. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 1, Output 2 by the end of Q2.

Table 2: Progress towards targets for Output 2

2013 Baseline[4]	2013 Annual Targets	Q2 Planned	Q2Actual	Comments
2.1 82% completion of construction of housing for martyrs and 0% of MoI DM-Support Building (December 2012).	**2.1** 100% completion of construction of housing for martyrs and 10% of MoI DM-Support Building	**2.1** 100% construction completion (house of martyrs); and 8% building progress (MoI DM-Support Building).	**2.1** 90% (house of martyrs); and 8% (MoI DM-Support Building).	**2.1** House of martyrs: partners agreed to extend the period of works for technical reasons (ensure painting is fully dry) and quality assurance purpose (allow to inspections of the building before hand-over to MoI). MoI DM-Support Building: LOTFA and MoI Facilities Department are closely following progress and future programming of works to ensure achievement of quarterly targets.

---

4 Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

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

3.1   Computerized assets management system developed and number of MOI staff trained on that system

During the first quarter of 2013, MoI Strategy, Policy and Planning Department (SPPD) started preliminary consultations with LOTFA to address planning contingencies for the design and establishment of MoI Performance Management System (PMS) and Enterprise Resource Planning (ERP). Both PMS and ERP are embedded in the MoI-10 Year Vision which articulates the need to "review administrative systems, propose and implement changes required for improving effectiveness and simplifying administrative processes"; and to ensure "specific performance standards will exist to evaluate activities of police personnel and officials on a regular and continued basis".

ERP and PMS will contribute to increased accountability, transparency and security of MoI processes and systems. PMS will comprise a set of key performance indicators to measure MoI/ANP quality of service provision and ERP will integrate, among others, critical MoI systems such as Financial & Administrative Management, HR, Procurement, Logistics and Business Intelligence. ERP and PMS design, implementation, and evaluation will require an initial period of 2 years before a full scale-up takes place. In response to the planning needs of both initiatives, LOTFA agreed with MoI and other development partners to establish a team which will be responsible for the roadmap of both ERP and PMS development. In this regard, the Project hired an international expert specialized in business management and PMS, who will work jointly with MoI starting from Q3/2013. As for ERP, LOTFA is currently processing individual contracting to hire an international expert who will carry out the ERP-related activities with MoI.

Within the framework of action for MoI reform, Pillar 2 completed the renovation works of one training rooms at the Police Academy, which provides MoI staff with adequate facilities to conduct mid- and large-size training sessions with an average of 50 participants. Timely completion of renovation works has made it possible to organize most of the gender–related trainings which Pillar 2 postponed partly due to delays in procurement and partly due to the lack of training rooms.

Last, Pillar 2 completed all procurement requirements to launch English language training for 17 selected staff from MoI-Facilities Department. Scheduled early July, English language modules will run until April 2014. This activity proceeds from 2012 Annual Work Plan and was postponed several times due to procurement-associated constraints,

including the need to select English training company able to meet standard requirements.

3.2 Information on productivity in the administration and management of MoI through ERP and PMS

Both ERP and PMS systems will be functional in early 2014. Coming months will be the window of opportunity to define and consolidate coordination mechanisms with other relevant MoI partners who can contribute to generate one integrated system for ERP and PMS. Against this scenario, improved productivity in the administration and management of MoI through ERP and PMS will be possible only by mid-2014, as PMS and EPR capacity building takes place starting from 2014.

3.3 Number of ANP cadets with investigation skills

Approximately 1,000 Afghan male cadets[5] successfully graduated from the Sivas Police Training Center for Afghanistan (SPTC-A) since Government of Afghanistan and Turkey signed the framework of collaboration for ANP basic and advanced police training. Both 2011 and 2012 training editions have been followed by timely deployment of cadets among central and provincial police zones, with supervision and management responsibilities.

Photo 4: ANP cadets being debriefed at the Afghan National Police Academy before heading to Sivas. Credit: LOTFA.

In recognition of these results, development partners renewed their agreement to launch the third SPTC-A training edition. A total of 497 Afghan Non-Commissioned Officers (NCOs) were present at the opening ceremony on 17th June in Sivas. Cadets will complete their training programme by end of November and return to Kabul in December 2013. Similarly to previous editions, the first three-month training will address essential policing issues such as self-defense, community policing and human rights; while the rest of the training will be dedicated to the specialization theme of this

---

[5] Training facilities are meant to host male officers at the SPTC-A. LOTFA is currently coordinating with other development partners to support advanced trainings abroad for female police officers, as well.

year edition, covering crime investigation and techniques.[6] SPTC-training combines international training standards with Afghan national policies and disciplinary regulations for ANP structure, including curriculum requirements set by the Police Academy.

This year session sees the same organizational arrangements established since 2011: LOTFA channels GoJ contribution to support organizational costs; SPTC-A provides approximately 200 Turkish trainers deployed over six months; and NTM-A co-funds the overall initiative. Upon completion of 2013 edition, the Police Training Coordination Unit at the Embassy of Turkey in Kabul will ensure monitoring of performance and deployment of Afghan participants.

3.4   Number of quality advocacy programmes for MoI/ANP and strengthening of MoI Media Department capacity

On 9 April 2013, LOTFA and MoI Media and Public Relation Directorate (MPRD) held the first joint workshop to identify common strategic objectives related to MoI institutional and corporate communication. This workshop saw also active participation from SPPD representatives, who illustrated the new modality of joint planning and programming agreed between MoI and LOTFA, as part of the change process that the new LOTFA management secured since end of 2012.
At conclusion of the workshop participants recognized that MoI communication strategy remained the main priority to achieve and agreed to renew collaborations within the new framework of joint planning, from design to implementation stage.

During the next two quarters, LOTFA and MoI-MPRD will focus on design and development of the integral strategy for MoI corporate and institutional communication, taking into account drivers of change such as 10-Year Vision. By outlining key elements and priorities guiding all channels of institutional communication, this strategy will identify and describe current and perspective needs of capacity building within MoI-MPRD and other relevant MoI units involved in communication and strategic repositioning of the Ministry.

This on-going collaboration between LOTFA and MoI-MPRD will also address critical elements of MoI Reform such as gender mainstreaming and communities' perception of police. Once completed, the MoI communication strategy will be further translated into a plan of action to start early 2014, taking into account socio-economic features of communities where each police provincial command operates.

---

[6]LOTFA thanks the Police Training Coordination Unit at the Embassy of Turkey in Kabul for the contribution provided to the LOTFA Second Quarterly Progress Report, 2013.

3.5   Number of MoI officers trained in Code of Conduct

Following the principle "Policing comes from the people and should serve the people", MoI and its development partners have engaged in large scale training programs, including Code of Conduct, to ensure police integrity in serving communities, and observation of moral principles in behavior and conduct during and outside service hours.

During Q2/2013, LOTFA coordinated and funded the organization of nine sessions carried-out in Kabul, in collaboration with National Police Academy and Kabul City Police HQ; in Mazar-e-Sharif, in coordination with the German Police Project Team; and in Chaghcharan, with the support of the Lithuanian Post-Reconstruction Team. All provincial CoC trainings were delivered in partnership with European Police Mission in Afghanistan (EUPOL)-Rule of Law Unit which monitors post-training and ANP performance on-the-job.

LOTFA CoC Advisor joined the Project during the first quarter of the year: this steered the CoC training programming for the rest of the year. During the second quarter, more than 2,700 ANP[7]   (96 women police officers) completed their CoC trainings. This figure comprises both Basic and ToTs CoC trainings, which were carried out according to the original Q2 planning.

By end of the second quarter 74 participants successfully[8] completed the full training programme to become CoC trainers (68 men and 6 women); while 17 Police Female Commanders completed their basic training programme. Between January-June 2013, LOTFA provided CoC basic training to 3,087 police officers thanks to the new CoC trainers who conducted cascade trainings of basic CoC.

An evaluation tool for pre-post assessment of basic training has been drafted and is expected to be approved during Q3/2013. ToTs training evaluation was based on the same qualitative approach applied to previous editions. Upon completion of the training, participants are divided into groups and run mock trainings. Chart 7 illustrates the learning performance registered following the training of 74 national ToTs in Q2[9].

---

[7] CoC trainees proceed from the following provinces: Mazar-e Sharif, Chaghcharan, Kabul (city and province), Nangahar, Parwan, Nooristan, Kapisa, Pansher, Kunarha, Laghman and Kunduz.
[8] During Q2/2013 LOTFA-CoC Programme trained 111 police officers to become CoC Trainer of Trainers; following trainings evaluation only 74 participants were ultimately selected to become professional CoC ToTs. Out of 111 participants, 19 did not pass the training programme and 18 did not complete it: these figures indicate the ToTs programme records positive results considering more than 60 percent participants passed the selective process; additionally, the default rate was limited to 16 percent.
[9] With reference to chart 7: 'N/A' refers to participants who left prior to completing the training; reasons for leaving vary and include insecurity of movement for participants.
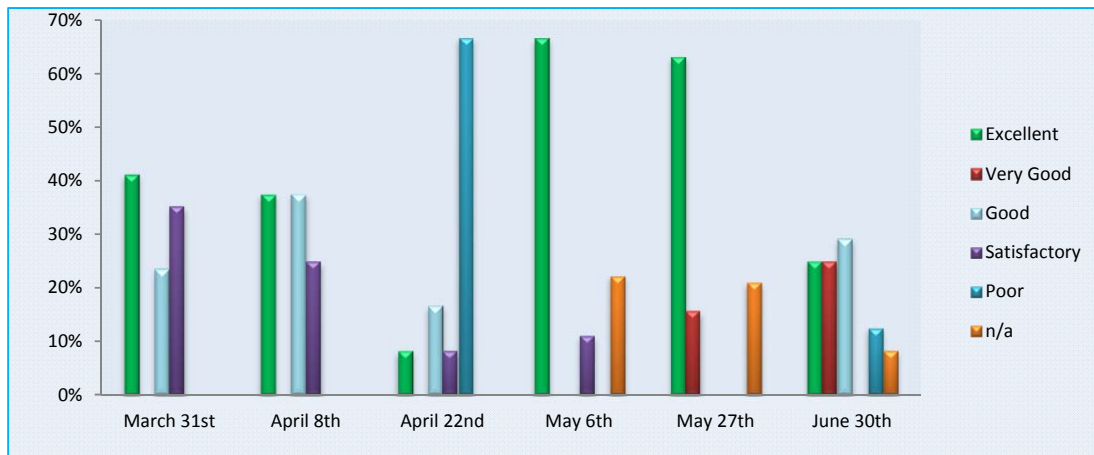
Chart 7: ToTs training learning results, Q2/2013. Source: LOTFA.

During Q2/2013 some new features characterized the overall CoC training organization, namely diversification of training participants, and closer focus to gender mainstreaming. For the first time ever, the CoC programme provided basic CoC training to 14 operators based at 119 centers in Kabul; 25 Family Response Unit (FRU) police officers; and 17 MoI female police commanders.

The CoC training programme started to reap first results as to generating change among ANP. As an illustrative case, Police Commanders, who were trained between 2012- 2013, autonomously organized and trained their subordinates in CoC principles and application thus providing 1,989 police officers with Basic CoC training in Kabul.

Nevertheless, impact generated by the CoC programme will be measurable only when MoI

Photo 5: Female police commanders attend the basic CoC training in Kabul. Credit: LOTFA.

and its development partners will scale-up basic CoC training throughout the country among all police officers, and when the control mechanism will start functioning through

the CoC disciplinary Board. In the following quarters LOTFA will complete CoC National Trainers and launch the country-wide CoC basic training for all MoI personnel, in coordination with MoI and EUPOL.

3.6   Number of Code of Conduct violations investigated

The CoC Disciplinary Board remains crucial to establish the body which will be responsible for the investigation of CoC violations. During last quarter, MoI held consultations with both EUPOL and LOTFA to join expertise and resources for the timely establishment of the CoC Disciplinary Board; next months will be also dedicated to design the blueprint of action at support of this initiative.

3.7   Increased public confidence of Afghan National Police

Earning public trust and confidence remains one of the leading principles inspiring MoI next decade of change: "[ANP] will be a unified and flexible force […] winning public confidence by the use of community policing approaches to deliver policing services to the people of Afghanistan".

The 2012 Annual Police Perception and Victimization Survey was finalized in December 2012. LOTFA is conducting internal review, a necessary requirement for all knowledge products.   The final release will take place by end of Q3/2013. Findings on communities' public confidence will guide the review and planning of community policing interventions, in coordination with SPPD and Community Policing Secretariat.

3.8   Number of staff from MoI, strategy and policy department trained in IT literacy

The achievement of this target is linked to ERP and PMS establishment first (see sections 3.1 and 3.2).

EXPENSES FOR THE QUARTER

During Q2, a total of USD868,840 was spent for Pillar 2-Output 3. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 2, Output 3 by the end of Q2.

Table 3: Progress towards targets for Output 3

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
3.1 Most administrative processes in the MoI (with the exception of limited financial operations) is paper- or phone-based in the MoI; facility department is poorly equipped and trained; no IT equipment; Ongoing contribution of 41 advisors to various units and departments of the MoI as of 2012; limited capacity of offices of senior management of MoI.	**3.1** 9 engineers of facility department of MoI trained in basic tools. **3.1a** 40 national mentors provided to MoI and receiving support as to training in English and office management. **3.1b** 30 MoI staff (senior managers) trained in strategic capacity development. **3.1c** One training room in Police Academy entirely renovated with computer laboratory.	**3.1** N/A. **3.1a** Preparatory phase finalized, training company selected, trainings will start in July. **3.1b** No activities planned for this quarter. **3.1c** Carry-out renovation works according to Q2 plans.	**3.1** N/A. **3.1a** Training preparation completed. **3.1b** N/A. **3.1c** Works completed.	**3.1** The achievement of this target is linked to PMS and ERP establishment. **3.1a** On-going. **3.1b** The achievement of this target is linked to PMS. Trainings associated to PMS establishment are expected to start by end of Q4/2013. **3.1c** Met target.
3.2 No formal system of registration of complaints;	**3.2** Technical information of	**3.2** LOTFA planned to set-up the	**3.2** LOTFA is evaluating possible	**3.2** On-going (applicable to 3.2

10 Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
not reliable criminal or traffic accidents statistics; no measurable performance indicators used in strategic and operational planning; no tools for strategic planning available for strategic planning unit as well as dashboard with key performance indicators for commanders at all levels of policing agencies.	feasibility of an ERP for selected administrative processes in the MoI available. **3.2a** ERP preliminary assessment and scoping study completed by end of 2013. **3.2b** ToR for feasibility study of ERP developed. **3.2c** Agreement with stakeholders established on PMS. **3.2d** Templates for registration of complaints by on criminal code completed. **3.2e** 100 MoI staff trained in registering complaints online. **3.2f** 15 planners trained in new PMS system. **3.2g** First monthly crime statistics available based on PMS (starting	technical team for the feasibility study and design of ERP: this is the essential condition to ensure achievement of 3.2 target and its sub-components.	options to establish the ERP team which will work together with MoI. The project is currently coordinating the recruitment of an international expert for ERP design and implementation.	target and its sub-components).

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
	probably at Q4, depending on progress of the project). **3.2h** Reliable statistics of crime available.			
3.3 Limited skills in crime investigation among ANP officers as of 2012.	**3.3** 500 cadets trained for 6 months in criminal investigation in police college in Sivas.	**3.3** Sivas training to take place before end of June 2013 and ensure the average number of participants, similarly to previous editions.	**3.3** 497 Afghan Non-Commissioned Officer were selected and reached Sivas on 17th June.	**3.3** Met target, limitedly to the preparatory phase of Sivas training.
3.4 Limited capacity of the Media and Public Relations Department, built through provision of technical experts in police advocacy and media management as of 2012.	**3.4** MoI-Media strategy developed. **3.4a** Trained selected number of Media Office staff based on needs-assessment.	**3.4** Based on the new joint planning and programming approach between LOTFA and MoI, a coordination workshop was carried-out with MoI-Media Department to identify joint areas of work and priorities in	**3.4** (and its sub-components): MoI-Media and LOTFA coordinated the operational conditions to develop an integral communication strategy, aligned with 10-Year Vision.	**3.4** On-going (applicable to 3.4 target and its sub-components).

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
		institutional communication. **3.4a** Training needs will also be defined once the strategy is finalized.		
3.5 Limited knowledge and enforcement of Code of Conduct (749 staff of the MoI officers have been trained in the Code of Conduct as of 2012; no internal police campaign for raising awareness of Code of Conduct; no public campaign on the new Code of Conduct; limited capacities in criminal investigation).	**3.5** 200 trainers and commanders trained in the Code of Conduct. **3.5a** 2,000 ANP trained in Police Code of Conduct by ANP trainers. **3.5b** New illustrated booklet on Code of Conduct produced and released (120,000) and other printing material for the Code of Conduct published. **3.5c** Increased police and public awareness of Code of Conduct. **3.5d** Memorandum of Understanding (MoU) signed with EUPOL for	**3.5** Planned to train ToTs and police commanders with a target of 90-100 trainees. **3.5a** Planned to train ANP with a target of 500 ANP/quarterly bases. **3.5b** This activity was not planned for Q2, though preparatory actions have been taken satisfy procurement requirements to select the media company which will design CoC	**3.5** 74 ToTs and 17 female police commanders trained in advanced and basic training, respectively. **3.5a** By end of Q2/2013, 3,087 police officers participated and completed basic training programme. **3.5b** See "Q2 Planned". **3.5 c** See "Q2 Planned". **3.5d** Coordination with EUPOL was delayed as Pillar 2	**3.5** On-going: since the start of 2013, CoC Programme at LOTFA succeeded to establish a pool of 74ToTs. By following the same pace of implementation, the CoC Programme expects to reach the annual target as planned. **3.5a** Met target: this was made possible thanks to the presence of ToTs who have delivered cascade trainings. **3.5b** On-going.

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
	implementation of Code of Conduct.	booklets and other media materials to raise awareness among large audience about CoC. **3.5c** No activities were planned for the achievement of this target during Q2 (see "Comments"). **3.5 d** MoU to be reviewed and submitted for signature.	Manager resigned from LOTFA.	**3.5c** Successful raising awareness among communities will depend on completion of the activity and target described at 1.5b. **3.5d** On-going: in the absence of Pillar 2 Manager, LOTFA CoC Advisor will re-take the process to have MoU reviewed and signed by parties (EUPOL, LOTFA and MoI).
3.6 8%, positive view about police, 28% great deal of confidence in ANP (Police Perception Survey 2010).	**3.6** 2012 Perception of Police and Victimization Survey released and results used for further planning with MoI. **3.6a** 2013 Perception of Police and Victimization Survey designed and carried out among	**3.6** Survey to be released in Q2/2013. **3.6a** No planning in regard to this activity (see comments).	**3.6** Release postponed to the end of Q3/2013 as the Project is conducting internal review. **3.6a** See "Q2 Planned".	**3.6** Unmet target. **3.6a** Development of 2013 survey will depend on the extent to which 2012 findings will fill needs of MoI decision makers, particularly in

2013 Baseline[10]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
	selected districts (5,000 interviews geo-localized).			relation to community policing planning.
3.7 There is currently no PMS system.	**3.7** Establishment of a PMS.	**3.7** LOTFA planned to set-up the technical team for the feasibility study and design of ERP and PMS.	**3.7** Recruitment of PMS expert is on-going and will be finalized by July 2013: this is the essential condition to ensure achievement of target described at 1.7.	**3.7** On-going.
3.8 No capacity building on IT literacy provided before to selected staff of MoI-Strategy and Policy Department.	**3.8** 30 staff from MoI-Strategy and Policy Department trained in IT literacy.	**3.8** No activities planned for this quarter.	**3.8** See "Q2 Planned".	**3.8** The achievement of this target is linked to ERP and PMS establishment.

D. OUTPUT 4: Gender capacity and equality in the police force improved

4.1 Number of women police recruited

During the second quarter, LOTFA continued monitoring recruitment of women joining MoI and ANP. The previous LOTFA quarterly progress report indicated 1,929 women (officers and civilians) were deployed at MoI/ANP by end of March 2013: this represents approximately 1 percent of the total forces and staff working for MoI/ANP. During Q2/2013 MoI witnessed a slight increase due to 45 new appointments among women soldiers, Lt Colonel and Major ranks, though neither MoI nor its development partners launch country-based recruitment campaigns.

The current number of women recruited at MoI is 1,974 (MoI HR figures) comprising 195 female CPD guards, ANP, 15 Special Forces Officers[11]; no variations were registered in the recruitment of female civilians, who continue representing 11 percent of the total female workforce at MoI/ANP.

The number of women police deployed at MoI/ANP should be 2,050 by the end of 1392.
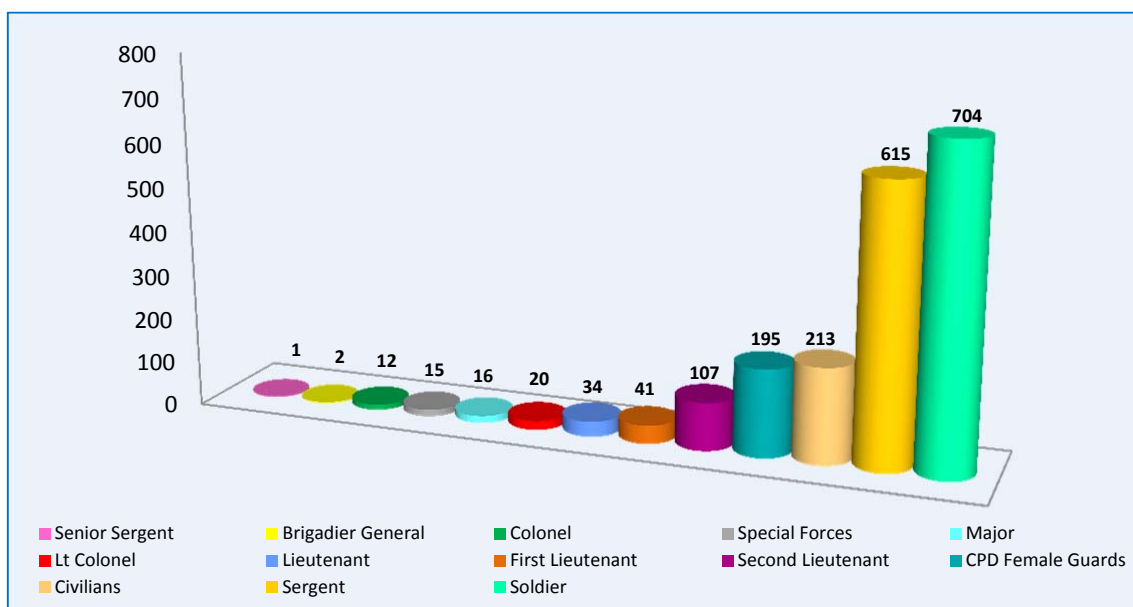
Chart 8: Distribution of women at MoI (civilian and ANP), June 2013. Source: LOTFA.

As indicated in previous reports, LOTFA will engage in new recruitment campaigns only when systemic barriers to recruitment and retention are addressed by MoI and its development partners, coherently to international conventions on women rights, and Afghan National Laws and ANP Regulations.

---

11 At the time of release of Q2/2013 Progress Report, there is no acknowledgement of changes related to the number of female CPD guards and female civilians deployed at MoI.

Transparent recruitment process remains among the most critical actions to address at the policy and operational level, including consistent recruitment procedures to ensure Tashkil positions for women are not taken-over by men police, and women police perform duties and tasks correspondent to their rank and professional background.

Next sections illustrate how LOTFA is working with MoI Gender, Human Rights, & Children General Department (GHRCGD), and other relevant departments to tackle safety at work and improvement of working conditions for female police officers.

4.2   Number of functional Family Response Units

During the second quarter, the Gender team at LOTFA launched the distribution plan of IT equipment and office furniture procured in Q4/2012 within the broader action plan to support FRU functional capacity. The distribution plan has been organized into two stages. The first phase took place during the second quarter and reached all FRUs located in Kabul (city and province). The second phase is on-going and will end in Q3/2013, covering FRUs located in the rest of the country. As IT equipment has been distributed to FRUs in Kabul, LOTFA Gender team initiated the preparatory work to recruit the training company which will roll-out the IT skills training in Kabul first in Q3/2013, and then in the rest of the country, following the distribution plan calendar.

IT and office supplies contribute to establish and maintain essential functionality so

Photo 6: Example of FRU building to be renovated in Shakardra District, Kabul. Credit: MoI.

that FRUs can perform their duties in reporting of domestic violence. Nevertheless, LOTFA focus remains on addressing gender needs through essential, measurable and culturally acceptable interventions leading to sustained change for women police, including FRU staff. Ensuring FRUs have office equipment is not the end point. FRU strengthening cannot ignore the need to establish safe and proper facilities for women to work in a non-discriminatory environment.

 In recognition of these facts, LOTFA initiated the assessment of 29 locations (FRUs and police stations) in Kabul city and districts in order to identify operational requirements to establish safe and proper toilets and changing rooms for both men and women staff. This

intervention is being carried-out in close collaboration with MoI- GHRCGD and Facilities Department. The assessment was completed end of June. Its results are being analyzed by LOTFA and MoI relevant departments and will guide the procurement request to select the construction company leading the rehabilitation and building process.

By end of 2013, following the assessment of all 29 locations, police stations and FRUs offices will have at least one toilet and dressing room for female officers; and renovated toilets for male officers. Approximately 140 women police and female staff will benefit from this initiative.

This intervention reaffirms LOTFA and MoI joint planning and programming on common strategic objectives for reform and change within MoI/ANP, consistent to the 10-Year Vision: "Women will be provided with physical and intellectual amenities as well as security in the workplace, including mechanism to prevent gender-based harassment and violence".

4.3   Number of Family Response Unit staff trained in multiple disciplines

On 11 March 2013 EUPOL, MoI and UNDP signed a comprehensive MoU which regulates the design and coordination of the crime investigation training programme, an initiative directed to FRUs staff, prosecutors and law faculty members from Herat, Nangahar, Balkh and Kabul. Consistent with the MoU, the training programme took place between March-May 2013. LOTFA and UNDP-Justice and Human Rights in Afghanistan (JHRA) ensured logistics support to participants from FRUs and prosecutors' offices, respectively; whilst EUPOL provided professional trainers to lead theoretical and practical sessions.

During the second quarter, 26 FRUs staff (3 women and 23 men) completed the full training programme. By the end of the three-month training, 60 FRU staff (6 women out of 60 participants) learnt about crime scene investigation and crime reporting.

Results proceeding from MoI/EUPOL-led evaluation have provided the basis to extend the MoU duration, with the consensus of all signing parties, and to organize three sessions more in Q3/2013. In light of the reform and change in LOTFA, Pillar 3 will take –over this training initiative and scale-it up to provinces where Pillar 3 works with Civil Society Organization (CSO) Consortium, as well. Lessons learned from the first edition indicate that gender distribution among trainees needs to be more gender-balanced. This critical issue will inform the extension period and scale-up to other provinces.

This training, both in its original design and extension phase, renews commitment of national and international partners to promote Rule of Law. It further contributes to address bottlenecks between criminal investigation and prosecution, by building

capacities of both FRUs staff and prosecutors, based on same methodology and learning conditions.

During the first quarter of the year LOTFA coordinated with United Nations Assistance Mission in Afghanistan (UNAMA) to design and organized the phone literacy training targeting 165 functional FRUs. The launch of this initiative was postponed to third and fourth quarter of 2013 due to additional delays of the procurement of phones compatible with the "Paiwastoon's Ustad Mobil" software. Evaluation proceeding from the first training in Kabul will inform on the cost-effectiveness of this training and consequently on its expansion to other provinces. Mediation training targeting approximately 24 FRU staff will be organized during the third quarter of the year. In parallel, LOTFA Gender team processed all contractual requirements to deploy the training firm selected for this initiative.

4.4   Number of female police with increased skills and capacity in leadership

The leadership training was postponed to the second quarter of the year, due to renovation of the training facilities at the National Police Academy which was finalized in May 2013.

Structured around a 3-month calendar, this training will end in Q3/2013, offering a series of modules addressing, among others: acquisition of leadership skills, office management competencies, Code of Conduct, principles of community policing and communication with media.

Through this training, MoI plans to identify and build capacities of high ranked women officers with potential to be promoted, thus assuming stronger leadership and management position in MoI/ANP. This target is consistent with what envisaged in the 10-Year Vision, promoting equal opportunities for women

Photo 7: Women leadership training for MoI female staff. Credit: LOTFA.

and men officers both in learning and career advancement

With the support of LOTFA M&E team, Pillar 2 assessed the learning performance of 15 participants[12] following the communication modules training sessions (15-24 June 2013). Overall, this programme featured very positive results. Trainees also verbally expressed their satisfaction with the quality of trainers to the LOTFA M&E team during data collection. Similarly, training sessions on office management skills (25 June – 6 July 2013) revealed a significant 37 percent increase in knowledge. The leadership training programme will continue until end of August; LOTFA M&E team will ensure follow-up to measure change and impact for each future session. Charts 8 and 9 provide further details on participants' learning performance.

Chart 8: Pre-Post training results from women leadership training, communication modules. Source: LOTFA.

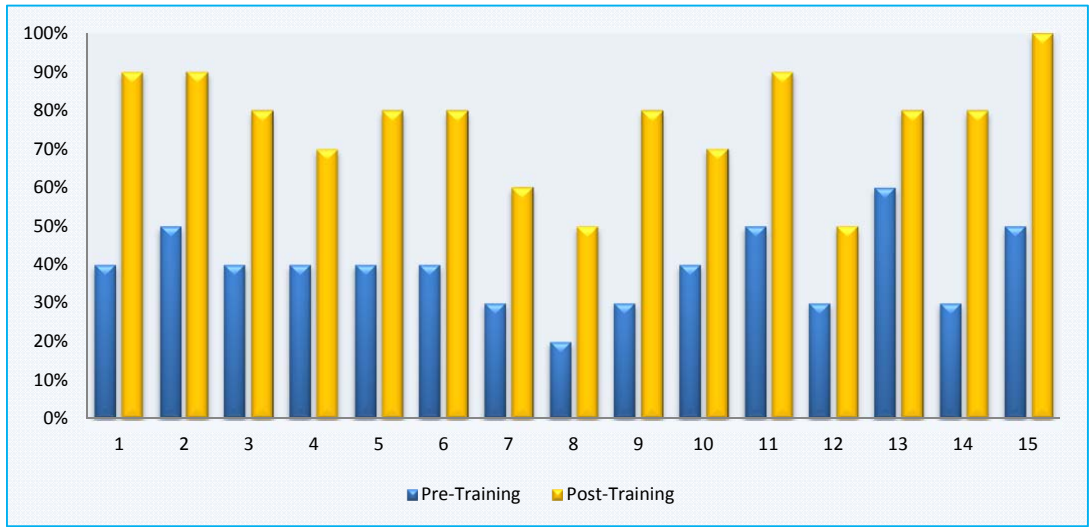**Chart 9: Pre-Post training results from women leadership training, office management modules. Source:**

12 The original training was designed for 30 female officers; however only 17 participants were identified through MoI and 16 were retained since the start of the training. On the day of the evaluation, one of the participants was not present; hence not being included in the pre/post assessment.

4.5   Number of MoI staff understanding the basic principles of gender

During Q1/2013 LOTFA Gender team revised the content and design of the gender mainstreaming training, meant to raise awareness among MoI staff about women and men's equal opportunities and needs as MoI/ANP staff. The updated curriculum incorporates critical elements about gender mainstreaming in MoI programmatic areas of work, including gender–responsive budgeting and planning, and Code of Conduct.

In April, LOTFA and MoI-GHRCGD organized a national workshop which saw the participation of 80 MoI gender focal points (40 participants from Kabul province and 40 from other provinces)[13]. The workshop was an opportunity for all MoI gender focal points to share common concerns about effective gender mainstreaming in every day work. Discussions during the workshop also offered the opportunity to explore alternative ways to improve current collaboration between MoI and international community, including LOTFA.

Findings proceeding from this workshop will also be used to guide the design and launch of the first ever gender awareness campaign among male MoI and ANP officers, which will take place in Q4/2013. The third quarter will be the preparatory phase to launch the bidding process and select the communication company responsible to run the campaign at central and provincial police offices.
The gender awareness workshop originates from Rule of Law and Gender Equality Strategies developed jointly by UNDP Afghanistan and national government and civil society counterparts.

4.6   Number of GMUs supported at district, provincial, regional and central level

Gender Mainstreaming Units (GMUs) support MoI in the design and implementation of gender-related interventions at the provincial and district level. Their role will become crucial in the future in ensuring that gender equality is embedded in the ANP institutional reform, as indicated in the 10-Year Vision and MoI National Police Plan (1392-1393).

At the end of 2012, in coordination with the MoI-GHRCGD, LOTFA started a large scale programme to equip all 50 zonal and provincial GMU offices with IT equipment with the ultimate goal of improving GMUs functionality.

Similarly to the FRU equipping plan, GMUs received IT and office items through a phase-mannered distribution plan. By the end of Q1/2013, the distribution was completed

---

[13] The gender awareness workshop was participated by 9 female and 71 male officers.

among 16 GMUs and GMU-Headquarter in Kabul. Office equipment is being distributed among provincial GMUs and this process will continue until the end of the year.

Since the IT equipment in Kabul has been distributed, LOTFA Gender team prepared the selection process to identify a suitable company which will provide the first session of IT skills among GMUs staff in Kabul city and province. The IT skill training will start from Kabul and will be scheduled according to the current and planned distribution. The first session will be delivered in Kabul during the third and fourth quarters.

As part of the broader range of interventions designed by LOTFA on GMU support, during Q2/2013 three training sessions on self-defense took place in Jalalabad, Herat and Mazar-e-Sherif provincial command offices. MoI-GHRCGD supported police selection process, while LOTFA covered organizational costs including procurement of training supplies. After attending 12-day intensive training, 72 women officers[14] were provided with practical skills on freeing techniques, first-aid and other self-defense measures. Grounded on the positive feedback participants gave to this initiative, MoI indicated the interest to scale-up similar sessions, in coordination with provincial GMU offices in Bamyan and Takhar. Even though dates have not been defined, these additional sessions will be scheduled in the third quarter.

It is important to share that all three national trainers (one man and two women) received their training in self-defense under the Norwegian Project for Support of the Police in Afghanistan (NORAF), and became professional trainers able to replicate content and techniques learnt thanks to NORAF. This is certainly a good practice in terms of ownership and sustained capacity building; and it should inspire other training initiatives, particularly those targeting ToTs.

Photo 8 (left) and 9 (right): Women police practiced new techniques during the self-defense training. Credit: MoI.

14 Though this training was programmed for 75 female officers, 72 participants were able to complete all training sessions and 3 candidates could not attend due to insecurity in the districts of origin, based on feedback shared by MoI.

During this second quarter LOTFA reached an agreement with MoI-Training and Education Department and Republic of South Korea to organize one-month residential training for 30 women police at the National Police Academy of Seoul. Similarly to Sivas training, this initiative is conducive to professionalization of women police, while promoting collaboration among countries for peace and security of Afghanistan, more than ever relevant in light of 2014 transition, which will require higher standards of professionalism among ANP, both men and women.

4.7   Gender Strategy and Policy on Prevention of Gender-Based Violence finalized

During the second quarter LOTFA Gender team re-established the consultation process with MoI-GHRCGD, as well as with other stakeholders such as EUPOL, UNAMA and United Nations Population Fund (UNFPA).

First consultations revealed that several gender-oriented interventions are in place at MoI, thanks to the support from national and international partners. However, they are disjointed and programmed outside one integrated policy framework and plan of action. In response to this scenario, LOTFA will support MoI-GHRCGD and relevant departments to conduct the first ever gender self-assessment at MoI (Headquarter and provincial offices) using the Centre for the Democratic Control of Armed Forces (DCAF)-based guidelines, which have been already applied in other fragile states as part of the security sector reform.

A relevant and essential feature of the self-assessment is increased ownership of MoI, which will conduct the gaps and opportunities analysis with LOTFA technical guidance, to ensure correct application of the DCAF guidelines. Ultimately, the findings will inform MoI and partners responsible to finalize both Gender Strategy and Policy on Prevention of Gender-Based Violence. Given the structure and design of the self-assessment tool, the overall process will be finalized by end of Q3/2013, for further dissemination and use of findings among MoI-GHRCGD and other development partners engaged in gender reform at MoI.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 40,020 was spent for Pillar 2-Output 4. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 2, Output 4 by the end of Q2.

Table 4: Progress towards targets for Output 4

2013 Baseline[15]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
4.1 1,852 women in the police as of 2012.	**4.1** MoI has a target of increasing the number of women police to 2,050.	**4.1** No activities planned during Q2/2013 to organize recruitment campaigns.	**4.1** N/A	**4.1** As indicated in Q1/2013 Progress Report, structural factors underlying attrition rate need to be addressed in the coming quarters before any new recruitment campaign takes. LOTFA continues monitoring recruitment, retention and attrition rates among women police, in coordination with MoI-Gender Directorate.
4.2 165 FRU's existed with limited functioning due to lack of logistic and technical support as of 2012. None has separate interview rooms. Female officer have limited separate toilets and dressing	**4.2** Targeted 165 FRUs (out of 184 MoI target) are equipped with their office facility, IT equipment by June 2013. **4.2a** 27 separate toilets and dressing rooms for female	**4.2** Distribution plan targeting FRUs in Kabul (city and province) during Q2 and the remaining FRUs during Q3. **4.2a** Carry-out FRUs and police stations assessment to verify status of women toilets and dressing rooms in	**4.2** Intervention following Q2/2013 plan. **4.2a** Assessment conducted as planned, targeting 20 locations in Kabul city and province. **4.2b** N/A	**4.2** On-going: to be finalized in Q3/2013. **4.2a** On-going: design and implementation of these two actions will follow the assessment of 29 police stations/FRU locations in Kabul (city and province). **4.2b** Programming will take

---

15 Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline[15]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
rooms; a fraction (about 10%) have computers.	officers. **4.2b** 21 containers with separate interview rooms are distributed to FRUs.	Kabul (city and province). **4.2b** Activity postponed to Q3, in order to prioritize FRUs and police stations assessment described above at 4.2a.		place in Q3/2013.
4.3 Limited number FRU staff trained.	**4.3** 19 FRUs staff trained in literacy by August 2013 in collaboration with UNAMA using phone devices. **4.3a** 24 FRUs trained in professional investigative skills by June 2013 in collaboration with EUPOL & JHRA. **4.3b** Minimum 20 FRU staff in Kabul trained in IT skills. **4.3c** 24 FRUs staff trained in mediation.	**4.3** Phone technology-based training to take place in Q2. **4.3a** FRU sessions in April and May planned according to training calendar. **4.3b and 4.3c** Both trainings are programmed to take place in Q3/2013.	**4.3** Training postponed to Q3/2013. **4.3a** Sessions delivered according to Q2/planning **4.3b and 4.3c** N/A.	**4.3** Unmet target: additional delays with procurement affected the organization of the training in Q2/2013. **4.3a** Met target: 26 FRUs staff (3 women and 23 men) completed the full training in professional investigative skills by June 2013. Upon completion of the 3-month training, 60 FRU staff passed the EUPOL/MoI/UNDP training. **4.3b** On-going: IT equipment has been distributed to FRUs in Kabul; the IT skills training will start in Q3/2013 in Kabul first, and then in the rest of the country, following the distribution plan calendar. **4.3c** On-going: LOTFA Gender team processed all contractual requirements to

2013 Baseline[15]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
				deploy the training firm selected for this initiative.
4.4 Resource pool of 300 trained MoI - ToTs: limited female police capacity (45 female officers have the rank the Capitan to general) as of 2012; no current training in mediation is conducted for FRU staff about 20% of FRU staff are illiterate; as of 2012 a limited number of female officers had been trained by LOTFA in leadership, management, accountancy and IT.	**4.4** 30 female officers (GMU, other relevant MoI departments, and ANP) are trained in management and leadership.	**4.4** Leadership training addressing 30 female officers (GMU, other relevant MoI departments, and ANP).	**4.4** Total participants by the end of Q2: 15 female staff (GMU, other relevant MoI departments, and ANP).	**4.4** Unmet target: the original training was designed for 30 female officers; however only 17 participants were identified through MoI, 16 were retained since the start of the training, and 15 were evaluated in terms of learning performance.
4.5 Limited gender awareness activities undertaken for MoI staff: few programmes implemented/currently under implementation, as of 2012.	**4.5** Minimum 40 officers are trained on gender-based budgeting and planning. **4.5a** Awareness campaign and training for male officer is launched.	**4.5** Organized one national workshop in April 2013 with 80 participants. **4.5a** No activities planned in Q2 for this action.	**4.5** Workshop conducted as planned, with number of officers higher than planned: this reflects the positive response from MoI relevant departments, which expressed their interest to add more participants to the workshop, given its focus on gender-	**4.5** Met target. **4.5a** Findings proceeding from the gender awareness workshop will be also used to guide the design and launch the first ever gender awareness campaign among male MoI and ANP officers, which will take place in Q4/2013.

2013 Baseline[15]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
			responsive budgeting and planning. **4.5a** N/A.	
4.6 GMUs with limited and/or null equipment and office at provincial and district level, as of 2012. Limited support to female police officers in leadership and management as of 2012.	**4.6** 75 female officers trained in self-defense by end of June 2013. **4.6a** Minimum 25GMU staff from Kabul and provinces trained in IT skills.	**4.6** Self-defense training planned to address 75 female officers' learning needs. **4.6a** No training sessions were planned in Q2/2013 since IT equipment distribution was expected to be finalized first.	**4.6** 72 female officers completed the training. **4.6a** N/A.	**4.6** Partially met target: the number of suitable candidates did not reach the original target of 75 trainees; however, the training programme was completed within Q2/2013 as planned. **4.6a** On-going: LOTFA prepared the selection process to identify a suitable company which will provide the first session of IT skills among GMUs staff in Kabul city and province. The first session will be delivered in Kabul during the third and fourth quarter. Further trainings will follow the distribution plan of IT equipment to GMUs located outside Kabul.

2013 Baseline[15]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
4.7 MoI has produced raw drafts of a Gender Strategy and Prevention Policy of Gender-Based Violence (GBV). At this point no meetings or consultations have taken place to review and revise the drafts and create a final to be approved.	**4.7** Meetings and consultations on both the Gender Strategy and Prevention Policy of Gender-Based Violence (GBV) of the MoI take place. **4.7a** Final draft of gender strategy of the MoI. **4.7b** Final draft of Gender Strategy and Prevention Policy of Gender-Based Violence (GBV) of the MoI.	**4.7** Planning consultative meetings with relevant MoI departments and other development partners (nationals and internationals). **4.7a and 4.7b** Planning of these two actions is linked to the achievement of clearly defined common goals and vision among partners.	**4.7** Consultations held with MoI-GHRCGD and additional relevant Departments, as well as with other stakeholders such as EUPOL, UNAMA and UNFPA.	**4.7** On-going (applicable to 4.7 target and its sub-components). LOTFA will provide technical assistance to MoI to undertake a gender self-assessment at guidance of the gender-related Policy and Strategy development.

E. OUTPUT 5: Police-Community Partnerships institutionalised for improved local security, accountability and service delivery

5.1   Level of public confidence and positive view about police

During this reporting period Pillar 3 followed up on the design and launch of multiple activities meant to determine level of trust Afghans have towards ANP; and to contribute to strengthening public confidence about police.

The request for proposal of the Afghan Police Film Festival was developed and will be submitted to the LOTFA Technical and Steering Committees for review and final approval in July 2013. This year's edition is modeled after the first Afghan Police Film Festival run in 2012 which was supported by the MoI, Ministry of Culture, and the Afghan Film Industry. The festival resulted in a variety of short films, documentaries and animations on various aspects of policing, and attracted broad support and positive response from national and international partners promoting media and culture in Afghanistan. As an illustrative case, some of the Afghan Police Film Festival movies were broadcasted in May 2013 at the Sound Central Festival in Kabul, which had a target audience of Afghan youth.

In 2012 MoI and LOTFA partnered to commission a documentary to disseminate information and raise awareness about good community policing practices. By end of 2012 this product was completed and is waiting for clearance by the Media and Public Relation Directorate. Since some of the senior officers interviewed in the documentary were transferred or removed, the Media & Public Relations Directorate resolved not to publicly release the documentary. As a result LOTFA will explore other avenues where parts of the documentary can be used, including as a police training aid.

As illustrated in previous sections of this Report, the 2012 Annual Police Perception and Victimization Survey results will be officially released to large audience in Q3/2013; and its results will provide guidance for future planning with SPPD, Community Policing (CP) Secretariat and CP partners.

The second quarter also saw positive progress in the development of knowledge products, namely the study on "Interaction between Formal and Customary Organizations of Social Control, in a Context of Police-e Mardumi Development in Afghanistan" and "Police Officer's Perceptions and Values, Quality of Life and Police Stations Organizations". The commissioned research company is currently collecting data from the field for each of these studies, whose findings will be available by end of next quarter. The former study will cast a light on how ANP are specifically positioned in relation to participating in both State-based and community-based justice, and dispute-resolution processes, and the various opportunities for, and challenges to, expanding this participation. The latter

research will document how ANP officers perceive their own working and living conditions, thus providing recommendations on how to improve police performance, police quality of life, and service to the public.

5.2 A secretariat with clear mandate and enough capacity to do monitoring and coordination among stakeholders

The end of first quarter was marked by the upgrading of the Community Policing Secretariat to Directorate status and the appointment of Colonel Shah Mahmoud as the interim head of the Directorate. Colonel Shah Mahmoud was also appointed chair of the International Police Coordination Board (IPCB)-Working Group IV, with responsibilities to provide community policing inputs into the Minister's 10-Year Vision and 2-year national police plan. LOTFA actively supported this working group which met twice a week.

During Q2/2013 relevant progress was made to establish a strong team of experts at support of Community Policing Secretariat (CPS) leadership. Three national specialists joined CPS and will provide their technical support in planning, policy and strategy, and M&E. This casts a light on building and sustaining capacities within MoI as a critical step towards making CPS efforts sustainable and nationally led.

 Pillar 3 put forward a project proposal seeking to establish a basic administrative system within CPS, with the ultimate goal to ensure CPS can be fully operational and able to provide the needed support for the development of community policing as described in the MoI 10-Year Vision. This proposal will be submitted to the Technical and Steering Committee for final approval in July 2013. Following next quarter planning, this intervention will take place between the last two quarters of the year.

Working Group-IV provided CP inputs to amend the existing 2-year police plan which commenced in April.

On 25 June 2013, under the leadership of H.E. Minister Patang, MoI held a national conference on Community Policing with the support of several international community partners, including IPCB, LOTFA, NTMA-A and UNAMA.

The Conference stands as the major inaugural event to commence development and implementation of community policing as an element of the future policing strategy for Afghanistan, consistent with MoI 10-Year Vision: "Community policing is not a separate branch of the ANP but an approach to the delivery of services that all police should understand and use to establish continuous friendly relations with the people and to earn their confidence and support.

Photo 10: LOTFA Project Manager delivering opening remarks at the CP Conference. Credit: LOTFA.

The Conference agenda provided for Introductory Remarks by the Officer in Charge of the Community Policing Directorate, the Minister for Interior Affairs, the Head of EUPOL and the Chief Technical Officer of LOTFA. These comments set the scene for discussions in three Shuras, dealing respectively with "what the community needs from police", "what police need from the community" and "how police build trust with the community". This was followed by a report back session, resolutions and closure by the Deputy Minister Security. Final resolutions are not available at this stage and the expected report will be released early July 2013.

Photo 11: Working group from CP Conference. Credit: LOTFA.

This conference reaffirms and renews the national commitment to implement community policing as a key element of the policing strategy for Afghanistan. Discussions were extremely relevant from a developmental perspective as they reveal a need for care in building an Afghan model for community policing which starts at the simple end of the spectrum and progresses in accordance with the evolving needs of Afghan.

5.3   Number of trainers trained on community policing curriculum

The MoI 10-Year Vision identifies the need for professional development of ANP, and in particular the development of curriculum that complies with international standards. Consistent with this aspect of the vision, LOTFA assisted the MoI-Training and Education Department to develop a framework for community policing curriculum last quarter. This process was followed by the establishment of a MoI-led commission to review the curriculum and provide recommendations towards its finalization, taking into account past and current work conducted by several international partners in the area of ANP and community policing training. Review is still under process way, but in parallel LOTFA started the recruitment of an international expert on curriculum development and professionalization of police. The additional consultant will join Pillar 3 team in September and will be responsible for coordinating with MoI commission and relevant MoI departments to finalize the CP curriculum and start ToTs sessions.

5.4   Number of behavior change messages developed and incorporated into the MoI information campaign

The second quarter of the year did not see progress on the development of an information campaign inspired by behavior change principles, and built around tailored communication tools. Behavior change messages will be part of the national information campaign to raise awareness among ANP about communities' rights; key messages from this campaign will also inform the 119 information campaign. Achievement of this result depends on the recruitment of behavior change experts to join Pillar 3 team by end of Quarter 3.

5.5   Number of program activities carried out by the CSO Consortium

Under the direct coordination of CSO Consortium[16], the Police Women Mentorship Programme saw general progress against 2013 work plan. During second quarter of the year, the baseline study was completed and technically cleared by LOTFA M&E team.

---

[16] The CSO Consortium comprises Afghanistan Public Research Policy Organization (APRPO), Afghan Women' Skills Development Center (AWSDC), Justice for All, Medica Afghanistan, and Women for Afghan Women. The Consortium is led by APRPO and covers 5 provinces: Kabul, Herat, Balkh, Kunduz and Jalalabad.

Findings from this study shed a light on critical elements affecting women police recruitment and retention, including but not limited to, challenges faced by female police officers in the day-to-day work, key players and factors whose individual or collective roles have a bearing on police sector reform programming.

On June 23 the Consortium held a conference on "Empowering Policewomen in ANP - What can stakeholders in the northern region do?" in Mazar-e-Sherif, Balkh province.
This event is the first in a series of regional conferences aiming to bring together different stakeholders working with MoI/ANP to support women police in Balkh and Kunduz provinces. Results of the baseline survey, as well as updates on the implementation of Police Women Mentorship Programme in Balkh and Kunduz, were also presented and

Photo 12 (left) and 13 (right): Participants from CSO Consortium –led regional conference in Mazar-e-Sharif. Credit: CSO Consortium.

guided the initial discussion among participants.

Working in their respective groups, 88 participants discussed current status of women in police, challenges and possible measures to address and minimize risks associated to being a woman police in Afghanistan. During the group work, attendants recognized that challenges could be addressed by combined measures either linked to internal support of MoI or associated civil society engagement.

By the end of the conference, participants agreed on and signed letters of commitment, outlining areas of focus for future efforts in promoting and protecting women in police, including working conditions, opportunities for education and promotion, protection and professional treatment.

Results of the conference will be used in the implementation of the Police Women Mentorship Programme for the rest of 2013, and follow up with relevant stakeholders in the process of strengthening role and protection of women in police.

5.6   Number of 119 operators trained

LOTFA supports the Police Emergency Call Center (ECC) since 2011, when MoI sought the assistance of multiple international partners to expand the ECC from Kabul[17] to five additional provinces, namely Kandahar, Lashkargah, Herat, Mazar-e-Sharif, and Jalalabad. Under the existing ECC partnership framework, LOTFA has funded public information campaigns, construction and equipping, and IT literacy trainings, whilst NTM-A provided technical equipment and support, and EUPOL undertook training of ECC personnel to run 119 service line.

Three of the originally planned ECCs in Kandahar, Lashkargah and Herat, have undergone formal inauguration ceremonies during the second quarter of the year. These ceremonies have been important community events as they have involved what Colonel M.H. Ainee, Deputy Chief of Police-e-Mardumi, has described as "giving voice to the community" since ordinary citizens can call police 24 hours to file complaints, seek advice or call for assistance.

Photo 14 (left) and 15 (right): Inauguration of the new Emergency Call Center in Herat city. Credit: LOTFA.

At the Herat inauguration ceremony Col. Ainee described the achievements of the 119 Call Center in Kabul that it "has created vital intelligence resulting in the disposal of more than

---

17 ANP established a Police Emergency Call Center in Kabul in 2009. The purpose of this ECC was to assist members of the public in reporting corruption matters, terrorist activities and other forms of crime affecting the community. The Kabul ECC was originally conceived to serve all areas of Afghanistan, but early experience found it lacked the level of preparedness to respond effectively to calls for assistance beyond Kabul's immediate catchment area.

three thousand improvised explosive devices". Two further inauguration ceremonies will be held early in the next reporting period. The ECC program is an essential element of any community policing plan for the future. It provides basic communications between the police and Afghan citizens from every part and level of society. Further, it opened–up opportunities for professionalization of its operators, particularly women: 5 out of 8 female staff in Kabul became ANP, after joining ECC as civilian staff.

The 119 network comprises 57 staff members, including 54 NCOs and 3 female civilians. With LOTFA support all operators received IT training in Q1/2013 and no further capacity building initiatives took place during this reporting period.

Recent inauguration of new centers and staff turn-over require refresher training sessions which will be planned in the coming quarter. Challenges of the program are defined by functional restrictions such as limited staff working for unsustainable hours in order to ensure continuous service.

5.7   Number of events and activities conducted to strengthen police/community relations

In this quarter Pillar 3 developed the programming requirements to design and launch a range of activities, ranging from public to cultural events, in support of increased interaction between police and communities. This intervention has a two-fold goal: it aims at improving relations and building trust between local communities and police; and seeks to provide information to the community members on the roles of the police and citizens. Following the new LOTFA mechanisms of joint planning and programming with MoI, Pillar 3 has developed a request for proposal for review and approval of LOTFA Technical and Steering Committees in July 2013. Cultural and public events will be organized between Q3 and Q4/2013.

5.8   A new ANP recruitment policy is prepared based on the baseline report and recruitment profile

Success to design a new ANP recruitment policy, informed by principles of meritocracy and professionalization of police as defined in 10-Year Vision, will depend on recruitment of an international expert on this subject matter. LOTFA activated the selection and recruitment process during Q2/2013. Progress information, as it related to implementation delivery, will be possible by end of Q3/2013.

5.9   Number of FRUs functioning

Consistent with the process of change and reform, gender became cross-cutting and informed the programming of Pillar 3, as well. In this quarter Pillar 3 coordinated with Pillar

2, traditionally custodian of gender interventions, to start planning the take-over of projects associated to FRUs in the provinces where Pillar 3 operates through a network of regional coordinators. While Pillar 2 will focus on Kabul and address gender as it relates to MoI reform, Pillar 3 will tackle developmental elements associated to women police professionalization and retention at the provincial and district level.

In light of these organizational and programmatic changes, during this quarter Pillar 3 focused the preparatory phase to launch a large scale project comprising FRU staff literacy and FRU infrastructural needs. This work is directly linked to Pillar 2 assessment on separate toilets and changing rooms in Kabul. FRUs interventions will take place during last quarter of the year, since the next quarter will tackle procurement and administrative contingencies.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 192,512 was spent for Pillar 3-Output 5. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 3, Output 5 by the end of Q2.

Table 5: Progress towards targets for Output 5

2013 Baseline[18]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
5.1 No strategy on how to build public confidence in the police but priority areas per NPP (38%, positive view about police, 28% great deal of confidence in ANP (Police Perception Survey 2010) as of 2012).	**5.1** 5% increase from baselines in targeted districts.	**5.1** The Annual Police Perception and Victimization Survey to be released in Q2/2013: its results to help plan for future Community Policing interventions.	**5.1** Release postponed to the end of Q3/2013.	**5.1** On-going: Pillar 3 is supporting the development of knowledge products which will provide additional evidences on communities' trust and confidence. Release of 2012 Annual Police Perception and Victimization Survey is out of the management scope of Pillar 3.
5.2 Newly established CP secretariat with unclear mandate and lack of project monitoring capacity as of 2012.	**5.2** The secretariat leads project monitoring and officially has a mandate **5.2a** Police-e-	**5.2** (and its sub-components): continue coordination with CPS to support its strategic and	**5.2** (and its sub-components): activities carried-out as planned. Secretariat upgraded to a	**5.2** On-going (applicable to 5.2 target and its sub-components).

18 Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline[18]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
	Mardumi Secretariat activities are carried out in the Northern Region (Balkh, Kunduz, Takhar and Badakshan); in the West (Herat); in the East (Nangarhar, Laghman and Kunar); and in the Central region (Kabul, Panjshir and Parwan).	functional needs, including the development of project proposal to establish administrative system at CPS.	Directorate and coordinated CP inputs into the two year police plan.	
5.3 The draft curriculum framework has been approved in Q1 but the curriculum itself now needs to be developed.	**5.3** A pilot project is completed with District Commanders trained in ToTs among at least three provinces.	**5.3** MoI commission to review community policing curriculum and recommend actions to finalize the curriculum.	**5.3** Review is still under process. No progress due to delays in recruiting specialist to assist MoI commission. LOTFA initiated the process to hire an international expert who will work with MoI to finalize the curriculum framework.	**5.3** On-going: international expert will join LOTFA in September 2013. Progress against this target will be informed by actions taken in Q3 and Q4/2013.
5.4 There is no ongoing project focused on behavior change.	**5.4** A report is produced outlining behavior change	**5.4** No actions planned during this	**5.4** N/A.	**5.4** Achievement of this target depends on

2013 Baseline[18]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
	modalities with practical recommendations that are accepted by MoI and incorporated into the MoI Information Campaign.	reporting period.		the recruitment of behavior change experts to join Pillar 3 team by end of Quarter 3. Recruitment process will be initiated in Q3.
5.5 No activity by CSO Consortium is being carried out.	**5.5** Activities will be carried out by the CSO Consortium in four provinces.	**5.5** Finalize baseline survey, provide LOTFA with cleared Q1/CSO/QPR, and organize the first regional conference in Mazar-e-Sherif.	**5.5** Activities performed according to Q2 planning.	**5.5** Met target.
5.6 74 operators have been trained by EUPOL and NTMA; however, both EUPOL and NTMA, along with the 119 Unit, have requested refresher and specialist training over 2013 as a result of their planned withdrawal. Further, development partners have identified common needs to further professionalize the operators.	**5.6** 119 operators in Herat, Balkh, Nagarhar, Helmand and Kandahar are trained.	**5.6** No training sessions planned in Q2.	**5.6** N/A.	**5.6** On-going: refresher trainings will be planned in Q3: this was jointly agreed with MoI.

2013 Baseline[18]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
5.7 In 2012 Police and Community sports programmes were implemented in the provinces of Nagarhar, Laghman, Herat, Kabul, Parwan, Panjshir, and Bamiyan, thus reaching 65 districts.	**5.7** 4 event and 4 seminars will be organized in order to strengthen police/community relations.	**5.7** Prepare Requests for Proposals (RfPs) during Q2 to further organized and hold selected events in Q3 and Q4/2013.	**5.7** RfPs submitted to LOTFA procurement for final clearance.	**5.7** On-going.
5.8 The ANP baseline is an operational target to be achieved by end of 2013.	**5.8** Draft ANP recruitment policy is prepared.	5.8 No activities planned for Q2/2013.	**5.8** N/A.	**5.8** LOTFA activated the selection and recruitment to hire an international expert on this subject matter. This process took place during Q2/2013. Progress information, as it related to implementation delivery, will be possible by end of Q3/2013.
5.9 165 FRU's existed with limited functioning due to lack of logistic and technical support as of 2012; limited number FRU staff trained in Office Suite; FRUs have no	**5.9** Infrastructure set up for 121 regional FRUs (in three regions).	**5.9** Start hand-over of FRUs management from Pillar 2.	**5.9** Implementation in alignment with quarterly planning.	**5.9** On-going: during Q3/2013 Pillar 3 will address procurement and administrative contingencies before

2013 Baseline[18]	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
adequate separate toilets, interview rooms or separate dressing room. Only 10 percent FRUs have IT equipment (as of end of 2012).				launching the implementation plan in Q4/2013.

III.   GENDER SPECIFIC RESULTS

LOTFA-Phase VI –Extension (01 April – 31 December 2013) Annual Work Plan was approved last April and features positive results in terms of progress made in the Gender Responsive Budget (GRB) allocation, which exceeded 20 percent target in 3 out of 5 developmental Outputs[19] which constitute LOTFA architecture.

Transition towards strategic and operational reform in LOTFA, as approved last March by the Steering Committee, entails stronger coordination among all Pillars to improve planning and implementation, internally to LOTFA and with MoI; within this scenario, gender mainstreaming is no exception.

Pillar 1 and 2 worked together to map-out gender-disaggregated data needs and gaps within the EPS/WEPS data collection. Following the same pace of work during Q2/2013, revised reporting forms for EPS/WEPS should be available by end of next quarter and produce gender-disaggregated data by last quarter of this year.

Photo 16: Consultation session on gender mainstreaming among MoI, LOTFA and CSO Consortium. Credit: LOTFA.

Pillar 2 Gender Specialists led consultations with LOTFA team, MoI (Gender Directorate and SPPD), and implementing partners to identify gender requirements in planning, programming and budgeting for interventions which will continue until end of 2013. Women police' capacity building and professionalization remained the leading theme inspiring the activities carried-out during the second quarter of the year, with 8-training package exclusively addressing professional skills, leadership and management needs of female MoI/ANP staff.

---

[19] Based on LOTFA Project Document, the following Outputs exceed 20 percent GRB allocation: Output 2 (indirect GRB distribution); and Outputs 4 and 5 (direct GRB allocation).

Under Pillar 3, the Police Women Mentorship Programme drew on its 5-province network and community outreaching to gather relevant information on the actual working conditions of women police; and to identify possible mechanisms to overcome societal barriers preventing women from joining the police. Results of impact are expected by end of the year, upon thorough review of results generated among communities, men and women police.

IV. PARTNERSHIPS

Following the Management Review Team (MRT) recommendations, in Q1/2013 LOTFA management developed the Strategic Management Priorities Plan which will address LOTFA governance, MoI ownership, and arrangements to reorganize Pillars 2 and 3 with a focus on Ministerial Reform and Police Professionalization, respectively.

The second quarter marked the start of most actions foreseen in the Strategic Management Priorities. The new mechanism of joint planning and programming between LOTFA and MoI commenced and produced results. In light of 10-Year Vision and LOTFA strategic objectives, LOTFA and SPPD have identified areas of work both at the strategic and operational level such as gender, civilian policing and reform of administrative systems and procedures within MoI. Further, MoI and LOTFA engaged in joint programming to develop projects which will mark MoI/LOTFA work for the rest of the year. As a result, 32 proposals have been prepared and will be submitted to Technical Committee and Steering Committee[20] for approval in the coming quarter.

The new LOTFA Project Management continued promoting open dialogue and transparent coordination with partners, both donors and other relevant stakeholders from International Community, particularly on on-going actions for LOTFA change and reform. During second quarter of the year, donors' trust resulted into the approval and allocation of new funding contribution from Germany and Government of Japan to support of ANP/CPD salary payment.

V. ISSUES

- **New Kabul Bank re-opening in Kandahar**

The Kabul Bank branch at Kandahar Provincial Police Headquarter was re-opened, thus re-activating automatic posting of salaries into individual police and CPD bank accounts. This

---

20 According to the revised SC Terms of Reference (ToRs) approved at the last Steering Committee on 20 March 2013: *Steering Committee is co-Chaired by the Minister of MoI and the UNDP Country Director. The SC shall appoint a Technical Committee (TC) charged with assessing all proposals put forward by LOTFA/MoI.*
The TC will comprise two representatives from the MoI, one from MoF, three from donor countries (selected by donor countries on a rotational basis), and LOTFA as ex-officio member and TC secretariat.

change secured a sustained increase of EFT coverage, as previously illustrated in this Report. Though this event should be seen as a sign of progress and improvement, LOTFA, CSTC-A, NTM-A, MoI and MoF will need to continue monitoring banking situation in order to timely detect and/or prevent situations where banking institutions can fail on temporary or long-term basis.

- **Women police recruitment slowing down**

Women police recruitment continued through the second quarter of the year, though no recruitment campaigns were organized. This process remains slow. Against the annual target of 2,050 women joining MoI/ANP, the actual recruitment registered only 1,974 women (civilian and ANP) by end of Q2/2013. Several factors continue hampering the recruitment process including, but not limited to: abuse perpetrated by male colleagues; lack of safe working conditions; and lack of transparency in recruitment and appointment of new officers.

The proposed plan of action is organized around two main principles: first, provide immediate response to improve working conditions of women police in Kabul and other provinces through construction and/or rehabilitation of women and men toilets, installation of separate changing rooms among targeted police stations and establishment of separate interview rooms for FRU. Second, bring all relevant partners together to finalize and set in place the MoI sexual harassment policy, thus opening institutional dialogue and cooperation with Ministry of Women' Affairs, among others.

- **M-PAISA re-organization**

As illustrated in previous sections of this report, M-PAISA partnership with Azizi Bank entailed organizational and management changes which ultimately resulted into anticipated but unavoidable use of cash-paid.

This re-organizational process and consequent partnership between M-PAISA and Azizi Bank respond to new regulations introduced by MoF to increase transparency in the banking system. Though process is not under direct control of LOTFA, the Project will ensure its operation support to M-PAISA/Azizi Bank. Among others, LOTFA will support procurement of handset and sim-cards for the new registration process and data migration of ANP already registered with M-PAISA.

- **Change at the management level of Pillar 2**

In May 2013 Pillar 2 Manager left LOTFA team, which affected some critical processes under Output 3 management, namely: procurement and hiring of international specialists to support programmatic areas identified in the 2013 Project plan.

In response to this change, LOTFA launched a competitive selection process to recruit Pillar 2 Manager *ad interim*. This action is on-going and the identified candidate should join LOTFA by no later than August 2013.

VI.   RISKS

During second quarter of 2013 the Project identified new risks and registered substantial changes in the status of risks detected in Q1/2013.

- **Limited institutional capacity of the CP Secretariat**

Significant change was registered during the second quarter of the year to build up a CPS-based team supporting the strategic and operational work of CPS. As explained in previous sections of this report, CPS has established a team of national specialists who will provide their technical support in planning, policy and strategy, and M&E. As complementary measure, Pillar 3 started the process of procurement to establish a basic administrative system within CPS.

- **MoI insufficient ownership**

The new LOTFA Management taking over the Project since July 2012 identified MoI limited ownership as a critical risk undermining change and sustainability which LOTFA seeks to generate under the National Implementation Modality.

In Q1/2013 LOTFA provided a first response to this risk by introducing the Strategic Management Priorities Plan-2013 for the Project's Steering Committee approval. Among others, the Plan would propose to develop and implement joint planning processes that are linked to MoI visions, strategies and plans.

In Q2/2013 LOTFA and MoI designed and rolled-out the business flow regulating process of joint planning, programming and budgeting. This process applies to projects informed by LOTFA Annual Work Plan and to initiatives jointly identified with MoI/SPPD in alignment with MoI 10-Year Vision.

- **Integration of IT systems (HR and payroll) to be optimized**

Integration of IT and HR and Financial system remains a critical condition to prevent and mitigate risks associated to transparency and accuracy of payroll data while the MoI HR growth plan continues its expansion.

During the second quarter of 2013, LOTFA and NTM-A continued their work with MoI to establish linkages between HR managers, EPS operations and Police Provincial Headquarters. Kabul –based coordination was complemented by field mission to Parwan as mechanism for risk monitoring and mitigation, *inter alia.*

- **Insecurity hampering continuity and organization of Project interventions**

Insecurity remains a cross-cutting risk among all Project Pillars. Increased intensity and frequency of security threats plays a critical role in the programming of new interventions, as well as managing existing ones, particularly under Pillar 1.

As done before, Pillar 1 provided remote assistance to EPS/WEPS payroll focal points via mobile. Additionally, Pillar 1 team has established a pool of national ToTs who can be mobilized to the field for assistance and on-the-job mentoring when security alerts do not allow movement to high risk provinces.

Updated Risk Log and Issue Log remain as Annex 4 and 5, respectively.

VII. LESSONS LEARNED

- **Policy and regulatory framework as critical stage to generate sustained change for gender mainstreaming in MoI**

Accomplishment of sustained changes in gender mainstreaming, as it relates to MoI reform, cannot be possible if policies are not clearly defined and operationalized by relevant MoI departments with the support of development partners.

In this quarter, as LOTFA re-activated the consultation process with MoI-GHRCGD and other development partners, the need to ensure SPPD involvement, given its primary role to support the normative functions of the strategic policy requirements of the MoI, became evident.

- **Pillars delivery capacity subject to project re-organization**

When in Q1/2013 Pillars analyzed and revised their delivery capacity, the first conclusion was to expand teams with additional experts. Since the MoI/LOTFA joint planning and programming started, Pillars learnt that Project expansion and reform will require technical profiles never present before in LOTFA structure, such as experts on behavior change and policy analyst. As new areas of expertise concur to the re-design of LOTFA areas of work, the organizational structure itself has undergone a first review, which revealed the need to re-organize the design and implementation phases of MoI/LOTFA future initiatives.

VIII. FUTURE PLAN

LOTFA will continue its work to implement the Strategic Management Priorities Plan, a re-engineering process which will provide necessary inputs for the development of LOTFA successor programme.

As for implementation delivery, Pillar 2 and Pillar 3 will revise their planning and programming to reach results un-accomplished during the second quarter of the year. In the coming quarter Pillar 3 will expand its programmatic areas including gender, with a focus on functional capacity and professionalization of FRUs staff, thus including the expansion of MoI/EUPOL/UNDP training programme for FRUs personnel on crime investigation and reporting.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE (JAN-JUNE 2013)

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR-2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i -j - k-m)
Canada (DFAIT)	12,337,397	12,337,397	12,219,898		117,499	-	-		117,499			-	-	117,499
Czech Republic	51,589	51,589			51,589	-	-		51,589			-	-	51,589
	10,064				-	10,064			10,064					10,064
Denmark	11,209,547	6,939,844	7,054,960		(115,116)	-	-	127,354	(242,470)		-	4,269,703		(242,470)
European Union	48,887,732	48,887,732	48,887,732		-	-			-					-
	53,759,067	51,616,667	47,795,055		3,821,612	-	-	1,148,028	2,673,584			2,142,400		2,673,584
Finland	5,396,578	5,396,578	3,487,386		1,909,191	-	-	1,951,663	(42,472)			-	-	(42,472)
Germany	72,626,280	72,626,280	72,626,280		(0)	-	-		(0)			-	-	(0)
	26,560,425	26,560,425	14,790,004		11,770,421	-	-	11,611,468	158,953			-	-	158,953
	28,683,181				-	28,683,181	-		28,683,181					28,683,181
Italy	1,225,014	1,225,014	664,537		560,477	-	-		560,477			-	-	560,477
Japan	248,659,805	248,659,805	248,659,805		(0)	-	-		(0)			-	-	(0)
	231,000,000	231,000,000	213,688,443	(1,388)	17,310,170	-	-	17,310,170	-			-	-	-
	101,044	101,044		5,514,139	5,615,183	-	-		5,615,183			-	-	5,615,183
	122,500,000				-	122,500,000	-	64,747,177	57,752,823			-		57,752,823
	12,500,000				-	-	-		-			12,500,000		-
Netherlands	14,666,767	14,666,767	14,393,048		273,719	-	-	114,286	159,433			-	-	159,433
Norway	15,942,831	15,942,831	15,897,054		45,777	-	-	38,136	7,641			-	-	7,641
Poland	158,143	158,143			158,143	-	-	2,710	155,433			-	-	155,433
Republic of Korea	50,000,000	50,000,000			50,000,000	-	-	12,275,361	37,724,639			-	-	37,724,639
SDC (Switzerland)	2,672,833	2,672,833	1,192,934		1,479,898	-	-	206,520	1,273,378			-	-	1,273,378
UK	13,320,229	13,320,229	13,320,229		(0)	-	-		(0)			-	-	(0)
	16,483,516	16,483,516	16,436,545		46,971	-	-		46,971			-	-	46,971
USA	7,216,000	7,216,000	1,077,554		6,138,446	-	-	6,138,446	0			-	-	0
	218,358,432	218,358,432	104,505,799		113,852,633	-	-	33,692,838	80,159,795			-	-	80,159,795
	5,000,000	5,000,000			5,000,000	-	-	5,000,000	-			-	-	-
	141,876	141,876			141,876	-	-	141,876	-			-	-	-
	163,844,414	163,844,414	81,303,438		82,540,976	-	-	82,540,976	0			-	-	0
	139,308,825	139,308,825	139,308,825		-	-	-		-			-		-
	31,500,000	31,500,000	31,500,000		-	-	-		-			-		-
	294,000,000				-	-	-		-			294,000,000		-
Interest (UNDP)	1,451,019	1,451,019	1,416,019		35,000	-	-	1,262	33,738			-	-	33,738
Grand Total	**1,849,572,607**	**1,385,467,258**	**1,090,225,546**	**5,512,751**	**300,754,463**	**151,193,245**	**-**	**237,048,270**	**214,899,439**	**-**	**-**	**312,912,103**	**-**	**214,899,439**

Note:

i) The figures provided in the above statement are provisional; the final figures will be known once the 2013 mid-year closure exercise has been completed by end of August 2013.

ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: EXPENSES BY OUTPUT

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar 2013)	Expenses (Apr-Jun 2013)	Cumulative Expenses (Jan-June)	Delivery Rate	Remarks
Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	603,232,991	102,931,176	128,799,923	231,731,099	38%	
Sub-total Output 1	**603,232,991**	**102,931,176**	**128,799,923**	**231,731,099**	**38%**	
Output 2 (00081409): Required Equipment and Infrastructure provided to MOI	12,325,415	-	-	-	0%	
Sub-total Output 2	**12,325,415**	**-**	**-**	**-**	**0%**	
Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	15,236,308	1,824,122	868,840	2,692,962	18%	
Sub-total Output 3	**15,236,308**	**1,824,122**	**868,840**	**2,692,962**	**18%**	
Output 4 (00081410): Gender capacity and equality in the police force improved	3,442,178	3,270	40,020	43,290	1%	
Sub-total Output 4	**3,442,178**	**3,270**	**40,020**	**43,290**	**1%**	
Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	11,996,031	195,237	192,512	387,749	3%	
Sub-total Output 5	**11,996,031**	**195,237**	**192,512**	**387,749**	**3%**	
Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	7,260,092	1,045,580	1,147,592	2,193,172	30%	
Sub-total Output 6	**7,260,092**	**1,045,580**	**1,147,592**	**2,193,172**	**30%**	
Grand Total	**653,493,015**	**105,999,385**	**131,048,887**	**237,048,272**	**36%**	

ANNEX 3: EXPENSES BY DONOR

Donor	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar 2013)	Expenses (Apr-Jun 2013)	Cumulative Expenses (Jan-June)	Delivery Rates
Czech Republic	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	51,589			-	
Sub-Total		**51,589**	**-**	**-**	**-**	**0%**
Denmark	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	4,463,432	70,201	57,153	127,354	3%
Sub-Total		**4,463,432**	**70,201**	**57,153**	**127,354**	**3%**
European Union	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	***	1,148,028		1,148,028	
Sub-Total		**-**	**1,148,028**		**1,148,028**	
Finland	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	1,951,663	1,951,663	-	1,951,663	100%
Sub-Total		**1,951,663**	**1,951,663**		**1,951,663**	**100%**
Germany	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	11,611,468	11,611,468	-	11,611,468	100%
Sub-Total		**11,611,468**	**11,611,468**	**-**	**11,611,468**	**100%**
Japan	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	141,564,566	8,014,500	72,800,000	80,814,500	57%
	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI.	2,325,415	-		-	0%
	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	8,427,407	676,094	566,753	1,242,847	15%
	Output 4 (00081410): Gender capacity and equality in the police force improved	41,600	-		-	0%
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	500,000	-		-	0%
Sub-Total			**8,690,594**	**73,366,753**	**82,057,347**	**54%**

Donor	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar 2013)	Expenses (Apr-Jun 2013)	Cumulative Expenses (Jan-June)	Delivery Rates
		152,858,988				
Netherlands	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	-	394,961	(280,514)	114,447	
	Output 4 (00081410): Gender capacity and equality in the police force improved	-	127	(288)	(161)	
Sub-Total		-	395,088	(280,802)	114,286	
Norway	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)		130,638	(92,502)	38,136	
Sub-Total			130,638	(92,502)	38,136	
Poland	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	157,890	-	2,710	2,710	2%
		157,890	-	2,710	2,710	**2%**
Republic of Korea	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	20,000,000	1,414,645	10,400,000	11,814,645	59%
	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI.	10,000,000			-	0%
	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	6,599,422		299,377	299,377	5%
	Output 4 (00081410): Gender capacity and equality in the police force improved	3,400,578		40,307	40,307	1%
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	10,000,000		121,031	121,031	1%
Sub-Total		50,000,000	1,414,645	10,860,715	12,275,360	**25%**
Switzerland	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	1,496,031	132,272	71,105	203,377	14%
	Output 4 (00081410): Gender capacity and equality in the police force improved		3,143		3,143	

Donor	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar 2013)	Expenses (Apr-Jun 2013)	Cumulative Expenses (Jan-June)	Delivery Rates
Sub-Total		**1,496,031**	**135,415**	**71,105**	**206,520**	**14%**
USA	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	428,105,294	79,938,900	45,599,923	125,538,823	29%
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	***	62,965	375	63,340	
	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	2,796,660	449,780	1,462,193	1,911,973	68%
Sub-Total		**430,901,954**	**80,451,645**	**47,062,490**	**127,514,135**	**30%**
UNDP	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)			1,262	1,262	
Sub-Total			**-**	**1,262**	**1,262**	
Grand Total	**Grand total**	**653,493,015**	**105,999,385**	**131,048,885**	**237,048,270**	**36%**

*** The above expenses parked to the above donors (marked by stars) without allocated budget in 2013, is due to the liquidation of Commitments (OPEN PURCHASE ORDERS) issued in 2012- And the actual delivery of goods and services received in 2013 accounting period.

ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	Limited institutional capacity of the CP Secretariat in MoI puts at risk MoI ownership.	3rd Quarter 2012	Organizational	Low	CPS has established a team of national specialists who will provide their technical support in planning, policy and strategy, and M&E. This measure was not directly taken by Pillar 3; however, it contributes to reduce the identified risk. Additionally, Pillar 3 coordinated required actions to set-up a full administrative system at CPS, which help supporting CPS in the exercise of its strategic and operational functions.	MoI, LOTFA	Pillar III Manager.	Reducing
2	Insufficient ownership by MoI can impact on the sustainability of LOTFA processes.	4th Quarter 2012	Strategic	Low	LOTFA and MoI designed and launched the business flow regulating process of joint planning, programming and budgeting.	MoI, LOTFA	Strategic Level – Project Manager *ad interim*.	Reducing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
3	IT systems not talking to each other optimally.	4th Quarter of 2012	Organizational	High	LOTFA and NTM-A continued their work with MoI to establish linkages between HR managers, EPS operations and Police Provincial Headquarters. Kabul – based coordination was complemented by field mission to Parwan as mechanism for risk monitoring and mitigation.	MoI, LOTFA	Pillar I Manager.	Reducing
4	Insecurity hampering continuity and organization of Project interventions.	2nd Quarter of 2013	Environmental	High	Pillar 1 provided remote assistance to EPS/WEPS payroll focal points via mobile. This measure is complementary to the deployment of national ToTs who can be mobilized to the field for technical assistance and on-the-job mentoring.	LOTFA	Pillar I Manager.	Increasing

ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	2nd Quarter 2013	New Kabul Bank re-opening in Kandahar	High	Status of change: the Kabul Bank branch at Kandahar Provincial Police Headquarter was re-opened, thus re-activating automatic posting of salaries into individual police and CPD bank accounts.	Pillar I manager.
2	Regulatory	1st Quarter 2013	Addressing gender-related issues as part of MoI reform. Harassment, poor working conditions hamper recruitment and retention of women police.	High	Status of change: women police recruitment continued through the second quarter of the year, though no recruitment campaigns were organized. The recruitment process is not on track, while sexual harassment policy development is progressively being re-activated.	Pillar II manager.
3	Operational	2nd Quarter 2013	M-PAISA partnership with Azizi Bank entailed organizational and management changes which ultimately resulted into anticipated but unavoidable use of cash-paid.	Medium	Status of change: M-PAISA and Azizi Bank are working with other partners from the M-PAISA working group to bring back the cash-paid district to M-PAISA/Azizi Bank coverage.	Pillar I manager.
4	Management	2nd Quarter 2013	In May 2013 Pillar 2 Manager left LOTFA team, which affected some critical processes under Output 3 management.	Medium	Status of change: LOTFA launched a competitive selection process to recruit Pillar 2 Manager ad *interim basis*: this action is on-going and the identified candidate should join LOTFA by no later than August 2013.	Pillar II national manager.