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**LAW AND ORDER TRUST FUND FOR  
AFGHANISTAN (LOTFA)  
2014 SECOND QUARTER PROJECT PROGRESS  
REPORT**

**UNITED NATIONS DEVELOPMENT PROGRAMME**

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## PROJECT INFORMATION

**Project ID:** 00061104

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**Strategic Plan Component:** NPP1 Afghan Peace and Reintegration, and NPP5 Law and Justice for All

**CPAP Component:** Stabilization and Peace Building

**ANDS Component:** Security

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**Implementing Partner:** Ministry of Interior

**Responsible Agency:** Ministry of Interior and Ministry of Finance

**Project Manager:** Mr Basil Massey

**Responsible Assistant Country Director:** Mr. Hedayatullah Mohammadi

**COVER PAGE PHOTO:** Afghan Police officers selected to attend the fourth edition of Sivas training, which started in April 2014 (Photo: LOTFA)

## ACRONYMS

ABP	Afghanistan Border Police
AHRIMS	Afghanistan Human Resource Information Management System
ANP	Afghan National Police
AUP	Afghan Uniform Police
AWP	Annual Work Plan
CDP	Capacity Development Plan
CID	Crime Investigation Department
CP	Community Policing
CPD	Central Prisons Department
CPM	Community Policing Model
CSTC-A	Combined Security Transition Command-Afghanistan
DM	Deputy Ministry
ECC	Emergency Call Centers
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
GBV	Gender-Based Violence
GRB	Gender Responsive Budget
GTC	General Training Command
HR	Human Resources
IEC	Independent Election Commission
IGO	Inspector General Office
IPCB	International Police Coordination Board
KIGEPE	Korean Institute for Gender Equality Promotion and Education
LOTFA	Law and Order Trust Fund for Afghanistan
MoF	Ministry of Finance
MoIA	Ministry of Interior Affairs
NIM	National Implementation Modality
NTM-A	North Atlantic Treaty Organization Training Mission-Afghanistan
PAP	Payroll Action Plan
SOPs	Standard Operational Procedures
SSG	Security Sector Governance
TWG	Technical Working Group
UNAMA	United Nations Assistance Mission in Afghanistan
UNITAR	United Nations Institute for Training and Research
UNDP	United Nations Development Program
WEPS	Web-based Electronic Payroll System

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## I. EXECUTIVE SUMMARY

During the second quarter of the year LOTFA, the Ministry of Interior Affairs (MoIA) and the donor community reached high level consensus on the strategic directions of the LOTFA 2014 Annual Work Plan (AWP), as result of multilateral and bilateral consultations held between March and April 2014.

Following the approval of the AWP, the Project launched the coordination plan and calendar which will led the working process for the design of LOTFA Phase VII, which will mark the next months of strategic work at LOTFA, jointly with the national and international partners.

Progress was registered at Pillar 1 for the reform of the payroll system both at the operational and policy level. The web-based Electronic Payroll System (EPS) further expanded thus reaching 25 provinces: this will contribute to increase the payroll efficiency as for data collection which will be done on real-time, through a web-based platform and technology. In coordination with the European Union and all other payroll partners, LOTFA developed the Payroll Action Plan (PAP), which was endorsed by both donor community and MoIA leadership; the Payroll Plan comprises short- and mid-term interventions meant to increase accountability of the payroll mechanism, and to reform procedures dealing with salary payments, including deductions and incentives reporting.

Through the Electronic Fund Transfer (EFT) 121,196 Afghan National Police (ANP) officers and 5,520 Central Prison Department (CPD) guards received their salaries through bank accounts, contributing to increase the overall transparency and accountability of the payment process.

Pillar 2 moved forward the consultation process for the development of a joint, multi-partner plan to strengthen the Inspector General Office (IGO) capacity and the plan was developed for further discussion and final endorsement of the MoIA, which will take place in July 2014. Further, the Gender Team undertook provincial field missions to assess safety working conditions of women police in order to expand the construction of separate toilets and dressing rooms.

The fourth edition of Sivas (Turkey) training was launched in April 2014 under Pillar 3 coordination, jointly with the MoIA, Government of Turkey and Japan, and the North Atlantic Treaty Organization Training Mission-Afghanistan (NTM-A). The residential training will last approximately 6 months and provide opportunity for advanced policing training to 499 Non-Commissioned Officers (NCO).

Pillar 3 also made significant progress to move forward the consultation process to finalize the Civilian Policing Model (CPM) concept note in collaboration with UN and non-UN partners.

## II. RESULTS

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

#### 1.1 Timely and transparent ANP and CPD payments among 34 provinces by MoIA and Ministry of Finance (MoF) funded through LOTFA

Timely payment of salary to all ANP and CPD officers remains the main objective of LOTFA-Pillar 1 as payroll service provider.

The achievement of this result is not exclusively related to LOTFA performance as it also depends on factors external to LOTFA Project including, but not limited to: geographical distance where the police attendance records are generated; timely transmission of payment request forms from provinces to Kabul-HQ, availability of connectivity for transmission of EPS data, and efficiency of the payment providers (commercial banks, Trusted Agent, and M-PAISA).

During the reporting period, LOTFA ensured funds would be timely transferred to the MoIA via Ministry of Finance in order to reach all 34 provinces. Nevertheless, delays in the monthly salary payments were faced by Afghan Border Police (ABP) and Afghan National Civil Order Police (ANCOP) brigades, due to the geographical distance and remoteness of the areas where police officers operate. CPD payments were delayed in Badghis, Ghazni, Nooristan, and Zabul as result of limited connectivity which required LOTFA to collect data by phone.

ABP and CPD salary payments were delayed by approximately two weeks.

In order to prevent and mitigate future delays, LOTFA has started to coordinate with MoIA-IT Directorate to identify options to improve the connectivity of CPD payroll units, including migration of CPD-EPS stations to WEPS technology where feasible.

#### 1.2 Percentage of ANP and CPD covered under EPS and Web-based EPS

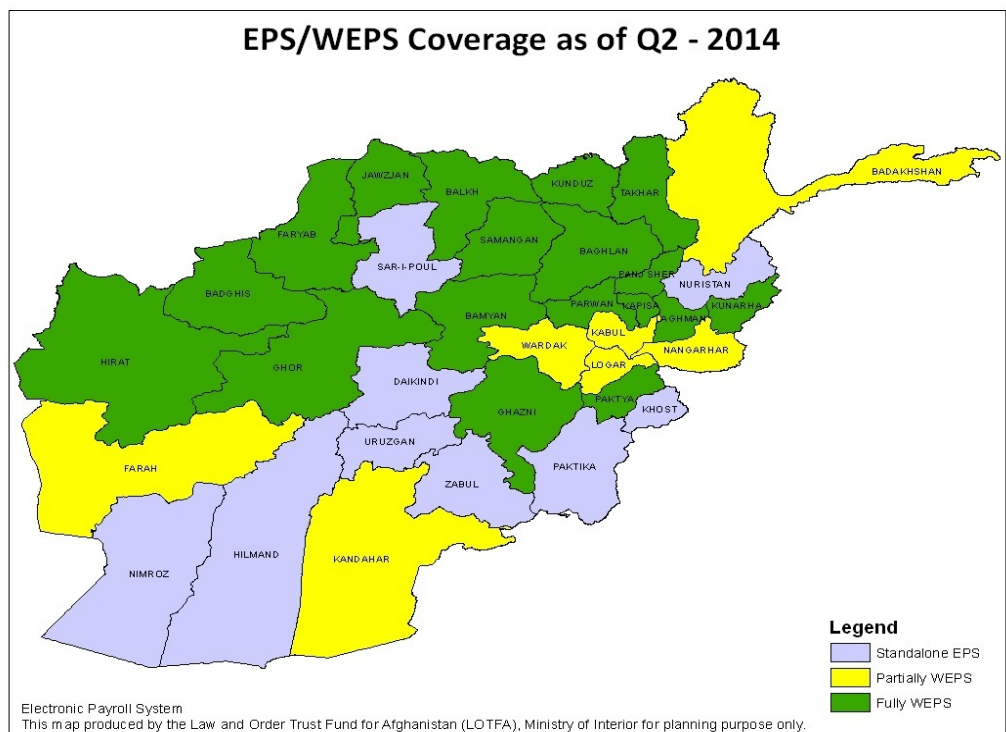
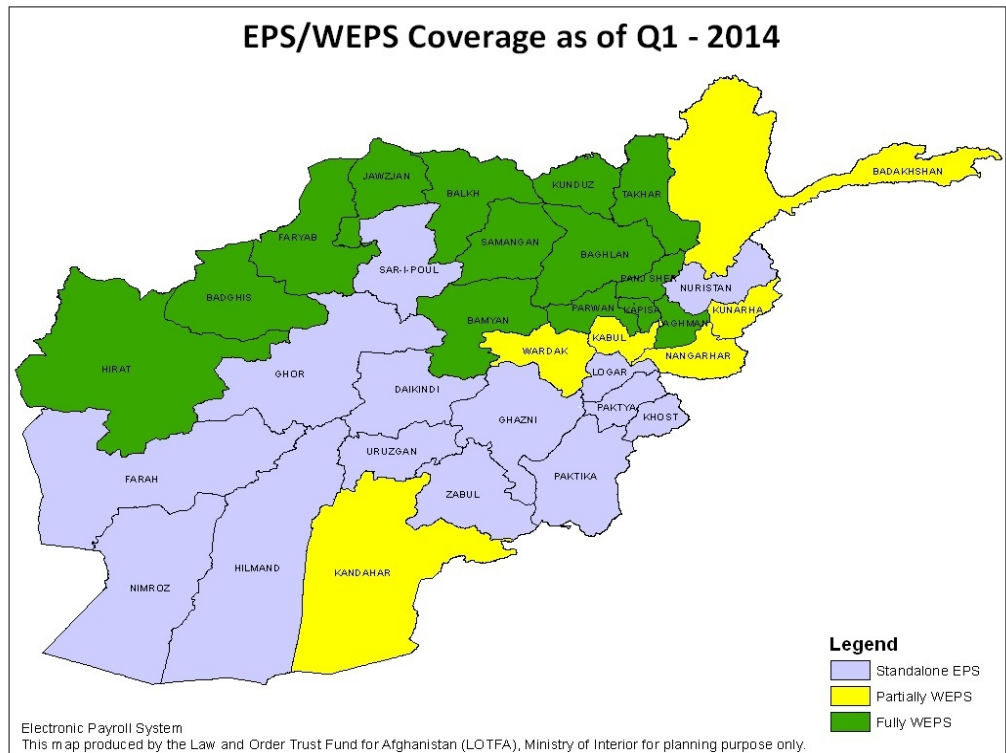
During the reporting period, LOTFA marked a positive progress to increase the WEPS coverage across the country.

WEPS system is the advanced version of the EPS (stand-alone) and its expansion is critical to increase efficiency and transparency in the payroll data submission and verification. In contrast to the EPS, the WEPS features the following advantages:

- All ANP/CPD records submitted on-line and real-time;
- End Users can only process payroll and enter data agreed in the Standard Operational Procedures.

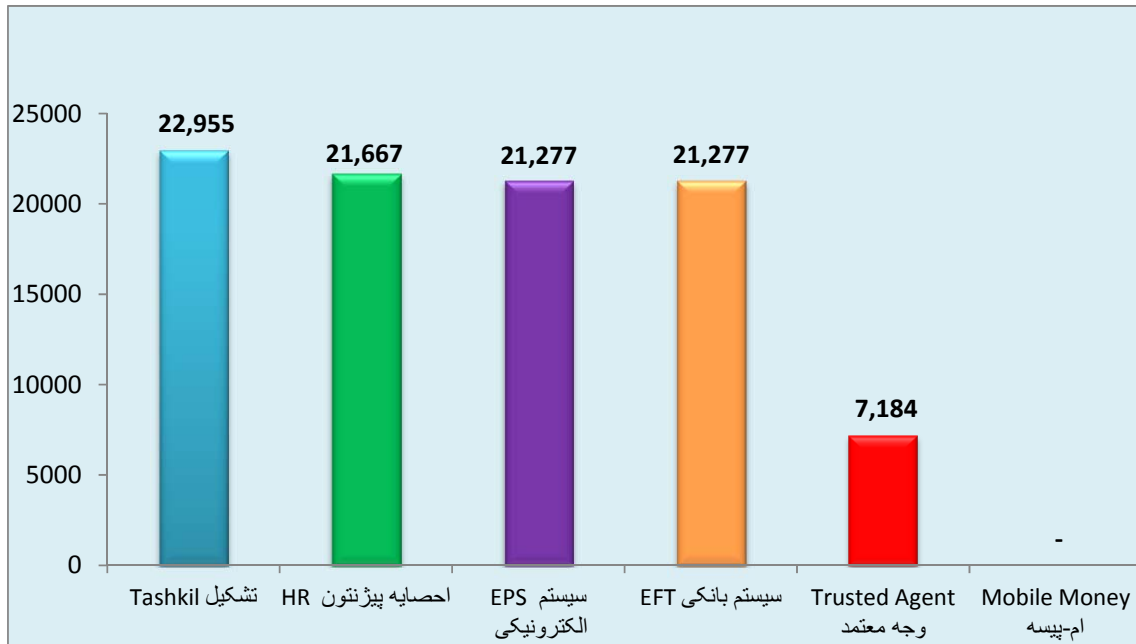


In Q2/2014 the WEPS coverage increased from 20 to 25 provinces. LOTFA annual target remains to further expand WEPS and reach 30 provinces by the end of December 2014.

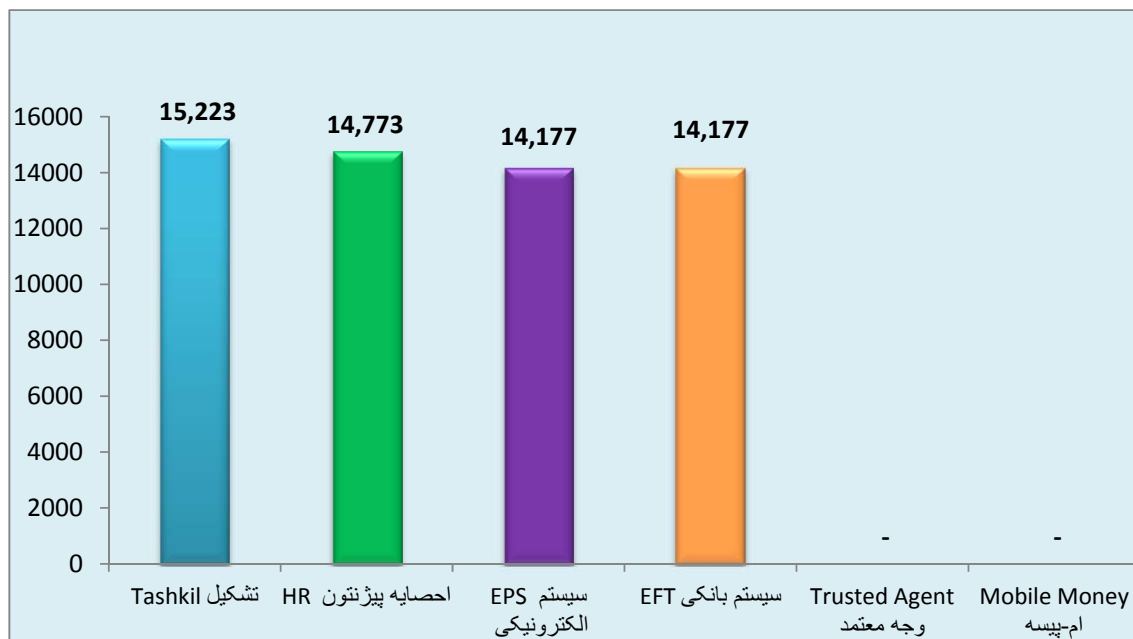


**Maps 1 and 2: WEPS expansion across quarters. Source: LOTFA.**

The number of ANP paid through EPS moved from 145,939 ANP (Q1/2014) to 147,078 police officers. Out of 147,078 ANPs 71,549 officers were paid through WEPS: this constitutes approximately 50 percent of the total ANPs recorded on LOTFA payroll.<sup>1</sup>



**Chart 1: Details of EPS and EFT coverage for ABP. Source: LOTFA-EPS.**



**Chart 2: Details of EPS and EFT coverage for ANCOP. Source: LOTFA-EPS.**

<sup>1</sup> WEPS increase is linked to the migration of Khost provincial payroll system from EPS to web-based technology which made it possible to migrate approximately 1,800 ANP from stand-alone to WEPS.

### 1.3 Number of ANP and CPD paid through EFT, M-Paisa and Trusted Agent

During the second quarter of the year, 121,196 uniformed police officers (82 percent of the MoIA-HR data) received their salaries using personal bank accounts through the EFT modality: this constitutes an additional increase of the EFT compared to the previous quarter of 2014, when 119,120 ANP (81.6 percent of the MoIA-HR data) were paid through commercial bank system.

LOTFA remains committed to establish the required inter-institutional coordination with both MoIA and MoF to ensure all ANP and CPD officers can have access to their salaries through EFT which remains the most secure, accountable and transparent payment modality to pay police forces in Afghanistan.

In light of this, the Project will outreach the concerned ministries to identify the possible options and modalities to increase EFT and reach 100 percent commercial bank coverage by 2015. This will be part of LOTFA strategic and programmatic planning during the next months of 2014.

The mobile-based payment modality (M-PAISA) slightly increased and reached a total number of 1,219 ANP as result of enrollment of new officers joining the police during the second quarter of the year.

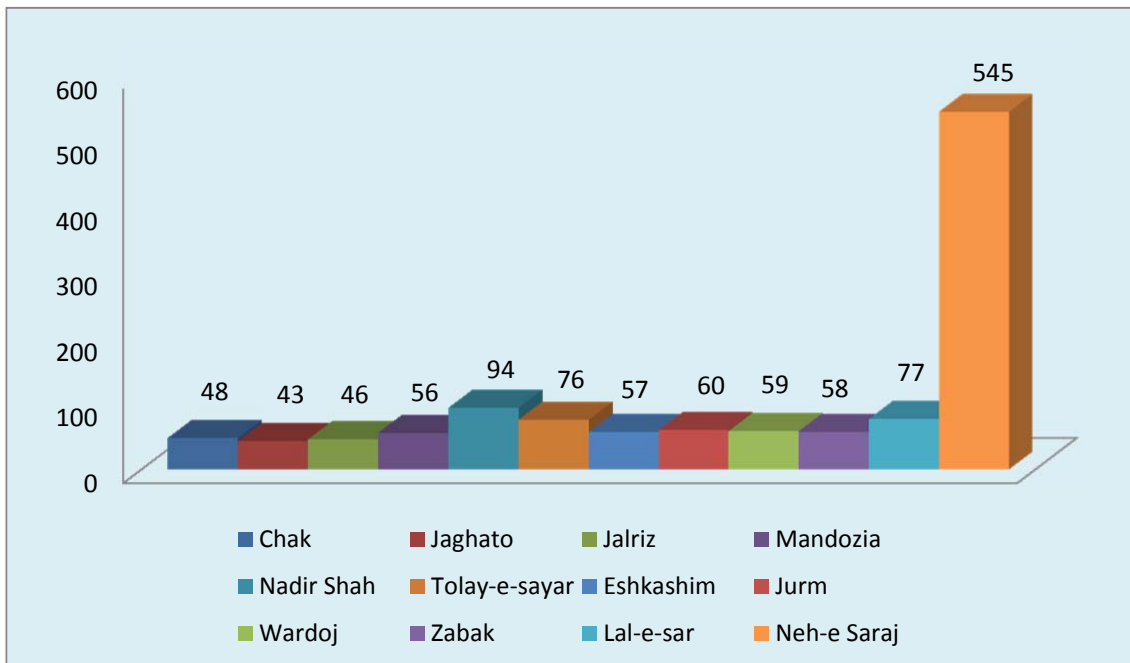
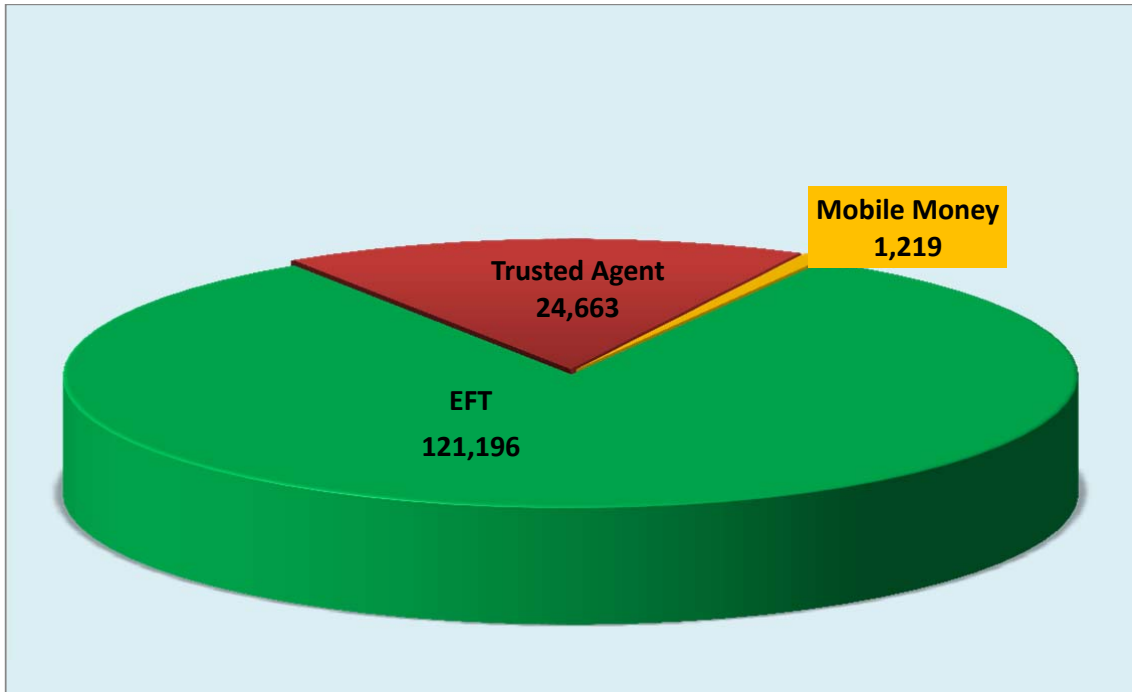


Chart 3: M-PAISA coverage in Q2/2014. Source: LOTFA.

LOTFA held multilateral consultations and institutional interactions with both MoIA, MoF and donor community which led to the decision all police officers and prison guards shall be paid through bank account only. In the mid- and long-term future, officers' payment shall migrate from M-PAISA and Trusted Agent to EFT: this decision takes into account the nature of M-PAISA, which operates as disbursement agency and has no commercial bank status; and the minimum degree of control over the Trusted Agent which clearly poses risks in terms of control and oversight of the payment process since the Trusted Agent is cash-based.

As result, M-PAISA and Trusted Agent will continue functioning until the EFT expansion is completed, a target expected to be reached by end of 2015.

The Trusted Agent payment modality is the available option being used to reach ANP officers located in remote and insecure areas. During the reporting period, the EPS recorded 24,663 ANP being paid through Trusted Agent: this represents a further decrease compared to Q1/2014 (25,554 officers) related to the parallel expansion of EFT enrollment.



The EPS recorded an increase of the number of CPD guards being paid through LOTFA system which reached 5,640 (97 percent of the total CPD-HR plan); further, 5,520 CPD guards received their salaries through bank account, which constitutes a slight decrease compared to Q1/204 (5,532 CPD pay by EFT): this minimum variation is attributed to changes in the recruitment and retention of the prison staff.

Further, 120 guards were paid through Trusted Agent which is the payment modality in place in Nuristan and partially in Badakhshan where the commercial banking sector is not fully developed. EPS and EFT coverage for the CPD remains unvaried.

LOTFA reports dealing with CPD payment coverage use the current Tashkil ceiling set to 6,065 CPD guards; though the MoIA has agreed to increase the Tashkil to 7,188 units, no formal approval has been expressed by the International Community. Formal decision and action will be taken at the Oversight Coordination Body level.

As result of consultations and information sharing with LOTFA donors, Pillar 1 Technical Working Group (TWG), in coordination with MoIA-CPD, has identified and shared with donors the main challenges the payroll system faces to ensure timely salary payment to prison guards, including but not limited to:

- Technology: the CPD payroll runs on stand-alone version. As LOTFA is progressively migrating ANP payroll from EPS to the more stable and reliable WEPS, the Project will have to undertake the same measure for CPD;
- Capability and capacity of the CPD payroll staff. The MoIA –CPD reports most of the payroll staff is civilian and not uniformed: due to differences in salary between both categories of CPD staff, the attrition rate among civilian staff is higher than uniformed personnel. This ultimately entails the need of training and re-training new staff due to the high turnover among payroll operators.

The chart at the next section illustrates and summarizes all identified challenges to which LOTFA will respond in the next months by developing a CPD payroll action plan complementing on-going and future actions the Project is undertaking to increase the degree of transparency and accountability of the ANP payroll (process and procedures).

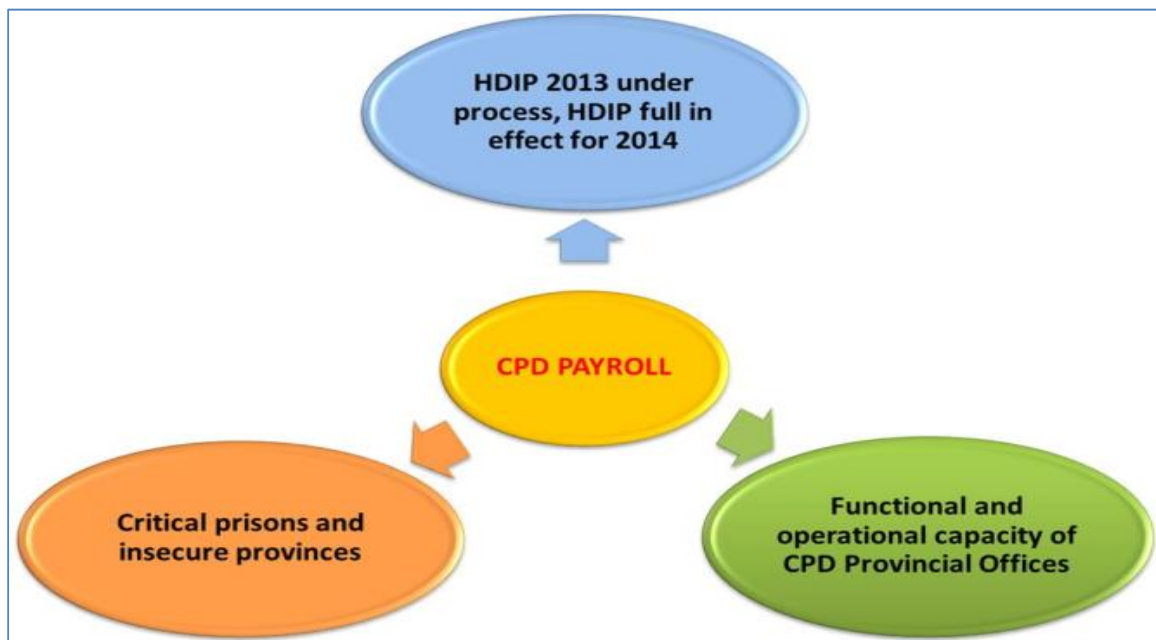


Chart 5: CPD payroll challenges. Source: LOTFA.

#### **1.4 Percentage of progress made against Payroll Action Plan for 2014**

Consultations and increased interactions held between LOTFA and its partners on multilateral and bilateral basis on payroll have led both the Project and its stakeholders to the conclusion that all parties should have one integrated framework of action for reform of the payroll against which all partners can track and measure progress made to increase the degree of accountability, transparency, efficiency, and effectiveness of the payroll processes and procedures.

In coordination with the MoIA and donors, LOTFA has developed the 2014 Payroll Action Plan which includes a specific timeline for 2014, and identifies partners involved in each intervention and action (responsible party). The PAP comprises mid-term implementation actions whose outcomes will be carried-forward in 2015 and will support the priority setting process for the payroll in LOTFA Phase VII.

The Plan is organized around three levels of action: strategy and policy, as related to the Payroll reform; internal to LOTFA and external to the LOTFA/EPS system.

It is expected this measure will enable better identification of roles and responsibilities among payroll partners. Most of the proposed actions have a mid-term timeline and, as such, will form part of LOTFA Phase VII as well.

The PAP was formally approved both by the international donor community and MoIA in May 2014; during the reporting period the implementation of the Plan remains on track. LOTFA will report on the PAP progress not only by using the corporate quarterly report, but also at the Pillar 1 Technical Working Group meetings taking place on weekly basis and, as such, being the best venue to keep regular and constant flow of information sharing among LOTFA, MoIA, donors and MoF.

Actions described in the Payroll Action Plan are conducive to the achievement of the following sub-objectives linked to the main goal of improving the reliability of the payroll system:

- Clarity, among all partners, about the posts and entitlements that are financed through LOTFA;
- Incentives for police officers and CPD guards are correctly recorded and paid;
- Payroll information is correctly processed and passed on for payment to the MoF;
- MoF pays the correct amounts due;
- The rightful recipients receive their correct monthly salaries and other payments;
- LOTFA compensates MoIA/ MoF for the correct amounts, on time, within the limits set;
- Entitlements that are not immediately paid out to staff are properly managed (pension fund, cooperative tax, etc); and
- Continuous monitoring and remedial action, if required, are in place.

The Payroll Action Plan stands as one of the main results achieved by LOTFA this year, in coordination with payroll partners, in order to strengthen accountability for salary payments to police officers. The Project reports back on regular basis to donors about

progress made to operationalize the PAP through Pillar 1 Technical Working Group, fortnightly and Steering Committee meetings.

### **EXPENSES FOR THE QUARTER**

During Q2, a total of USD 113,060,109 million was spent for Output 1. For more details, please look at Annex 2.

Table 1: Progress towards targets for Output 1

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

2014 Baseline <sup>2</sup>	2014 Annual Targets	Q2 Planned	Q2 Actual	Comments
<b>1.1</b> Payments are made in time in 34 provinces.	<b>1.1</b> Maintain timely payment in 34 provinces.	<b>1.1</b> Decrease the timeline required to pay salaries to ANP and CPD.	<b>1.1</b> Timeline not decreased yet.	<b>1.1</b> See section 1.1 of the report for details on LOTFA actions initiated to address this target.
<b>1.2</b> 44 percent EPS and 56 percent WEPS (ANP); and 93 percent EPS (CPD).	<b>1.2</b> % EPS decreases from baseline; 65 percent WEPS (ANP); and 93-95 percent EPS (CPD).	<b>1.2</b> 55 percent EPS and 45 percent WEPS (ANP); and a range of 93-95 percent EPS (CPD).	<b>1.2</b> 51 percent EPS and 49 WEPS (ANP); and 93 percent EPS (CPD).	<b>1.2</b> WEPS coverage decrease (%) results from the increase of the absolute number of ANPs being paid under WEPS.
<b>1.3</b> 114,616 ANP (EFT) and 4,811 CPD (EFT); <b>1.3.1</b> 27,228 ANP (Trusted Agent); <b>1.3.2</b> 1,216 ANP (M-PAISA).	<b>1.3</b> Maintain 114,616 ANP (EFT) and 4,811 CPD (EFT). <b>1.3.1</b> Decrease Trusted Agent with 2,000 ANP. <b>1.3.2</b> Increase M-PAISA with 2,000 ANP.	<b>1.3</b> Maintain coverage within the annual target values. <b>1.3.1</b> Decrease to be planned. <b>1.3.2</b> Expansion plan under discussion.	<b>1.3</b> 121,196 ANP (EFT) and 5,520 CPD (EFT). <b>1.3.1</b> Discussion on-going with MoIA, MoF and donors. <b>1.3.2</b> Donors agreed to expand EFT by 100%.	<b>1.3.1 and 1.3.2:</b> Changes between planned targets and actual implementation result from discussion and decisions taken in mutual agreement with donors, MoIA and MoF at the Pillar 1 Technical Working Group meetings between May and June 2014.
<b>1.4</b> 2014 Payroll Action Plan developed and implementation started.	<b>1.4</b> 100 percent progress made against 2014 Payroll Action Plan.	<b>1.4</b> LOTFA launches the Plan and initiates at least 25 percent of its actions.	<b>1.4</b> Plan launched and 27 percent of actions initiated by end of June 2014.	<b>1.4</b> Percentage of progress is based on the number of actions initiated (7) against the total number of actions included in the plan (26).

<sup>2</sup> Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014. Payroll baseline is linked to Pillar 1 coverage data from December 2013.



## **B. OUTPUT 2: Required equipment and infrastructure provided to MoIA**

### **2.1 Percentage of construction works completed within the DM-Support Building Project**

The Deputy Ministry (DM) Support Building Project, also known as “Project for Capacity Development Support to the Afghan National Police” is on-going and progress, though challenges have emerged, as further reported in this section.

During the reporting period, 45 percent of construction works have been completed according to the calendar of works agreed between the MoIA-Facilities Department and the construction company, in coordination with LOTFA, thus completing the first five floors in two out of three blocks of the DM Support compound.



**Picture 1: View of the DM Support building. Source: LOTFA.**

In accordance to the National Implementation Modality (NIM) rules and regulations, LOTFA Project extended its technical support to both the MoIA-Facilities Department and the construction company in order to effectively and efficiently address operational needs which would enable the construction works to move forward.

Under Direct Implementation Modality (DIM), LOTFA ensured transparent and competitive selection of a third party company which will be leading the Quality Assurance (QA) and

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Quality Control (QC) of construction works. The QA/QC firm will provide oversight to the construction project and guarantee compliance to the highest quality standards for infrastructural development projects; the company will be operational from July 2014.

LOTFA Monitoring and Evaluation (M&E) team closely followed-up the status of progress made with construction development through regular site visits and meetings with the MoIA-Facilities Department. As result, LOTFA team succeeded to facilitate and improve the dialogue and coordination between the MoIA (DM Support and Facilities Department) and the construction company, thus overcoming roadblocks which have emerged during the first six months of 2014 between MoIA and the construction company.

Delays have been reported at the MoIA level to timely process and sign documents relevant for the business continuity of the contractor. This applies to both the contract amendment and the payment for the advance of works. In order to address this issue, LOTFA project has its direct participation to the coordination processes in place between MoIA and the construction company, facilitating the flow of communication and collaboration between parties. It is important to report the "Project for Capacity Development Support to the Afghan National Police" is being implemented under NIM modality; therefore, the ownership of the project remains with the MoIA, including the direct responsibility for the general coordination with the construction contractor.

## **2.2 Percentage of constructions and renovations initiated by MoIA supported by LOTFA to improve living conditions of prisoners in Kabul, Kunduz, Takhar, and Jawzjan, Nangahar**

Construction and renovation of selected prisons falls among LOTFA interventions meant to promote human rights under the overarching principles of Rule of Law (RoL). Detention centers where LOTFA will undertake construction and/or renovation works have been identified jointly with the MoIA-CPD and United Nations Assistance Mission in Afghanistan (UNAMA) Rule of Law team.

At the time of release of this report, LOTFA has obtained the DM Support approval to launch the Invitation to Bid (ITB) to competitively identify and select companies for the future construction of the entire detention center in Kunduz and Takhar which will host both male and female prisoners. The ITB is expected to be completed by end of the third quarter of the year. These two projects will provide safer and better living conditions for 811 prisoners and detainees in Kunduz (769 men and 42 women), and 882 prisoners and detainees in Takhar (780 men and 102 women).

These first two construction interventions are part of the more comprehensive package of infrastructural projects LOTFA will carry-out between 2014 and 2015 with the main goal to improving living and safety conditions of both male and female prisoners and detainees; the construction projects related to prison and detention centers take into account international standards for infrastructural interventions related to prison management.

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In the next coming months LOTFA will also initiate the procurement process to select construction firms to move forward the other construction initiatives agreed in 2014 Annual Work Plan, nominally: rehabilitation of Pol-Chakri, female prison in Kabul, and construction of protection walls at Jawzjan and Nangahar prisons.

### **2.3 Progress in construction of 20 separate toilets and 20 separate dressing rooms for women police in Kabul, Balkh, Herat and Nangahar**

During the reporting period LOTFA completed and handed-over to the MoIA authorities 18 separate toilets and dressing rooms for women in Kabul; this event received extensive media coverage by both the MoIA and UNDP.



**Picture 2: On-going works for women toilets construction. Source: LOTFA.**

During the second quarter of the year, the construction company continued works in the remaining 7 locations identified in Kabul as per needs assessment conducted in 2013; works will continue during the third quarter and are expected to be completed before end of 2014. Construction in Balkh, Herat and Nangahar will start depending on the results of the field assessments conducted during the second quarter of 2014 by Pillar 2. As indicated in the previous reports, this intervention is expected to benefit approximately 200 women police who will have access to safer and gender-friendly police stations.

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In parallel, LOTFA Gender Team undertook three missions to ascertain and verify safety at work for women police in Balkh, Herat and Nangahar; during each mission LOTFA held consultations with several partners from the MoIA and other relevant local institutions with a two-fold scope: first, seek for synergies and complementarities among partners supporting gender policing, including improvement of safety and security for women police at work; second, identify ways of operationalizing and correctly use the existing Standard Operational Procedures (SOPs) for Gender-Based Violence (GBV) referral.

During the second quarter Pillar 2 started planning the next stage of the intervention, by defining organizational and coordination modalities to renovate police stations with the aim of making them women-friendly.

### **EXPENSES FOR THE QUARTER**

During Q2, a total of USD 346,501 was spent for Output 2. For more details, please look at Annex 2.

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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

2014 Baseline <sup>3</sup>	2014 Annual Targets	Q2 Planned	Q2 Actual	Comments
<b>2.1</b> 35 percent total construction works completed.	<b>2.1</b> 100 percent DM Support building completed as per contract between DM and contractor.	<b>2.1</b> 50 percent of total construction works completed.	<b>2.1</b> 45 percent.	<b>2.1</b> Coordination and operational issues emerging during the construction works (see Report for further details).
<b>2.2</b> No construction and no renovation works initiated by MoIA and supported by LOTFA for prisons in Kabul, Kunduz, Takhar, and Jawzjan, Nangahar.	<b>2.2</b> Assessment, design, advertisement, invitation to bid and contracting completed.	<b>2.2</b> Finalize the preparatory phase for the bidding launch.	<b>2.2</b> Bidding process pending to start.	<b>2.2</b> MoIA signatures to the pre-bidding documents provided later than planned.
<b>2.3</b> Work on 20 separate toilets and 20 dressing rooms initiated in Kabul; work on 20 separate toilets and 20 dressing rooms not started in Balkh, Herat and Nangahar.	<b>2.3</b> 25 separate toilets and dressing rooms completed in Kabul; 20 separate toilets and dressing rooms initiated in Balkh, Herat and Nangahar.	<b>2.3</b> Undertake field missions to Balkh, Herat and Nangahar.	<b>2.3</b> Missions conducted in Herat and Nangahar following AWP approval.  18 separate toilets and dressing rooms finalized in Kabul, and 7 under completion.	<b>2.3</b> Balkh assessment will take place in Q3/2014 in collaboration with Pillar 3 regional coordinator.

<sup>3</sup> Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014. Construction baseline is linked to progress information from December 2013.

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

### 3.1 Progress in finalizing MoIA roadmap for MoIA reform

Pillar 2 focuses on institutional reform of the MoIA in alignment with the 10-Year Vision, National Police Strategy and National Police Plan.

Over the years international partners' support to MoIA and ANP has mainly been focusing on fighting the insurgency and sustainment. At this point of transition the MoIA needs to start addressing sustainability of ANP and MoIA; and the linkage between policing and governance. The MoIA itself identified a viewpoint, shared by some actors in the international policing community and expressed in many policy papers regarding the ANP, which is that ANP must move towards civilian oriented policing services. Therefore, MoIA needs to adopt a contextually appropriate civilian/community policing model and focus on advancing professionalization of police using community oriented policing principles.



Picture 3: Pillar 2 and MoIA consultations on ministerial reform. Source: LOTFA.

Additionally, currently MoIA has no clear distinction of a civil services component of the ministry. Hence a key component of Pillar 2 deals with supporting the MoIA to develop a road map to increase the number of civilian staff within the Ministry structure, and build capacity for oversight of ANP performance.

The MoIA will lead the process of developing a roadmap for re-structuring/reforming the MoIA and Pillar 2 will provide the expertise for this process. Complementing this, LOTFA is also supporting MoIA in undertaking a series of micro-technical needs assessment of core directorates (HR, procurement, facilities, ICT, finance and budget, etc) followed by targeted capacity development initiatives for them. For this component the EU is conducting an assessment of the core departments and will provide recommendation for support that LOTFA will provide in these areas.

Additionally, Pillar 2 also has specific support and capacity development initiatives for the Inspector General Office to promote increased accountability and transparency including strengthening internal complaints mechanism.

### **3.2 Number of SOPs and capacity development initiatives implemented for increased accountability and internal oversight**

LOTFA Phase VI extension features an increased focus on promoting transparency and accountability across the MoIA and ANP forces.

During the second quarter of the year, the Project launched two major initiatives to contribute to increased accountability and internal oversight capacity of the MoIA. The first level of action deals with training of critical sections and units of the MoIA to build skills and capacities to operationalize the MoIA tools for inspection and control; the second level of intervention is related to the reform of the IGO as part of the MoIA system building process.

In June 2014 the MoF – Procurement Unit, in coordination with LOTFA, organized a 12-day training session for 18 MoIA investigators (all men) working at the Department of Analysis and Evaluation (formerly the Monitoring and Control Unit) which responds to DM Support.

The Department of Analysis and Evaluation is responsible to monitor MoIA contracts as well as salaries. This training enabled the department to properly monitor contracts based on the procurement law of Afghanistan: during the sessions participants learnt about government of Afghanistan procurement law, policies and procedure regarding procurement of goods, services and works.

LOTFA trainers used a combined method using both theory and real-case discussion and analysis. The training methodology, including duration, is based on the standards approved by the MoF for capacity building on procurement.

LOTFA commitment to establish system capacity within the MoIA to prevent and manage corruption cases led the Project to engage in a multi-partner initiative meant to develop a joint integrated IGO Action Plan.

This new project is coherent with the MoIA National Police Plan (NPP) - Goal 8 which aims to: “Combatting corruption and institutionalization of sustainment mechanisms for MoIA stability, transparency, and accountability.”



**Picture 4: MoIA participants attending the training on procurement.**  
Source: LOTFA.

Goal 8 calls for actions that clearly reflect MoIA ambition to strengthen the IGO, as well as to establish a well-functioning complaints mechanism.

Effective LOTFA support to the IGO does, however, not only necessitate that it reflects MoIA development priorities, but also requires our assistance to be well aligned and harmonized with support provided by other international community actors. One of LOTFA first priorities has therefore been to reinforce and deepen the coordination, as well as to clarify roles and responsibilities among key international partners supporting the IGO.

The first comprehensive and multi-partner coordination meeting was held on 5<sup>th</sup> June comprising representatives from the Combined Security Transition Command-Ministerial Advisor Group (CSTC-A/MAG), European Union Police Mission in Afghanistan (EUPOL), LOTFA and the International Security Assistance Force (ISAF) - Accountability and Oversight Unit. The key outcome of the meeting was an agreement to develop a Joint International Community Action Plan to support MoI Institutional Reform under Goal 8.<sup>4</sup>

Additional coordination meetings between CSTCA- Ministerial Advisory Group (MAG), EUPOL, LOTFA and ISAF –RoL will be planned later in July in order to complete the Joint Action Plan for further submission to the MoIA for further coordination and endorsement

<sup>4</sup> CSTC-MAG, ISAF RoL and EUPOL representatives have requested clearance from their senior management authorities to submit the International Community Joint Action Plan to the Minister of Interior for approval.



from the Deputy Chief of Staff Ms. Ghutai Najeeb, Colonel Mobeen, Director Professional Standards Unit of the IGO, and with Mr. Sahar, Director, IGO Anti-Corruption Unit.

In the third quarter, LOTFA and other MoIA partners to the IGO plan to seek the MoIA leadership approval of the Joint Action Plan and subsequently translate it into a concrete ministerial reform program.

Further, LOTFA will focus on develop the mandate for the Office of the Inspector General and prepare a capacity development plan for the staff of the Professional Standards Unit and the Anti-Corruption Unit of the Office of the Inspector General.

Last, the Project will recruit a Legal Expert for a short term assignment to assist with the establishment of a well-functioning anti-corruption specific Ministry of Interior complaints function.

### **EXPENSES FOR THE QUARTER**

During Q2, a total of USD 273,725 was spent for Output 3. For more details, please look at 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

2014 Baseline <sup>5</sup>	2014 Annual Targets	Q2 Planned	Q2 Actual	Comments
<b>3.1</b> Macro assessments are conducted by UNDP and International Police Coordination Board (IPCB) on core areas for MoIA reform but no agreement exists on a detailed comprehensive roadmap.	<b>3.1</b> One micro assessment is conducted and a detailed comprehensive roadmap for MoIA reform is agreed upon by MoIA and the international community.	<b>3.1</b> Initiate the process following the approval of LOTFA AWP.	<b>3.1</b> On-track as per originally planning.	<b>3.1</b> Refer to Pillar 2, Output 3 sections for further details.
<b>3.2</b> Not available, zero.	<b>3.2</b> One SOP drafted and 1 capacity development initiative implemented.	<b>3.2</b> Same as above.	<b>3.2</b> Initiated actions conducive to the achievement of the annual target.	<b>3.2</b> Same as above.

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<sup>5</sup> Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014.

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

### 4.1 Progress in implementing the MoIA Gender Strategy

The implementation plan of the MoIA gender strategy was further discussed in a commission meeting, chaired by Deputy Minister for Administration on 18th May. Participants included chiefs of MoIA departments, Non-Government Organizations (NGOs), Civil Society Organizations, EUPOL, LOTFA, and UNAMA.

MoIA plans to recruit additional women police; the MoIA has set to reach the following targets to be reached by end of 2014: 809 officers, 336 NCOs, and 843 patrol women. The expansion plan seeks to give priority to FRU staff and upgrade the head of FRU to the rank of captain.



Picture 5: Gender policing consultations led by MoIA-Gender Directorate. Source: LOTFA.

In order to ensure the effective and timely implementation of the recruitment plan, seven delegations composed of generals representing the respective functions (personnel, recruitment, training, gender, etc.) will undertake a 10-day visit to provinces in the next coming quarter. Their tasks will include, inter alia: immediate removal of male police from female-designated positions in provinces; assignment of female “civilians” to women

police posts in case of lack of qualified women police, to be followed by after-assignment training; and assessment of annual training demands/ supplies for women police.

UNAMA, EUPOL and LOTFA had shared concerns over possible side-effects of replacing men police with women officers: any hasty removal of male police from their current positions is likely to cause grievances amongst them and further undermine the safety of female police. The common feedback was jointly drafted and shared to the MoIA.

#### **4.2 Existence of a comprehensive MoIA approach for preventing and addressing GBV**

A robust and consistent referral system for gender-based violence cases is still far from being a reality in Afghanistan. There is commonly a lack of understanding by FRU staff of their own roles and functions to refer GBV cases to key stakeholders such as forensic doctors, legal advisers, psychosocial support, and criminal investigation.

SOPs for GBV referral have already been developed by UNFPA, in coordination with the UN and non-UN partners engaged in prevention and elimination of violence against women, and have been approved by the Ministry of Public Health and Ministry of Women Affairs. Mentioned SOPs have been further shared with the competent authorities at the MoIA for inputs and endorsement.

The currently available SOPs establish a linkage between the health sector and the network of organizations promoting protection of women victims of violence such as shelter houses. However, the MoIA has indicated the GBV referral SOPs are too complex to be correctly understood and effectively applied the ANP officers; this analysis factors-in the status of literacy across police officers, which remains low.

During the second quarter of the year, LOTFA engaged in institutional coordination with the MoIA in order to develop a simple handout and guidance step which would simplify the referral steps for police forces and explain in a more feasible way how to handle GBV case reporting.

As part of LOTFA commitment to support an MoIA-based referral system for GBV cases, LOTFA Gender Team conducted joint missions to Herat and Jalalabad with a two-fold scope: first, ascertain safety of women police and the extent to which police stations are gender-friendly; second, determine roadblocks and challenges preventing women citizens and police from reporting and investigating GBV cases, respectively. This same mission was also used for the needs assessment related to the separate toilets and dressing rooms construction (see Output 2).

Visits to Herat and Jalalabad provinces helped cast a light on the level of knowledge, awareness and information about GBV case referral among women and men police; findings from Herat and Jalalabad visits revealed ANP have no common understanding about nature and causes of GBV, and common procedures; further ANP forces do not use

the existing referral system as it is considered to be lengthy and with several steps police is unable to undertake and follow-up.

As result of the missions to Herat and Jalalabad, in the next quarter LOTFA will undertake additional field mission among other provinces where the incidence of GBV remains high as for number of cases; and will continue working on a simplified and user-friendly guidance for GBV referral.

#### **EXPENSES FOR THE QUARTER**

During Q2, a total of USD 115,131 was spent for Output 4. For more details, please look at 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

2014 Baseline <sup>6</sup>	2014 Annual Targets	Q2 Planned	Q2 Actual	Comments
<b>4.1</b> MoIA Gender Strategy approved, but implementation plan not available.	<b>4.1</b> One training needs assessment and one training developed for female MoIA and ANP staff as per MoIA strategy.	<b>4.1</b> Continue critical interventions initiated in Q1/2014 to support the development of the Gender Strategy Implementation Plan.	<b>4.1</b> On-going process, as per quarterly planning.	<b>4.1</b> Preparatory phase, interventions leading to the achievement of the annual target are planned to take place between Q3 and Q4/2014.
<b>4.2</b> No unified system of GBV reporting available at the MoIA.	<b>4.2</b> MoIA Model for GBV victim support is developed.	<b>4.2</b> Same as above.	<b>4.2</b> Same as above.	<b>4.2</b> Same as above.

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<sup>6</sup> Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014.

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

### **5.1 Existence of Afghan Civilian Policing Model guided by Community Oriented Policing (COP) and Rule of Law principles**

During the reporting period, Pillar 3 made significant progress to move forward the consultation process to finalize the CPM concept note.

Under the leadership of the MoIA, Pillar 3 is facilitating the process of bringing all international partners, CSO together to support the MoIA to develop a civilian policing model that is appropriate in the Afghanistan context.

The IPCB, EUPOL, ISAF, and NTM-A were all partners of the consultative process and similarly to the UN agencies, concurred on the need to support the development of a Civilian/RoL Professional Policing Model for improved public safety and security through realistic and achievable outputs of impact:

**5.1.1 Developed and Strengthened Civilian/Rule of Law Professional Policing Model and Police-Community Governance Mechanisms.** A professional police service needs a unifying sense of purpose and mission: this must be conceived in collaboration with the community and understood as “an endogenous process to enhance capacity, institutions and legitimacy of the state, driven by state society relations.” To this end, the UN supports the development of the CPM approach in Afghanistan for the Afghan Uniform Police (AUP) and the Crime Investigation Department (CID). The output is a gender responsive and child friendly CPM for AUP and CID and community oriented in their operation and philosophies.

**5.1.2 Developed and Operationalized CPM Capacity Development Results Framework.** The implementation of the CPM requires upgrading and realigning specialized training and education for the AUP and the CID. Achieving this output requires three key steps.

First, develop and implement a joint assessment of the General Training Command; this assessment rallies key players supporting AUP and CID in rolling out the CPM from both national and international community.

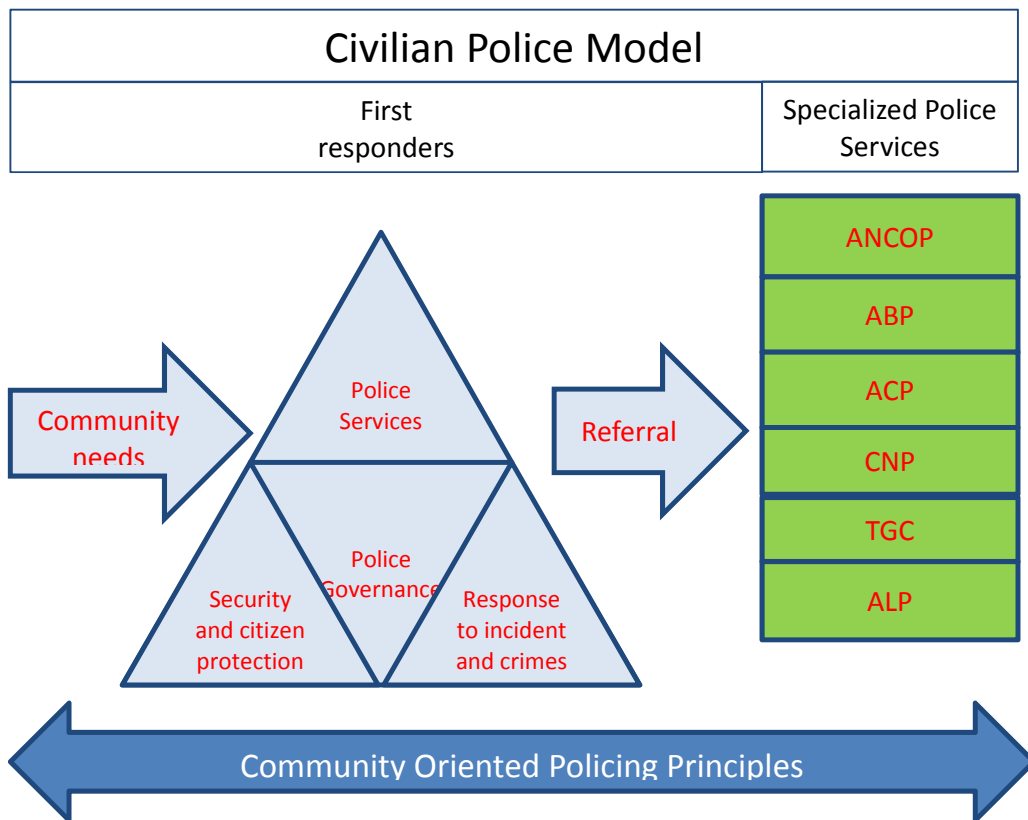
Second, use recommendations of the assessment for the development of 5-years Capacity Development Result Framework/Plan focusing on police specialized training and recertification and civilian/private education.

Third, develop the police specialized training component in order to include capacity development of the General Training Command (GTC) to implement all training relevant to the CPM in the country, and to integrate and develop CPM curriculum, including basic training, specialized trainings, and refresher trainings for the AUP and the CID.

**5.1.3 Civilian/Rule of Law Professional Policing Model is piloted and validated at the community level.** The CPM shall remain a theory unless it is proven feasible and accepted civilian population in Afghanistan.

To this end, the CPM will be piloted in five districts. Districts shall be selected based on their interest in piloting the CPM, the different types of safety and security environment, and the level of accessibility by national and international actors. It will be accompanied by the roll-out of training material (as developed above) and the monitoring mechanism. Lessons learned shall feed in the review of the CPM.

In the next quarter Pillar 3 plans to finalize the CPM concept note by seeking final and formal endorsement of the MoA leadership.



**Chart 6: Flowchart summarizing the CPM model. Source: LOTFA.**

In parallel to the CPM approval, Pillar 3 has reported progress towards two additional levels of action complementing the development of the CPM concept note, and enabling the feasible implementation of the CPM model.

First, organize the pilot of the CPM in five districts, especially in regard to a gender responsive and children friendly community oriented policing philosophy. The pilot phase shall operationalize partnership with the community, and strengthen operational capacity of AUP and the CP Directorate. Progress results related to the district piloting are further described at section 5.2.



Second, promote the development of a Capacity Development Result Framework/Plan for AUP. This level of action includes the review of training and education curriculum and the adaptation of training manuals. Progress and preliminary results achieved within this level of action are illustrated at section 5.3.

## **5.2 Number of provinces and districts which pilot Community-Oriented Policing governance components of the CPM**

As previously illustrated at section 5.1, feasibility and acceptability of the CPM in the long-term will require a solid and comprehensive evidence-driven approach to support the gradual and phase-mannered expansion of the CPM.

During the reporting period, Pillar 3 has supported the Community Policing Directorate to draft the Security Sector Governance (SSG) assessment. The assessment methodology will be finalized during the third quarter of the year for subsequent implementation, which shall take place between third and fourth quarter of 2014. The SSG evaluation has a two-fold goal. First, generate understanding and knowledge of the current security sector governance structures at the district level; second, develop a baseline of citizen's perception of police performance.

The assessment will be carried-out in five districts located in four provinces, nominally: Nangarhar, Mazar-e-Sharif, Herat and Kabul provinces; provinces have been selected taking into account potential to generate synergies with other MoIA partners engaged in Community-Oriented Policing, and the legacy from previous CP initiatives implemented among communities in the target provinces in previous years.

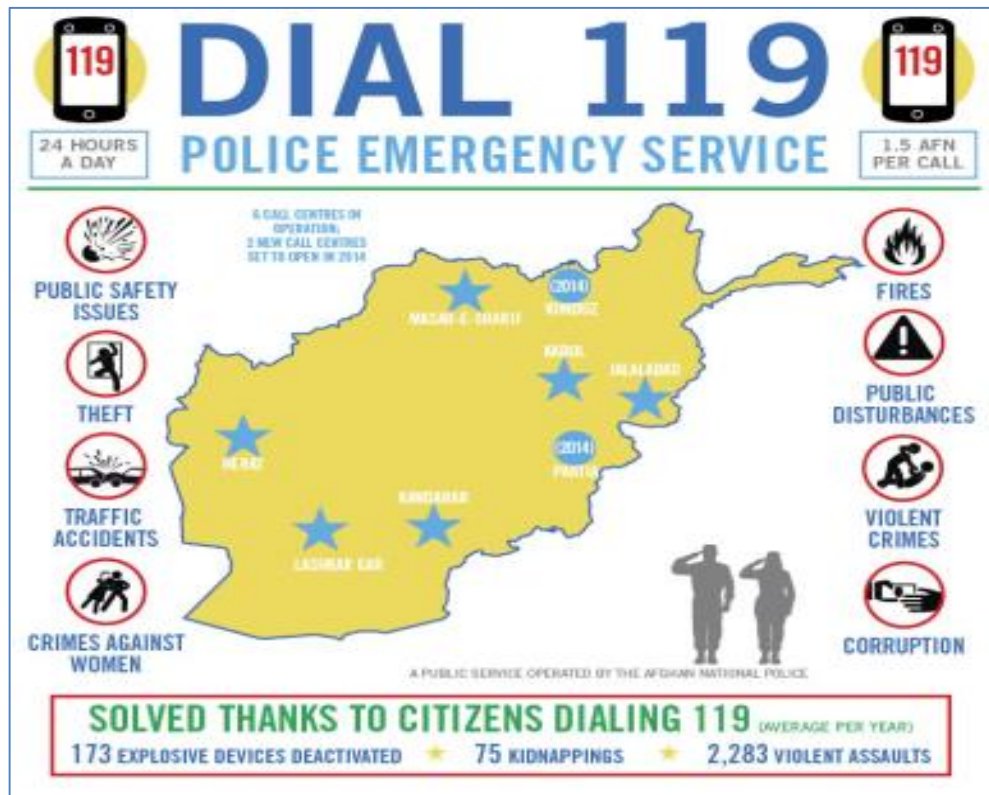
The assessment will contribute to achieve the following objectives:

- Identify the current formal and informal security sector governance structures at district level.
- Describe functionality, effectiveness, gaps, and needs of the existing structures.
- Identify entry points for security sector governance in order to establish Police-Community Coordination Committees.
- Determine the level of cooperation between community and police in crime prevention and ensuring safety and security.
- Determine citizens' perception of crime and violence within the district and police performance.

Participants will be selected from different district-based organizations and social groups, including district chief of police, prosecutors, youth and elders.

In addition to the new initiatives meant to establish a civilian, community-oriented policing, Pillar 3 continued to extend its technical support to the 119 Emergency Call Centers (ECC) by developing the 119 policy framework, which disciplines strategic and operational approached of the existing ECCs and those which will be established as result

of the 119 expansion plan. The policy has been developed jointly with MoIA, and its relevant ECC partners, such as the Combined Security Transition Command-Afghanistan (CSTC-A) and EUPOL; and is pending for final approval from the MoIA leadership. The main aim of the policy is to ensure one integrated regulatory framework clearly setting directions on approached and modalities of work and service provision of 119 ECCs as contribution to the community policing strategy in Afghanistan.



Picture 6: Infographic on 119 ECC. Source: LOTFA.

At the operational level, Pillar 3, MoIA and other ECC partners coordinated the launch of an assessment plan meant to verify the functional and operational status of each existing 119 ECC. Between third and fourth quarter of the year the MoIA is also expected to coordinate with Pillar 3 and other international partners the decisional process to identify suitable provinces where to establish two additional ECC; the decision-making outcome will be based on lesson learnt so far with the existing ECCs, and emerging needs as related to safety and security.

Over the last four years LOTFA has contributed to outfit Kandahar, Helmand, Herat, Jalalabad and Mazar-e-Sharif, thus reaching out to the local population who can access any of the ECCs around the Country. The current ECC network comprises 75 staff on Tashkil working at provincial and central level, including 8 women.

### **5.3 Extent to which General Training Command is capable to deliver the trainings needed for CPM roll out**

Pillar 3 held consultations with the Central Prison Department and GTC to jointly conduct training capacity assessments which will help the two MoIA departments to identify gaps, challenges, and requirements as related to professionalization of uniformed staff.

The assessment of the GTC will analyze three sectors: infrastructures, capacity of trainers, and curriculum review to support the CPM; and will be further followed by the development of a Capacity Building Result Framework (5 years plan) for supporting the roll-out of the CPM.

The CPD training assessment will evaluate infrastructure, capacity of trainers, and curriculum currently used by the prison staff; the ultimate goal is to promote professionalization of CPD personnel, which remains one of the leading developmental goals identified in the CPD 10-Year Vision.

The expected outcome of the CPD and GTC training assessment initiative is to implement a Joint Capacity Assessment for the Training and Education Department of the MoIA. The collection and analysis of information during the assessment phase will be conducted in consultation with relevant stakeholders.

This assessment will help partners to provide a harmonized and coordinated training framework specifically designed to enhance the capacities of police and prison officers in Afghanistan.

In addition to the CPD assessment, Pillar 3 completed the Terms of Reference and scope of work concept note to select suitable firms/partners to assess training requirements of police. Pillar 3 will use methodology and evaluation tools developed by the United Nations Institute for Training and Research (UNITAR) to be contextualized to the institutional environment of the MoIA.

Both assessments will take place between the third and fourth quarter of the year. The complete training plan will be submitted within five months from the beginning of the needs assessment. The needs assessment will address first prison officers (months 1 to 2), and subsequently police officers (months 3 to 4) and training facilities. The last month, set between November-December 2014, will be devoted to the finalization of the report.

#### **EXPENSES FOR THE QUARTER**

During Q2, a total of USD 1,382,523 million was spent for Output 5. For more details, please look at 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

2014 Baseline <sup>7</sup>	2014 Annual Targets	Q2 Planned	Q2 Actual	Comments
<b>5.1</b> Currently there is no comprehensive Afghan CPM that is based on COP and RoL principles.	<b>5.1</b> CPM is developed and partially implemented.	<b>5.1</b> CPM to be finalized and presented to the MoIA leadership for review and endorsement.	<b>5.1</b> CPM is shared with MoIA leadership for review and final endorsement.	<b>5.1</b> Final approval from MoIA may be subject to delays because of the elections run-off.
<b>5.2</b> No COP governance components of the CPM piloted by police at provincial and district level.	<b>5.2</b> COP governance components of the CPM piloted among 5 districts, 3 provinces.	<b>5.2</b> Develop an assessment methodology and questionnaire to conduct district crime and trust survey (SSG assessment).  <b>5.2 (a)</b> Design joint trainings between police and communities on crime reporting and solving.	<b>5.2</b> Both technical documents have been drafted.  <b>5.2 (a)</b> Concept note developed.	<b>5.2</b> In progress, expected to be operationalized in Q3/2014.  <b>5.2 (a)</b> Intervention at initial stage as of end of Q2/2014; subject to be fully developed in Q3 and implemented in Q4/2014.
<b>5.3</b> GTC is able to deliver some training needed for CPM roll out, but no comprehensive CPM capacity and training development plan exist (Phase 1).	<b>5.3</b> Comprehensive capacity and training development plan is in place (Phase 2).	<b>5.3</b> Prepare scope of work concept note and ToRs for the UNITAR assessment.	<b>5.3</b> Both documents have been drafted. Pillar 3 has shared with concept note and ToRs with UNITAR to acquire feedback for improvement.	<b>5.3</b> The capacity assessment will take place between Q3 and Q4/2014.

<sup>7</sup> Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014.

### III. GENDER SPECIFIC RESULTS

This section describes results and achievements LOTFA reached in gender mainstreaming through initiatives and interventions which are complementary to the gender planning agreed by LOTFA, MoIA, and the international community within the Annual Work Plan for 2014.

#### 1. Female Searchers Project

The first main gender –specific result registered during the reporting period deals with institutional and partnership building to support elections on the run-off day. Democratic elections shall feature equal participation and opportunities to vote for both men and women; further security and safety under Rule of Law shall be established to enable citizens’ participation to the election process. These two principles guided LOTFA to support the MoIA to train and deploy approximately 13,000 female searchers on the Election Day.

The election run-off in June 2014 required LOTFA to continue supporting female searchers across voting sites, using the same coordination modality established earlier in April, according to which MoIA would undertake direct implementation of the project; further, the Independent Election Commission (IEC), with operational and logistics support from ELECT II Project, would process the payment for the female searchers. In order to organize the payroll, the MoIA would also take the lead and compile the list of female searchers. Within these new organizational arrangements, LOTFA would transfer the funds to the ELECT II project in order to enable the payroll of female searchers through the IEC for the run-off day.



Picture 7: Female Searchers training session. Source: LOTFA.

In May 2014 key partners met to discuss the joint plan of action to deploy female searchers in the upcoming run-off. Representatives from MoIA, IEC, ELECT II, LOTFA, USA Embassy and ISAF took part to this event.

The MoIA leads the process and holds institutional ownership of the initiative as done during the Election Day. The Ministry has developed the list of Female Searchers required on the Election Day; the list has been also approved by provincial governors and comprises 13,000 female searchers. Provincial Election Officers, Police and Governors will work together to ensure oversight; IEC District Field Coordinators will process the payment for Female Searchers following the run-off, similarly to the payment arrangements in place on the Election Day.

Lessons learned from the previous Election Day were part of the discussion, particularly conditions of service and incentives to ensure Female Searchers would perform their duty on the day of the run-off.

As result of the coordination meeting, participants agreed to increase the amount to \$US 35/1,750 Afghani to be paid per Female Searcher in the run-off; this decision was agreed among all parties taking into account the initial payment (\$US 20) was thought too little given the security situation several Female Searchers are likely to face at the voting polls.

## **2. Sivas training for women police**

Based on the success of the previous Sivas training editions for male NCOs, the partnership with Government of Japan, NTM-A and Sivas training center in Turkey continues in 2014 (see section IV, Partnerships).

Partners have discussed and agreed to open the Sivas training to women police as well. As result, this year Government of Japan and NTM-A will fund the organization of the training programme for 200 women police: this initiative will contribute to increase women police recruitment and build a pool of professional women officers. LOTFA will ensure its operational support for the organization of the training, including selection of qualified candidates.

The Sivas training for women police constitutes *per se* a result in terms of gender-related partnership building and offers the opportunity to generate synergies among MoIA partners to support women police professionalization, as ultimate outcome.

The future training at Sivas is inspired by the MoIA strategic need of transforming the ANP into a gender responsive functional police organization: this calls for the use of all possible, feasible, and effective interventions promoting women police professionalization. Within this context, LOTFA, Government of Japan, Sivas and NTM-A have brought together their resources, expertise and experience to launch the second edition of Sivas-gender policing training whose objective is to increase the pool of qualified female police officers with the ultimate scope of improving police-related service provision to citizens.

Through the training, which will be implemented from November 2014 through end of February 2015, 200 pre-selected female cadets will participate in a 16-week course focusing on knowledge and skills required for police officers. LOTFA will report on preliminary and final results and outcomes related to this training according to the calendar agreed among parties.

### **3. Korea residential training for FRU staff**

Another major result LOTFA achieved in gender deals with strengthening existing gender partnerships for women police professionalization.

Based on the positive results<sup>8</sup> generated from last year training at the Korean Institute for Gender Equality Promotion and Education (KIGEPE), MoIA-Gender and Human Rights Department, and LOTFA agreed to scale-up this residential training initiative and open it not only to new senior women officers, but also to male staff working for the FRU offices located across the country.

This year KIGEPE training initiative will start in August 2014 when 20 FRU male staff will leave Afghanistan; later in September, 20 women police (different ranks) will start the residential training. Each batch training will last one month (intensive course) using the methodology and curriculum applied in 2013 edition.

The KIGEPE training is complementary to the Sivas initiative for 200 women police in its scope and trainee's profile: Sivas aims at increasing the number of professional police officers directly serving communities, while KIGEPE training is meant to build leadership and management skills and capacity among women police serving at the MoIA. Further, Sivas training introduces women police to policing skills; in contrast, KIGEPE focuses on gender as a component of policing skills.

### **4. LOTFA Gender Responsive Budget**

LOTFA registered progress related to the Gender Responsive Budget (GRB) results. The GRB is a tool to determine the total amount of funds allocated by each UNDP Project to support gender-related initiatives/actions.

The mid-year review of GRB expenses at LOTFA reveals that three out of four LOTFA development Outputs have recorded more than 20 percent GRB expenses (direct and indirect), thus positioning the Project above UNDP global target of 20 percent expenses. Mentioned Outputs are Pillar 1/Output 1 (police and CPD payroll), Pillar 2/Output 3 (MoIA ministerial reform), and Pillar 3/Output 5 (community-oriented policing and ANP professionalization).<sup>9</sup>

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<sup>8</sup> At the conclusion of the first edition, all participants developed individual plan of actions according to which each woman police, with the support of KIGEPE instructors, defines feasible actions for professional education and skills strengthening on –the-job-site.

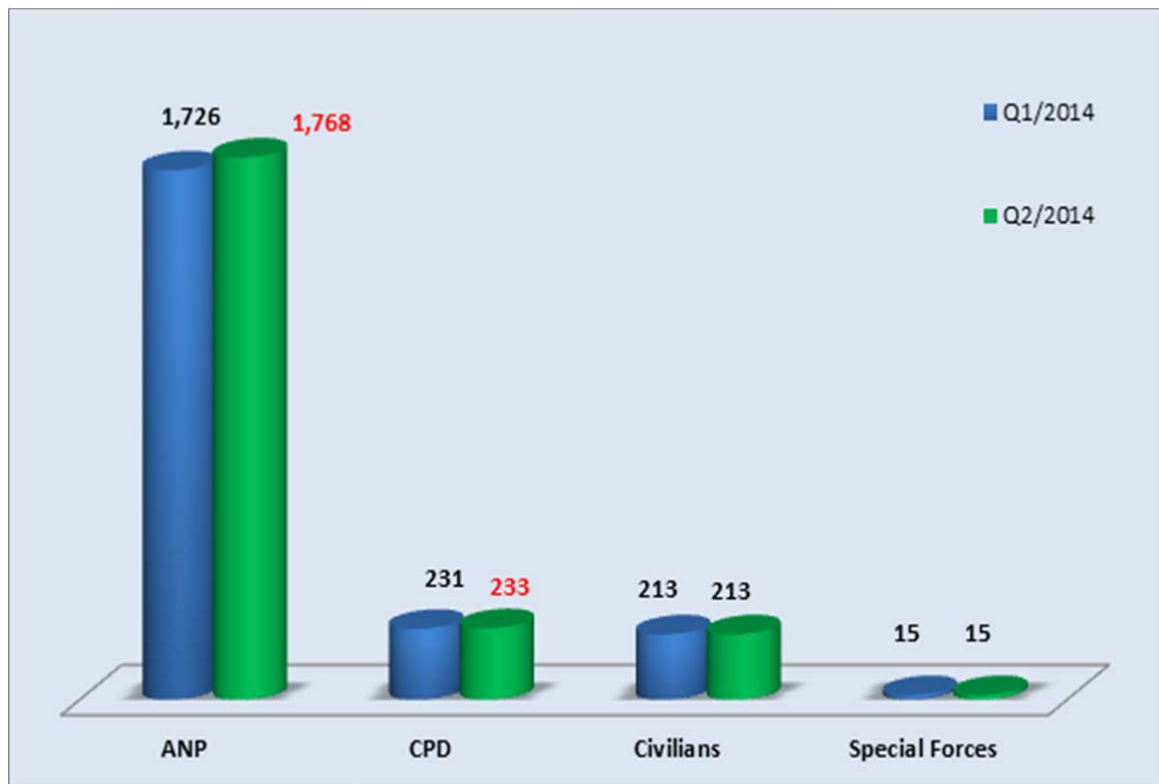
LOTFA, in coordination with MoIA-Gender and Human Rights Department, has continued to follow-up with KIGEPE participants to monitor the progress made by each participant in implementing individual action plans; plans are being implemented as originally agreed with MoIA participants.

<sup>9</sup> Pillar 2/Output 4 (gender) did not reach UNDP 20 percent target since the volume of expenses recorded in Q2/2014 was limited due to the policy-based nature of most of the gender interventions carried-out during the first and second quarter of the year under Pillar 2.

## 5. Data on women in police

LOTFA continued monitoring the status of women police and CPD officers during the second quarter of the year; the overall trend of growth remains limited and small-scale changes have been reported, as highlighted in the below chart among women ANP (different ranks) and women prison guards. Comparing the current and previous quarter, MoIA-HR reports a total increase of 44 women: 42 additional patrolmen joining ANP forces, and 2 additional central prison guards.

This trend casts a light on the actual ministerial capacity to recruit and retain more women police: the overall recruitment path seems to be unlikely to reach 5,000 women police recruits as indicated in the MoIA 10-Year Vision and Police Strategy. As illustrated in previous sections of this Report, new recruitments will be able only by improving better working conditions for women police, including safety at work and effective implementation of career policies.



**Chart 7: Status of recruitment of women police between Q1 and Q2/2014. Source: LOTFA.**

In collaboration with the Gender Directorate LOTFA conducted a post-training assessment to measure the impact generated through the IT skills course given to FRU and Gender Mainstreaming Unit (GMU) staff in 2013.

LOTFA conducts on regular basis post-training assessments which help measure impact and value for money of LOTFA –funded initiatives for professionalization and capacity building of the MoIA staff.



## **6. Impact evaluation of IT literacy training**

LOTFA provided computers and other IT equipment to the FRUs, GMUs, and other MoIA units in 32 locations through Kabul Engineering Technical NGO of Management Communication & Information Technologies (KETN-MCIT). After the computers and IT equipment were delivered, KETN-MCIT conducted basic IT Skills training to the staff. The training occurred from 1<sup>st</sup> September 2013 to 30<sup>th</sup> November 2013, and 224 participants took part to 20 on the job sessions each month, for a total of 60 sessions per participant.

As part of the post-training assessment, 60 trainees were selected to provide feedback about training satisfaction and acquired skills; and 25-question post-training assessment was shared among trainees. The M&E follow-up revealed that trainees were able to correctly respond between 50-60 percent of the total questions; overall, the majority of the trainees (89 percent) and their supervisors (80 percent) were satisfied with the IT skills training course.

## **IV. PARTNERSHIPS**

### **1. LOTFA strengthened partnership with donors**

LOTFA-donors relationship has undergone through a complex and transformative process informed by critical events in 2012 and 2013.

Following OAI investigation and project restructuring, LOTFA has undertaken several actions to improve its corporate and institutional communication and coordination with donors, including the establishment of a regular information and knowledge exchange of the project through LOTFA Technical Working Groups (for each Pillar) and Fortnightly Meetings.

As result, LOTFA donors have progressively changed their role from mere funding partners to technical counterparts who are collaboratively working with LOTFA in the following assessments:

- EU-LOTFA Payroll Action Plan for the reform of the police payroll, including immediate actions to be undertaken between 2014 and 2015 to increase accountability and transparency of the payroll procedures, and improve the operational capacity of the payment technology.
- LOTFA- USA Embassy (International Narcotics and Law Enforcement -INL) Payroll Action Plan specifically targeting central prison guards payroll needs with a series of immediate actions for 2014-2015. This initiative complements the EU-LOTFA Payroll Action Plan described above.

- EU roadmap. This assessment would address provide evidence-based findings and coherent and feasible recommendations which can be used by UNDP-LOTFA for the design of the future pillar 2 of LOTFA VII, focusing on institutional and structural reform and capacity building for core ministerial functions of the MoIA. This process is ongoing and expected to be finalized in October 2014.
- UK Embassy led Due Diligence assessment. This assessment would focus internal control framework and financial rules and regulations to assess UNDP fiduciary responsibilities.

Additionally, LOTFA has increased its overall quality and frequency of information sharing among all its partners, particularly under Pillar 1: between February and June the Project has held payroll TWG sessions on regular weekly basis.

As result of the Technical Working Groups, LOTFA was able to reinforce its collaborative relationships with MoIA, which regularly participates to the TWG meetings, and also MoF and other organizations whose areas of expertise can generate synergies for the payroll reform, such as the Strategic Support to the Ministry of Interior (SSMI) project.

Further, LOTFA improved its overall capacity to share on time with donors and partners information related to issues hampering the Project capacity and delivery using the venue of the Fortnightly Meetings.

## **2. Fourth edition of Sivas training for men NCOs**

Beside the international partnership described above for gender policing, LOTFA continued to be one of the key actors for the organization of the fourth and last edition of Sivas training for NCOs. Since 2011, a total of 1,458 Afghan police officer candidates have graduated from the Sivas Training Centre, with support via LOTFA.

For this year edition, 499 NCOs will attend basic and advanced training in policing over 6-month period; officers left Kabul in April after the Election Day accompanied by 12 ANP trainers. This year edition will focus on crime investigation which will constitute the main theme of training during the advanced sessions.

The training is financed by the Government of Japan and NTM-A, supported by UNDP through LOTFA. The training cooperation and selection of participants is led by the MoIA-GTC.

## **3. LOTFA high-profile mission in USA**

LOTFA Programme Manager undertook an international mission to UNDP-HQ and Washington DC to meet with high profile partners and take a stock on the strategic changes and progress marked by LOTFA during Phase VI extension.

LOTFA Programme Manager held a meeting session with donors' permanent mission in UNDP-HQ (30<sup>th</sup> May 2014). This meeting took place at the margins of the 2014 UNDP Annual Meeting on the Rule of Law in UNDP-HQ; and constituted the opportunity to illustrate strategic and operational progress made in LOTFA between 2013 and 2014

across Pillars. The meeting also cast a light on challenges and issues LOTFA has addressed over the last months to promote transparency and accountability within the police payroll system. Further, LOTFA Programme Manager introduced the future project vision as related to LOTFA successor programme (Phase VII), including hand-over of the payroll system to the MoIA, and increasing focus on ANP professionalization and ministerial reform.

The mission at UNDP-HQ was complemented by senior management meetings in Washington DC with representatives from State Department and the Special Inspector General for Afghanistan Reconstruction (SIGAR).

## V. ISSUES

The following section illustrates major issues recorded during the second quarter of 2014, based on LOTFA experience matured at the programmatic and strategic level:

- **LOTFA implementation delivery as related to NIM procedures**

During the reporting period, Pillars 2 and 3 have witnessed delays in finalizing the administrative procedures requiring MoIA sign-off. Under the National Implementation Modality the MoIA is bound to fulfil its responsibilities. In this regard, the relevant and concerned MoIA counterparts shall facilitate processes like contracting signatures in order to enable LOTFA to properly perform. In order to address this issue LOTFA remains committed to build staff and institutional capacity at the MoIA with the goal to improve NIM procedures management (see Pillar 2 sections on capacity building and institutional reform).

- **Gaps between immediate needs of the MoIA and ANP, and the strategic long-term needs of the international community**

This issue is cross-cutting among all LOTFA Pillars; however, it is particularly crucial at Pillar 2 being tasked to support MoIA ministerial reform within the complex security sector system featuring military transition and dichotomy of interpretation about sustainment and sustainability of the national police.

- **Trade-off between short- and long-term results for gender policing**

Gender interventions require long-term commitments in order to change mind sets, biased behavior and attitudes towards women; therefore impact of the proposed interventions led at Pillar 2 will not be available in the short term, by end of 2014.

- **ID Biometric cards management handed-over to the MoIA**

Starting from April 2014, DynCorp has completed its contract and handed-over to the MoIA –HR Department (ID Unit) the task to continue with release, distribution and vetting of biometric ID cards.

The MoIA has reported to face operational challenges to take –over this function, including limited number qualified and trained staff, and availability of technology (data server). ID cards remain the essential and only element to enable the correct linkage between Afghanistan Human Resource Information Management System (AHRIMS) and EPS systems. LOTFA is working closely with CSTC-A to ensure remedial measures addressing this issue.

## **VI. RISKS**

The following section introduce risks which were identified during the second quarter, and illustrates risks identified during the first quarter of 2014 for which LOTFA launched a comprehensive series of actions for risk mitigation.

- **Financial and fiscal issues of the police payroll to be addressed**

Payroll issues emerging over the last 6 months have cast a light on the need to thoroughly review the EPS reporting system with a two-fold objective.

First, ensure salary payments, including incentives and deductions, are correctly and transparently processed for the legitimate end-users of the payroll system (police and prison guards), in compliance with existing rules and procedures of the MoIA, MoF, and LOTFA which operates under NIM.

Second, address all functional and operational requirements and gaps of the EPS in view of the linkage between EPS and the AHRIMS.

CSTC-A remains the most critical partner to LOTFA for the establishment of AHRIMS and for the Afghan National Police salary budget requirements: in light of this consideration, UNDP-LOTFA senior management agreed to identify options and modalities of joint collaboration with CSTC-A/CJ8 team in order to achieve both objectives described above.

Collaboration with CSTC-A/CJ8 team to review and upgrade the EPS reporting tables and database started mid-May, following high level meetings between UNDP-LOTFA senior management and CSTC-A leadership where both parties agreed to work together to improve the EPS functional capacity. EPS reporting tables will be revised and upgraded by end of December 2014; following this step, Pillar 1 will pilot and test the revised and improved EPS system. This process will enable to strengthen the overall control capacity on EPS-related expenditures, including incentive, deduction and base salary calculations and reporting.

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

Payments are executed according a 'bottom-up' approach according to which ANPs can be locally recruited in areas where security conditions require additional forces outside the provincial approved Tashkil. Further, HR management system is run outside the MoIA ownership and responsibility at the district level, and is subject to decisions taken on individual basis by local police chiefs.

Against the above described challenges, LOTFA plans to move towards a centralized payroll system to be linked to and AHRIMS. This is what LOTFA defines 'the paradigm shift' according to which all payroll information shall be transmitted to Kabul from AHRMIS 1.2 operators (HR data including attendance) and further passed to EPS for the pay period via M-40 updates covering entitlements and salaries. Once the payroll data is reviewed and approved, it will be further released back to the provinces for the creation of the M-41 (attendance records) and M-16 (payment lists) for approval and payment.

The establishment of the centralized model illustrated above forms part of LOTFA Phase VII, starting from January 2015 and will continue until 2017 as part of Phase VII hand-over of the payroll system to the MoIA.

The AHRIMS team (CSTCA and MoIA-Human Resources Department) is currently uploading and matching Tashkil positions with actual posts; the process is challenged by the verification of ID cards; further, business rules of the HR systems defining the eligibility criteria for police officers to receive their salaries have not been defined yet. Interface has not been established between AHRIMS ver. 1.2 and EPS since the upgraded version of AHRIMS is under pilot and will be fully operational among provinces starting from October 2014; further, EPS is under review and upgrade. Therefore, the full and effective linkage between systems is expected to take place in January 2015, once both systems have been fully tested and upgraded according.

For the time being, LOTFA and AHRIMS linkage is being tested through the validation process. Between October and December 2013 LOTFA and CSTC-A have validated ANP records registered in the EPS and AHRIMS; as result, 88,000 out of 140,000 ANP records reported in the EPS match with the AHRIMS data. The difference can result from multiple factors: not all ANPs hold biometric cards and are recorded in the EPS with their Tazkira number, for example.

During the reporting time, LOTFA is validating May 2014 data and the validation results (valid and invalid ID cards) will be shared with CSTC-A/HR Team by second week of August 2014; in August Pillar 1 will validate EPS records from June 2014 and provide CSTC-A/HR Team with the results by mid-September 2014.

- **Transitional period for Afghanistan, including run-off period**

Mentioned factors can be disruptive for the continuity of interventions requiring direct involvement and support from MoIA at the operational level.

For this reason LOTFA has concentrated preparatory work of most Pillar 2 and 3 interventions during the election period: this will enable the Project to launch its activities between July and August, and avoid changes in the ministerial leadership can hamper the business continuity of Pillars 2 and 3 plans.

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

## **VII. LESSONS LEARNED**

- **Pillars successful planning subject to multi-partners' coordination**

Experience from female searcher project, payroll reform, and development of the CPM prove LOTFA needs to meaningfully engage with other MoIA development partners in order to ensure sustainable use of resources for both sustainment and sustainability of the MoIA and ANP forces. Strategic and operational coordination remain a key factors to promote alignment and harmonization of developmental objectives of the MoIA.

- **Reform of the payroll requires better and stronger information sharing**

The payroll reform is a mid-term process involving multiple partners and requiring an integrated set of actions included in the Payroll Action Plan. Given the degree and type of complexity the payroll system features, LOTFA acknowledges it is paramount to timely share information with all payroll partners and ensure a common platform for regular discussion of payroll issues, challenges and risk. In light of these considerations, LOTFA introduced weekly TWG sessions for Pillar 1 only, whilst Pillar 2 and 3 will continue their coordination meetings on monthly basis only.

## **VIII. FUTURE PLAN**

While ensuring efficient and effective continuity to the AWP 2014 implementation, the Project will increasingly concentrate its strategic and programmatic attention on the design and approval of LOTFA Phase VII.

In coordination with UNDP Country Office – Rule of Law Unit, LOTFA will develop the timeline for development and review of Phase VII Project Document. The timeline will also report dates when LOTFA will have consultative sessions with donors for review of the Project Document.

LOTFA plans to hold consultations on bilateral basis with the MoIA and the donors in parallel; after gathering and consolidating initial feedback from both the MoIA and donors, the Project will engage in a joint discussion session, bringing together the MoIA leadership and senior management with donors.

The LOTFA Phase VII timeline will feature the following main deadlines:

- 3<sup>rd</sup> week of June: outline circulated to donors and MoIA indicating key areas of work;
- 2<sup>nd</sup> week of July: Steering Committee to have a first discussion on key areas of work for LOTFA;
- 3<sup>rd</sup> week of July: further advanced outline circulated including results framework, governance and project management structure;
- 4<sup>th</sup> week of July: Donor meeting (preferably chaired by RBAP) with focus on governance and project management structure;
- 4<sup>th</sup> week of August: solid draft 1 to be circulated for Embassies to consult with their capitals;
- September: draft 2 and Steering Committee and other meetings with new Government;
- October: final version for approval by UNDP LPAC and Steering Committee.

The above calendar is preliminary and subject to changes depending on the course of the events taking place during the third quarter. The proposed planning takes into account the change of leadership at the MoIA as result of the new national Government; and the election run-off.

There are three major donor concerns that will need to be addressed amongst others through solid LOTFA VII design: Project Governance and Management Structure; division of labor with major policing partners (EUPOL, CSTC-A, IPCB and OCB); and payroll hand-over.

UNDP-LOTFA and its partners will also continue to coordinate for the organization and launch of the three main assessments mutually agreed as result of enhanced interaction and institutional dialogue between UNDP-LOTFA and its partners, nominally: scoping mission (Pillar 1 focus); due diligence study (LOTFA Project); and Ministerial reform roadmap (Pillar 2 focus).

IX. ANNEXES,

ANNEX 1: FINANCIAL TABLE

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD						CURRENT YEAR-2014				FUTURE EXPENSES		TOTAL RECEIVABLE		Available Resources O=(j-k-l-n)
	Commitment (a)	Revenue Collected as at 31/12/2013 (b)	Expenses as at 31/12/2013 (c)	Other Revenue (Revaluation of Foreign exchange gain) (g)	IPSAS Adjustment (d)	Prior Period Adjustment Expenses of (PPE) (h)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Expenses (i)	Closing Balance J=(e+f+g+h-j)	Commitments (Unliquidated Obligations) (k)	Undepreciated of fixed Assets and Inventory (l)	(Future Due) M=(a-b-f)	(Past Due) (n)	
Denmark	2,923,348	2,923,348	2,923,348			-	-								
	4,016,496	4,016,496	4,016,496			-									
	4,362,843	4,362,843	4,336,873			-	25,970		25,970						
	15,556,772					-		3,642,324	3,533,293	109,031		110,637		11,914,448	(1,606)
Canada (DFAIT)	12,337,397	12,337,397	12,337,209			-	188		188						188
European Union	48,887,732	48,887,732	48,887,732			-									
	48,717,641	48,717,641	48,716,415			-	1,226			1,226					1,226
Finland	97,286,928					-								97,286,928	
	5,396,578	5,396,578	5,396,575			-	3			3					3
Germany	15,436,000	3,192,935		48,445		-	3,241,379	6,204,395	1,919,275	7,526,500		29,024		6,038,670	7,497,476
	72,626,280	72,626,280	72,626,280			-									
	26,560,425	26,560,425	26,560,425			-	0			0					0
	28,683,181	28,683,181	28,683,181			-	0			0					0
Italy	17,663,043	17,663,043	4,979,319			-	12,683,724		12,683,725	(1)					(1)
	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	230,998,613		(1,388)	-									
	101,044	101,044	724,515		5,514,139	-	4,890,668		349,156	4,541,511					4,541,511
	122,500,000	122,500,000	115,311,885			-	7,188,115		7,188,115	(0)					(0)
Netherlands	12,500,000	12,500,000	12,500,000			-									
	130,000,000					-		130,000,000	71,242,283	58,757,717					58,757,717
Norway	14,666,767	14,666,767	14,361,543			3,737	301,488		301,488	(0)					(0)
	13,586,957	13,586,957				-	13,586,957		7,898,158	5,688,799					5,688,799
SDC (Switzerland)	15,942,831	15,942,831	15,942,830			-	1		8,200	(8,199)					(8,199)
	2,672,833	2,672,833	1,604,177		125	-	1,068,780		175,819	892,961		50,598			842,363
USA-INL	5,000,000	5,000,000	5,000,000			-									
	5,000,000	5,000,000	3,731,765			-	1,268,235		1,268,235	(0)					(0)
USA-CSTCA-A	7,216,000	7,216,000	7,216,000			-									
	218,358,432	218,358,432	218,358,432			-									
	141,876	141,876	141,876			-									
	163,844,414	163,844,414	160,228,590			(277,260)	3,893,084		3,893,084	0					0
	139,315,300	139,315,300	139,308,825		(6,475)	-	0			0					0
	31,500,000	31,500,000	31,500,000			-									
UK	88,737,843	88,737,843	88,737,843			-									
	307,982,087					-		230,986,565	93,011,787	137,974,778		8,354		76,995,522	137,966,424
Korea	13,320,229	13,320,229	13,320,229			-									
	16,483,516	16,483,516	16,446,361			-	37,155		37,156	(0)					(0)
Czech Republic	4,071,661	4,071,661	4,071,661			-	0								0
	50,000,000	50,000,000	24,623,076			-	25,376,924	(1,872,384)	23,028,857	475,683		163,715		1,872,384	311,968
Poland	50,000,000	50,000,000				-	50,000,000		3,733,378	46,266,622					46,266,622
	51,589	51,589	51,589			-									
Interest (UNDP)	10,064	10,064	10,064			-									
	49,480		2,466			-	(2,466)	49,480	47,014	(0)					(0)
Grand Total	158,143	158,143	157,905			-	237			237					237
	1,451,019	1,451,019	1,362,614		(17,464)	-	70,941			70,941					70,941
	2,296,001,568	1,732,883,236	1,614,501,054	48,445	5,488,937	(273,523)	124,193,087	369,010,380	230,344,992	262,858,475	362,328	-	194,107,952	-	262,496,147

Note:

- i) Data contained in this report is an extract of UNDP financial records. The accounting period (Apr-Jun 2014) for the report is an open period and data from some accounting processes may not have been processed. Financial data provided above may not be complete, and it is provisional.
- 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

### The Interim Donor Report for January to June 2014 (LOTFA Phase VI)

#### Annex 2. Expenses by Output

Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-Mar 2014)	Expense (Apr-Jun 2014)	Commulative (Jan-Jun 2014)	Delivery Rate
Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	512,979,116	110,105,429	113,060,109	223,165,537	44%
<b>Sub-total Output 1</b>	<b>512,979,116</b>	<b>110,105,429</b>	<b>113,060,109</b>	<b>223,165,537</b>	<b>44%</b>
Output 2 (00081409): Required Equipment and Infrastructure provided to MOI	12,702,961	292,693	346,501	639,194	5%
<b>Sub-total Output 2</b>	<b>12,702,961</b>	<b>292,693</b>	<b>346,501</b>	<b>639,194</b>	<b>5%</b>
Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	6,114,291	2,187,664	273,725	2,461,388	40%
<b>Sub-total Output 3</b>	<b>6,114,291</b>	<b>2,187,664</b>	<b>273,725</b>	<b>2,461,388</b>	<b>40%</b>
Output 4 (00081410): Moi gender development capacities enhanced	3,333,564	(24)	115,131	115,106	3%
<b>Sub-total Output 4</b>	<b>3,333,564</b>	<b>(24)</b>	<b>115,131</b>	<b>115,106</b>	<b>3%</b>
Output 5 (00077275): ANP professionalised and capacitated and the Community for improved public safety and security	10,120,921	756,648	1,382,523	2,139,172	21%
<b>Sub-total Output 5</b>	<b>10,120,921</b>	<b>756,648</b>	<b>1,382,523</b>	<b>2,139,172</b>	<b>21%</b>
Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	3,343,968	778,162	1,046,433	1,824,595	55%
<b>Sub-total Output 6</b>	<b>3,343,968</b>	<b>778,162</b>	<b>1,046,433</b>	<b>1,824,595</b>	<b>55%</b>
<b>Grand Total</b>	<b>548,594,821</b>	<b>114,120,571</b>	<b>116,224,422</b>	<b>230,344,992</b>	<b>42%</b>

Remarks:

Total AWP Amount (Signed version)	579,547,522
Less: Un-programmed Funds (output#00081409)	30,952,701
<b>Total</b>	<b>548,594,821</b>

### ANNEX 3: EXPENSES BY DONOR

Donor	Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-Mar 2014)	Expense (Apr-Jun 2014)	Commulative (Jan-Jun 2014)	Delivery Rate
<b>Czech Republic</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	47,014	47,014	-	47,014	100%
<b>Sub-total</b>		<b>47,014</b>	<b>47,014</b>	-	<b>47,014</b>	<b>100%</b>
<b>Denmark</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	3,374,830	-	2,221,835	2,221,835	66%
	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	293,463	606,279	731,149	1,337,428	456%
<b>Sub-total</b>		<b>3,668,293</b>	<b>606,279</b>	<b>2,952,984</b>	<b>3,559,263</b>	<b>97%</b>
<b>Finland</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	4,020,610	1,644,021	100,000	1,744,021	43%
	Output 3 (ID # 00077274 ): inisterial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	1,638,010		54,032	54,032	3%
	Output 4 (Output ID # 00081410 ): MoI gender development capacities enhanced	372,560		7,346	7,346	2%
	Output 5 (Output ID # 00077275) ANP professionalised and capacitated and the Community for improved public safety and security	840,696		68,117	68,117	8%
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	1,010,505		45,760	45,760	5%
<b>Sub-total</b>		<b>7,882,381</b>	<b>1,644,021</b>	<b>275,254</b>	<b>1,919,275</b>	<b>24%</b>
<b>Germany</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	12,683,725	<b>12,683,725</b>		12,683,725	100%
<b>Sub-total</b>		<b>12,683,725</b>	<b>12,683,725</b>	-	<b>12,683,725</b>	<b>100%</b>

<b>Italy</b>	Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	28,792			-	0%
<b>Sub-total</b>		<b>28,792</b>	-	-	-	<b>0%</b>
<b>Japan</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	129,509,426	3,267,883	72,167,476	75,435,358	58%
	Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	3,209,888	1,952,955	20,675	1,973,630	61%
	Output 4 (Output ID # 00081410 ): MoI gender development capacities enhanced	1,468,800			-	0%
	Output 5 (00077275): ANP professionalised and capacitated and the Community for improved public safety and security	3,000,000		1,021,410	1,021,410	34%
<b>Sub-total</b>		<b>137,188,114</b>	<b>5,220,838</b>	<b>73,209,560</b>	<b>78,430,398</b>	<b>57%</b>
<b>Japan (CS)</b>	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI	4,889,994		349,156	349,156	7%
<b>Sub-total</b>		<b>4,889,994</b>	-	<b>349,156</b>	<b>349,156</b>	<b>7%</b>
<b>Netherlands</b>	Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	13,888,444		8,199,646	8,199,646	59%
<b>Sub-total</b>		<b>13,888,444</b>	-	<b>8,199,646</b>	<b>8,199,646</b>	<b>59%</b>
<b>Republic of Korea</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	32,240,000	11,969,574	12,846,611	24,816,185	77%
	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI	7,812,967	292,693	(2,655)	290,037	4%
	Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	1,237,600	234,360	199,353	433,714	35%
	Output 4 (00081410): MoI gender development capacities enhanced	1,336,955	(24)	77,027	77,003	6%
	Output 5 (00077275): ANP professionalised and capacitated and the Community for improved public safety and security	5,480,151	726,605	177,979	904,583	17%

	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	2,040,000	59,176	181,536	240,712	12%
<b>Sub-total</b>		<b>50,147,672</b>	<b>13,282,383</b>	<b>13,479,852</b>	<b>26,762,235</b>	<b>53%</b>
<b>SDC</b>	Output 4 (00081410): MoI gender development capacities enhanced	155,249		30,758	30,758	20%
	Output 5 (00077275): ANP professionalised and capacitated and the Community for improved public safety and security	800,074	30,044	115,018	145,061	18%
<b>Sub-total</b>		<b>955,324</b>	<b>30,044</b>	<b>145,776</b>	<b>175,819</b>	<b>18%</b>
<b>Norway</b>	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	-	-	8,200	8,200	***
<b>Sub-total</b>		-	-	<b>8,200</b>	<b>8,200</b>	<b>0%</b>
<b>UK</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	4,071,661	37,156		37,156	1%
<b>Sub-total</b>		<b>4,071,661</b>	<b>37,156</b>	-	<b>37,156</b>	<b>1%</b>
<b>USA</b>	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	313,143,407	80,456,057	17,524,541	97,980,597	31%
	Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior		348	(335)	13	0%
	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)		112,707	79,788	192,495	***
<b>Sub-total</b>		<b>313,143,407</b>	<b>80,569,112</b>	<b>17,603,994</b>	<b>98,173,106</b>	<b>31%</b>
<b>Grand Total</b>		<b>548,594,821</b>	<b>114,120,571</b>	<b>116,224,422</b>	<b>230,344,992</b>	<b>42%</b>

\*\*\*(i)The expenses incurred without budget above are an error in an accounting entry which has been rectified in July 2014.

## ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	Financial and fiscal issues of the police payroll to be addressed.	1 <sup>st</sup> Quarter of 2014	Strategic and Organizational	High	See details at the "Risks" section.	MoIA, LOTFA	Pillar 1 Manager	Reducing
2	IT systems not talking to each other optimally.	4 <sup>th</sup> Quarter of 2012	Organizational	High	LOTFA and CSTC-A/CJ8 and HR teams continued working together to move towards a centralized HR and payroll system linked to each other. See details at the "Risks" section.	MoIA, LOTFA	Pillar 1 Manager.	Reducing
3	Transitional period for Afghanistan, including run-off period.	2 <sup>nd</sup> Quarter of 2014	Strategic and Organizational	High	LOTFA has concentrated preparatory work of most Pillar 2 and 3 interventions during the election period. See details at the "Risks" section for further details.	MoIA, LOTFA	All Pillars	Reducing

## ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	2 <sup>nd</sup> Quarter 2014	LOTFA implementation delivery as related to NIM procedures: delays in finalizing the administrative procedures requiring MoIA sign-off.	High	Status of change: this issue will be discussed at the LOTFA Steering Committee (July 2014) and taken further through bilateral discussion and coordination between MoIA and LOTFA.	Pillar 2 and 3 managers.
2	Policy	2 <sup>nd</sup> Quarter 2014	Gaps between immediate needs of the MoIA and ANP, and the strategic long-term needs of the international community.	High	Status of change: LOTFA will plan 2014 in alignment with the MoIA goals of the 2-year National Police Plan, and 5-year National Police Strategy. This will promote alignment with MoIA priorities and prevent ad-hoc requests from being submitted to LOTFA from MoIA for funding support.	Pillar 2 manager.
3	Policy and Operational	2 <sup>nd</sup> Quarter 2014	Trade-off between short- and long-term results for gender policing.	High	See above n. 2.	Pillar 2 manager.
4	Operational	2 <sup>nd</sup> Quarter 2014	ID Biometric cards management handed-over to the MoIA.	High	Status of change: LOTFA will coordinate with CSTC-A and MoIA-ID Unit to ensure close follow-up on this issue in order to identify solutions to address potential delays in the ID vetting process.	Pillar 1 manager.