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# LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA) 2013 THIRD QUARTERLY PROJECT PROGRESS REPORT

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## PROJECT INFORMATION

Project ID:	00061104
Duration:	January 2011- December 2013
ANDS Component:	Security
Contributing to NPP:	NPP1 Afghan Peace and Reintegration, and NPP5 Law and Justice For All
CPAP Outcome:	Stabilization and Peace Building
UNDP Strategic Plan Component:	Crisis Prevention and Recovery
Total Budget:	USD 1,433,693,322
Implementing Partner:	Ministry of Interior
Responsible Parties:	Ministry of Interior and Ministry of Finance
Project Manager:	Mr. Norman Sanders, a.i.
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Responsible Assistant Country Director:	Mr. Hedayatullah Mohammadi

**COVER PAGE PHOTO:** Women police attend the mediation training organized by LOTFA and Ministry of Interior at the Police Academy in Kabul, September 2013 (Photo: LOTFA)

## ACRONYMS

ABP	Afghanistan Border Police
AFMIS	Afghan Financial Management Information System
AHRIMS	Afghanistan Human Resource Information Management System
ANCOP	Afghan National Civil Order Police
ANP	Afghan National Police
APRPO	Afghanistan Public Research Policy Organization
CoC	Code of Conduct
CP	Community Policing
CPD	Central Prisons Department
CSO	Civil Society Organization
CSTC-A	Combined Security Transition Command-Afghanistan
DCAF	Democratic Control of Armed Forces
DM	Deputy Ministry
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
ERP	Enterprise Resource Planning
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
GHRCGD	Gender, Human Rights, & Children General Department
GMU	Gender Mainstreaming Unit
HR	Human Resources
IPCB	International Police Coordination Board
JHRA	Justice and Human Rights in Afghanistan
KIGEPE	Korean Institute for Gender Equality Promotion and Education
LOTFA	Law and Order Trust Fund for Afghanistan
MoF	Ministry of Finance
Mol	Ministry of Interior
MoU	Memorandum of Understanding
MPRD	Media and Public Relation Directorate
NTM-A	North Atlantic Treaty Organization Training Mission-Afghanistan
PMS	Performance Management System
PFO	Provincial Finance Officer
PPHQ	Provincial Police Headquarters
RoL	Rule of Law
SPP	Strategy, Policy and Planning
SPTC-A	Sivas Police Training Center for Afghanistan
ToT	Training of Trainers
UNDP	United Nations Development Program
WEPS	Web-based Electronic Payroll System

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## TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY.....	1
II.	RESULTS.....	2
A.	OUTPUT 1: Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.....	2
	EXPENSES FOR THE QUARTER .....	15
B.	OUTPUT 2: Required equipment and infrastructure provided to Mol .....	22
	EXPENSES FOR THE QUARTER .....	24
C.	OUTPUT 3: Capacity of Mol at policy, organizational and individual level improved in identified areas and administrative systems strengthened .....	26
	EXPENSES FOR THE QUARTER .....	37
D.	OUTPUT 4: Gender capacity and equality in the police force improved .....	44
	EXPENSES FOR THE QUARTER .....	51
E.	OUTPUT 5: Police-Community Partnerships institutionalised for improved local security, accountability and service delivery .....	57
	EXPENSES FOR THE QUARTER .....	67
III.	GENDER SPECIFIC RESULTS.....	73
IV.	PARTNERSHIPS .....	74
V.	ISSUES.....	75
VI.	RISKS.....	75
VII.	LESSONS LEARNED.....	76
VIII.	FUTURE PLAN .....	77
IX.	ANNEXES.....	78
	ANNEX 1: FINANCIAL TABLE .....	78
	ANNEX 2: EXPENSES BY OUTPUT.....	80
	ANNEX 3: EXPENSES BY DONOR.....	81
	ANNEX 4: RISK LOG.....	83
	ANNEX 5: ISSUE LOG.....	84

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## I. EXECUTIVE SUMMARY

The third quarter of 2013 did see important changes within Ministry of Interior (MoI) leadership. H.E. President Karzai appointed Mr. Omar Daudzai as Afghanistan's acting Minister of Interior. The reorganizational process also entailed the dismissal of the Deputy Minister (DM) for Support, General Gulam Wahadat, replaced by Lieutenant General Mohamad Haidar Basir.

This reporting period also signs the midpoint of the 'proof of concept' period, approved by LOTFA Steering Committee (SC) last March 2013. The ultimate goal of the new process remains to strengthen MoI ownership of LOTFA project and the first Technical Committee meeting chaired by the MoI took place last August 2013.

Within Pillar 1, the Electronic Payment System (EPS) further expanded thus reaching 141,660 Afghan National Police (ANP) which represents 95 percent of total ANP; and 4,901 Central Prison Department (CPD) guards (91 percent of total CPD guards).

The Electronic Fund Transfer (EFT) featured a more sustained growth and by the end of the third quarter 113,154 ANP (80 percent of total ANP), and 4,631 CPD guards (94 percent of total CPD guards) received their salaries through secure and transparent banking system. The Web-based EPS (WEPS) Help Desk provided troubleshooting assistance to 191 MoI payroll focal points; and the House of martyrs and disabled building project was completed: this project will offer housing support to 60 ANP families of martyrs and disabled officers.

Pillar 2 completed almost 90 percent of the total training initiatives planned in 2013 for women police professionalization; during the third quarter, more than 30 women police successfully completed mediation and leadership trainings.

Within the Code of Conduct (CoC) training programme, a measurable and direct contribution of LOTFA to the promotion of Rule of Law (RoL), more than 700 provincial ANP officers learnt about scope and modality of application of the Code of Conduct.

Pillar 3 supported the Community Policing Directorate to accelerate its progress whilst the Directorate senior management stabilized and consolidated its strategic role and vision. Pillar 3 further expanded its geographical outreach and support to improving relationship of trust between communities and ANP. The Jalalabad 119 Emergency Call Center (ECC) was inaugurated thus bringing to 75 the number of staff on Tashkil working for 119 centers at provincial and central level.

During this reporting period, the design of the successor of LOTFA VI has been accelerated through bringing on board a design team of three renowned police development experts. In addition, the minister has assigned staff from each of his departments to this team. The



joint UNDP-Mol design team will produce the LOTFA VI successor document, building on the foundations and proof of concept work as laid by the LOTFA Senior Advisor.

## II. RESULTS

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

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

During the third quarter of the year, LOTFA ensured continuity to police remunerations payment for ANP deployed in all 34 provinces. Salary payments were processed within 10-15 working days and no delays were registered in the payment transmission. In view of 2014 transition, it remains imperative to secure stability among ANP: transparent and safe salary payment is an important contribution to retention of police and police's trust toward Mol. Since its establishment in 2002, LOTFA payroll mechanism has played an essential role to support Mol-ANP growth; salary coverage has registered almost a three-fold increase, moving from 67,377 ANP in 2002 to over 140,000 uniformed police officers in 2013.

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

During the third quarter of 2013, the EPS system featured a moderate increase in the number of ANP which moved from 140,193 (Q2/2013 figures) to 141,660 ANP (Q3/2013



Photo 1: EPS provincial officer from Balkh at work. During last mission to Balkh, Pillar 1 provided on-the-job site coaching. Photo Credit: LOTFA.

figures); similarly to the second quarter of the year, EPS coverage remained stable at 95 percent of Mol Human Resources (HR) data (147,959 ANP).

WEPS coverage did not register significant variations between second and third quarter of the year; by end of Q2, 38,228 ANP received their salary through web-based EPS (27.4 percent of the total number of ANP)<sup>1</sup> and in Q3 WEPS covered 39,228 ANP (28 percent of the total number of ANP). Chart 1 highlights additional details on EPS coverage, based on HR and Tashkil figures approved by Mol.

EPS reports remain a vital source of information to monitor EPS/WEPS performance, along with alternative mechanisms of payment including M-PAISA and Trusted Agent. EPS-generated monthly reports were received from all 34 provinces on time, based on time table agreed between LOTFA and Mol at the end of each payroll cycle.

It is useful to cast a light on the overall process to generate monthly EPS reports for better understanding of procedures in place at Pillar 1 relatively to the ANP/CPD payroll system. Pillar 1 collects reports after closure of each payroll cycle. However, generation and submission of reports from Provincial Police Headquarters (PPHQs) is not simultaneous due to operational conditions at the field level.

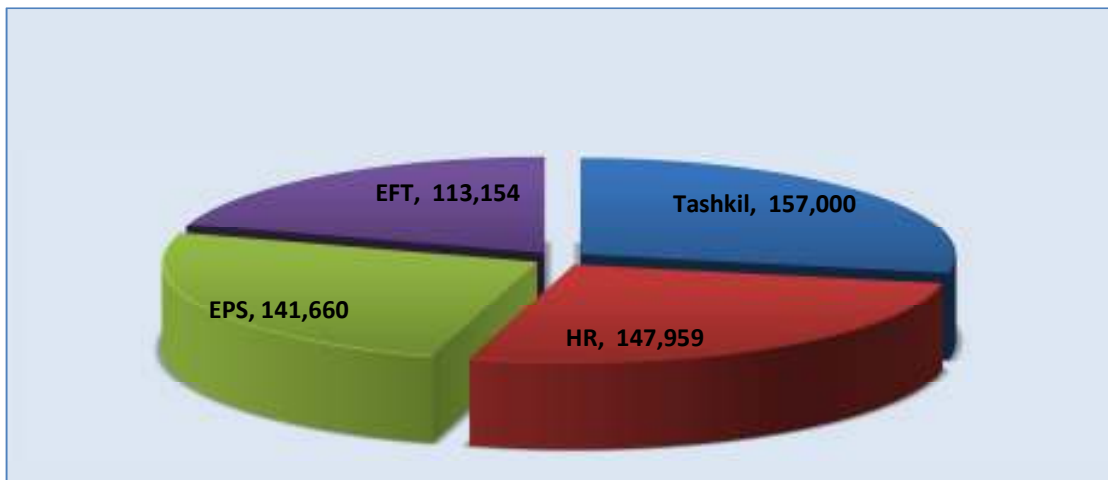


Chart 1: Payroll system coverage for ANP, compared to Mol-HR and Tashkil. Source: LOTFA, based on Mol HR data, Q3/2013.

Availability and functionality of IT infrastructure at the sub-national level surely play the most critical factor to ensure timely submission of reports to Pillar 1. Any disruption of the Mol-IT network can cause police provincial officers to travel to Kabul and hand-over reports in coincidence with each payroll cycle closing. What illustrated contributes to identify and comprehend the reason why the ANCOP Brigades No. 1-7 experienced delays in the submission process during second and third quarter of 2013.

<sup>1</sup> Percent of EPS, EFT and WEPS coverage is calculated by using the total number of ANP reported in EPS records.



Between 7 and 11 September 2013, LOTFA M&E team visited Badakhshan and Kunduz provinces with a two-fold objective: monitor functionality of the ANP and CPD payroll system; and assess the correct use of LOTFA object codes among PPHQs.

ANP from both Badakhshan and Kunduz provided positive feedback about use of and access to EFT which is perceived as transparent modality of payment, protecting ANP from possible risks of patronage and abuse from their higher rank colleagues.

Police officers from Badakhshan pointed-out expansion of bank branches in the province remains a priority: 2,738 ANP (including officers and patrolmen) have to travel from districts to Faizabad in order to receive their salaries through Kabul bank branches; however, travelling from districts to Faizabad can be expensive and take several days, particularly during winter time when several districts are cut-off because of harsh weather.

The standalone and Web based Electronic Payroll System (EPS/WEPS) are in place in Badakhshan (EPS), Kunduz (WEPS) and Badakhshan CPD (EPS). Finance officers expressed satisfaction with the use of EPS/WEPS, but raised concerns about the need to synchronize HR management with EPS reporting to prevent and minimize mistakes associated to the calculation of monthly salary payment.

LOTFA M&E team conducted random checks of M-41 and M-16 forms<sup>2</sup>; limited errors were detected in data reporting and the mission recommended Pillar 1 should provide further coaching and training particularly on correct use of LOTFA object and funding codes to reduce chances of ineligibilities.

Charts 2 and 3 in the next section provide details on payroll coverage and HR plan of ANP arms, including ANCOP and ABP.

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<sup>2</sup> HR Departments prepare personnel records for each staff that are consolidated per district and for the province. The consolidated provincial personnel records are sent to the ANP Provincial Finance Department where the data is entered in the Electronic Payroll System (EPS/WEPS) after which payroll lists (M41 forms) and summary salary lists are generated. Based on these lists, separate salary payment requests (M16 forms) are manually prepared. The ANP Provincial Finance Departments submit the M16 forms to the Mustoufiats, where the data is entered manually into AFMIS.

The processing of the M16 forms is undertaken centrally by the MOF's Treasury Department, which prepares cheques and payment lists (Source: LOTFA Management Review Team Final Report, December 2012).

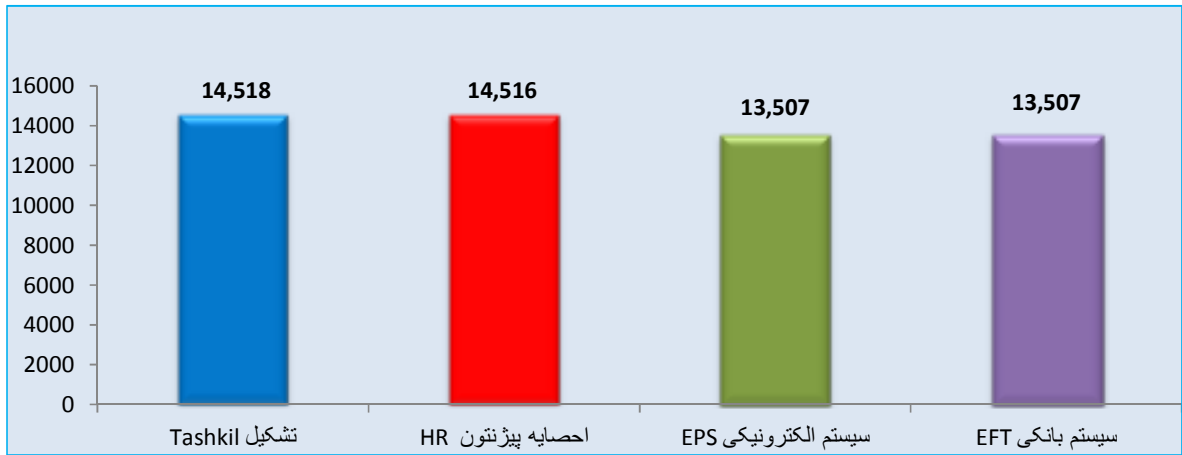


Chart 2: Payroll coverage of ANCOP and distribution by MoI HR. Source: LOTFA elaboration based on Q3/2013 HR data.

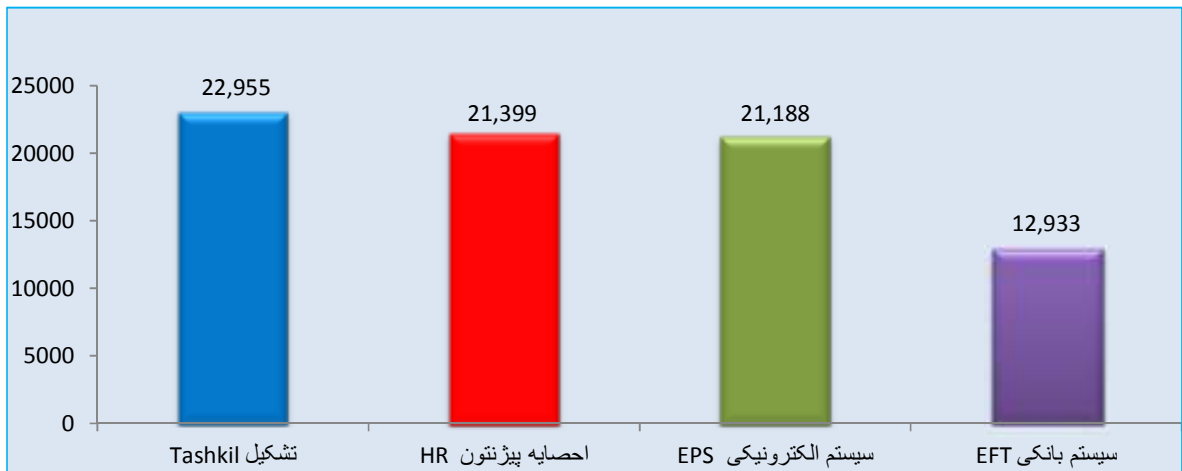


Chart 3: Payroll coverage of ABP and distribution by MoI HR. Source: LOTFA elaboration based on Q3/2013 HR data.

### 1.3 Number of provinces upgraded to WEPS

In coordination with MoI and Combined Security Transition Command – Afghanistan (CSTC-A), LOTFA continued to work with Samangan and Bandakshan provincial police headquarters which received encryption and encoding applications during the second quarter of the year. Ministry of Finance (MoF) and DM-Support remain key institutional partners of LOTFA and CSTC-A to ensure WEPS is fully functional in Samangan and Bandakshan.

During the reporting period, LOTFA conducted full data audit in these two provinces to ensure compliance and reliability of payroll processes relatively to use of barcodes and M-41 data reporting.

WEPS stability and scale-up of coverage depend on reliable connectivity of Mol intranet network and system; provinces with the highest number of ANP remain the main target for WEPS expansion. Whilst LOTFA is hold accountable for the technical support provided to WEPS network, quality of connectivity remains out of the sphere of responsibility at LOTFA-Pillar 1.

During the third quarter of the year, WEPS coverage moved from 23 to 17 provinces<sup>3</sup>. It is important to mention this is a temporary decrease due unstable electricity that damaged IT equipment and caused police provincial finance departments to move and work in facilities with no access to Mol intranet network. Due to IT challenges, WEPS was temporarily

suspended only among six provinces which are at the initial stage of WEPS implementation and have partial application of WEPS technology.

LOTFA –Pillar 1 expects the coverage to be restored in the next coming months as soon

as IT and electricity

damages are recovered under Mol-IT Directorate coordination; this is planned to happen between last quarter of 2013 and beginning of 2014.



Photo 2: ANP officers participate to the Balkh provincial conference on synchronization of AHRIMS and ANP payroll system. Photo Credit: LOTFA.

LOTFA and Mol-Finance Department coordinate organization and delivery of *ad-hoc* trainings for Provincial Finance Officers (PFOs) and EPS Operators proceeding from provinces where WEPS is either partially implemented or needs to be programmed. In light of the technical IT damages faced during Q3, both LOTFA and Mol-Finance Department agreed to organize WEPS training sessions when IT and connectivity are restored by Mol-IT Directorate. On-the-job training and coaching continued through provincial missions (Balkh only in Q3) and visits to EPS payroll stations in Kabul.

<sup>3</sup> Six provinces, partially converted into WEPS, were downgraded to standalone EPS: Nangarhar PPHQ, Kunar PPHQ, Paktiya, Paktika, Helmand, and Farah PPHQ.

Accountability and transparency of WEPS and EPS transactions remains one of the main priorities at LOTFA. On continuous basis, Pillar 1 performs randomized reconciliations between payroll transactions and individual ANP/CPD bank account. Since first quarter of 2013, LOTFA coordinated with Ministry of Finance and Mol-Finance Department to establish new object codes for salary payment in the Afghan Financial Management Information System (AFMIS) in order to ensure higher degree of accuracy, quality and reliability of expenditure data and reporting.

Pillar 1- EPS/WEPS monitoring team continued random checks of AFMIS transactions to detect miscoding of expenditures charged to LOTFA, and ensure Mol-Finance Department amends payroll transactions. On-the-job coaching systems are in place to guide Mol Finance officers and EPS operators in correct coding and expenditures reporting.

Pillar 1 holds monthly telephone calls with PFOs based in insecure and difficult-to-access areas. Remote assistance is meant to collect data which cannot be timely acquired because of lack of connectivity among others; and to ensure PFOs comply with reporting requirements including correct coding of expenditures charged against LOTFA codes. This support measure is directed to both EPS and EFT officers from Kabul and provinces.

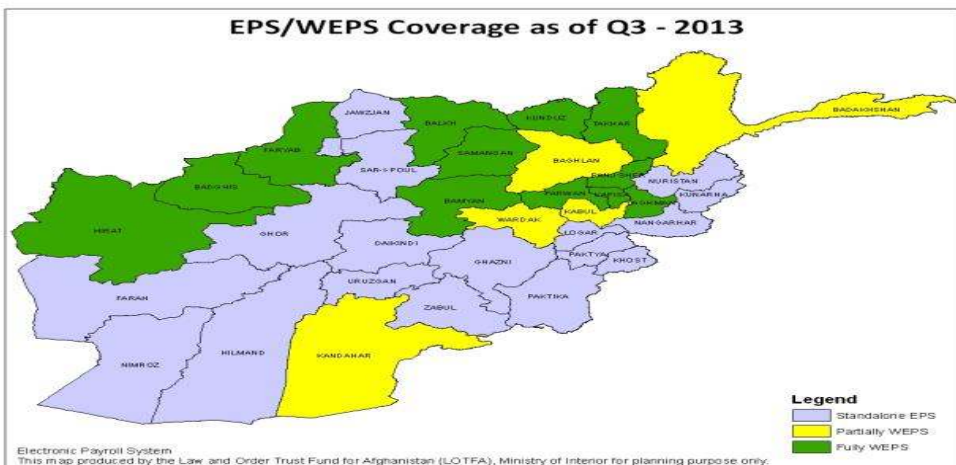
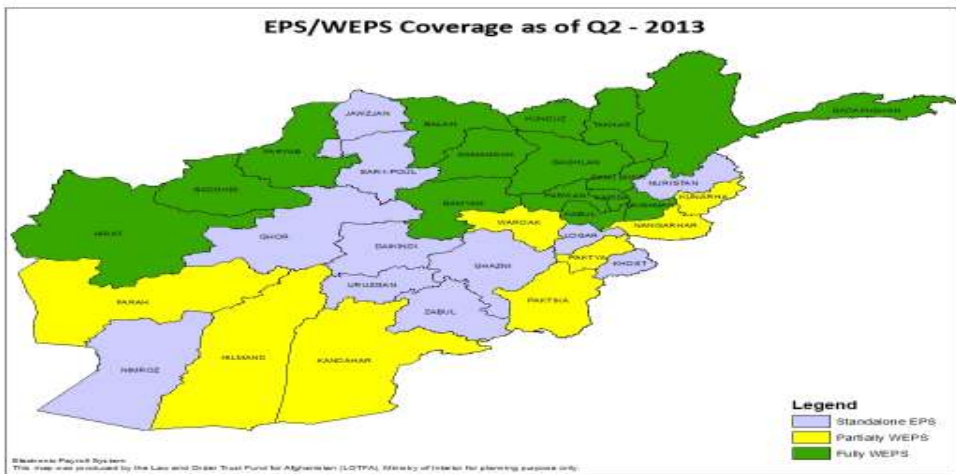
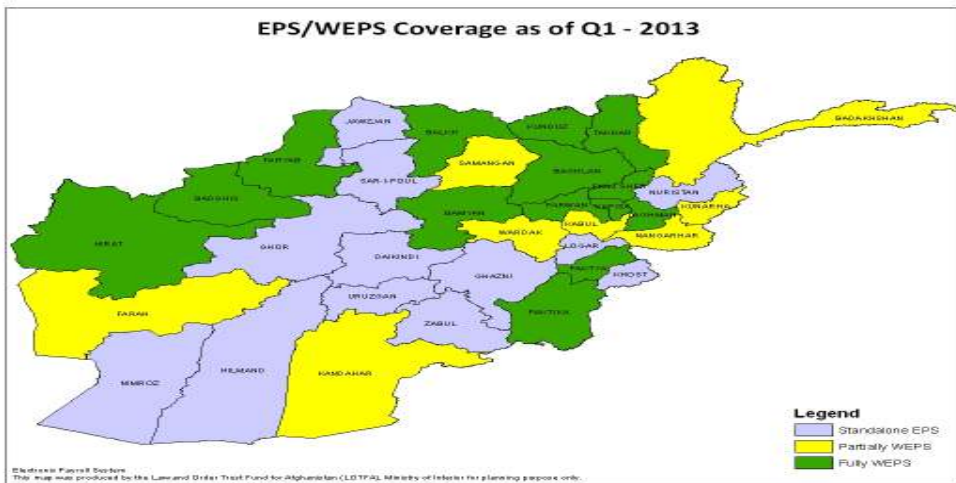
Synchronization between Afghanistan Human Resource Information Management System (AHRIMS) and EPS constitutes a critical milestone since EPS should use AHRIMS information to updated HR fields in the payroll system and determine how many ANP eligible for salary payment. AHRIMS design and development is on-going: ANP personnel records have been scanned into the AHRIMS system, and initial HR functions have been tested and put in place. Currently, Police Payroll Services Unit (PPSU) provides EPS data to AHRIMS team at the end of each payroll cycle for synchronization.

ID card registration is the critical requirement and link to match both EPS and AHRIMS database. Release and monitoring of ID biometric cards is led by DynCorp, which is also responsible to coordinate the expansion of ID cards distribution at provincial and district level by deploying DynCorp mobile teams.

Mol and its development partners (LOTFA, North Atlantic Treaty Organization Training Mission-Afghanistan (NTM-A), CSTC-A and DynCorp) acknowledge operational challenges remain to move forward the synchronization between AHRIMS and ANP payroll system, particularly in consideration of the implementation stage of AHRIMS.

The main goal is to ensure that a single, authenticated and reliable source of personnel data is being established on large scale throughout the country, and timely linked to EPS/WEPS in order to cover all ANP data.

It is also critical to inform PPHQs on the status of synchronization between AHRIMS and ANP payroll system, considering that police provincial offices are both beneficiaries of AHRIMS and EPS/WEPS, and accountable for the maintenance of IT connectivity, and reliability of the reporting process (HR and financial for payroll). Based on these considerations last August 2013 Mol organized Balkh provincial conference on progress and way forward for the synchronization of HR management and payroll systems. LOTFA, NTM-A and DynCorp participated to this event as development partners.



Maps 1, 2 & 3: Expansion of EPS/WEPS between Q1-Q3 in 2013. Source: LOTFA.

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

EFT continued to expand in Q3 and maintain the positive trend of growth registered in Q2: by the end of the second quarter 110,602 ANP were paid through EFT (79 percent of the total police<sup>4</sup>), whilst in Q3 113,154 ANP received their salaries through formal and regular banking system (80 percent of the total number of ANP).

During the second quarter of the year, Kabul Bank reopened its branch at the Kandahar Police Provincial Headquarter: approximately 5,590 ANP officers serving in Kandahar (city and districts located close to the province) were able to access safe and transparent salary payment through bank services.

Though progress has been made in the last six months to ensure Kabul Bank re-opening, not all ANP deployed in Kandahar have access to banking and 3,755 continue receiving their salaries through cash-paid modality using Trusted Agent. This situation highlights gaps in the national banking system, whose coverage remains limited to urban and semi-urban areas of Afghanistan. Chart 4 illustrates the status of cash-paid during Q3.

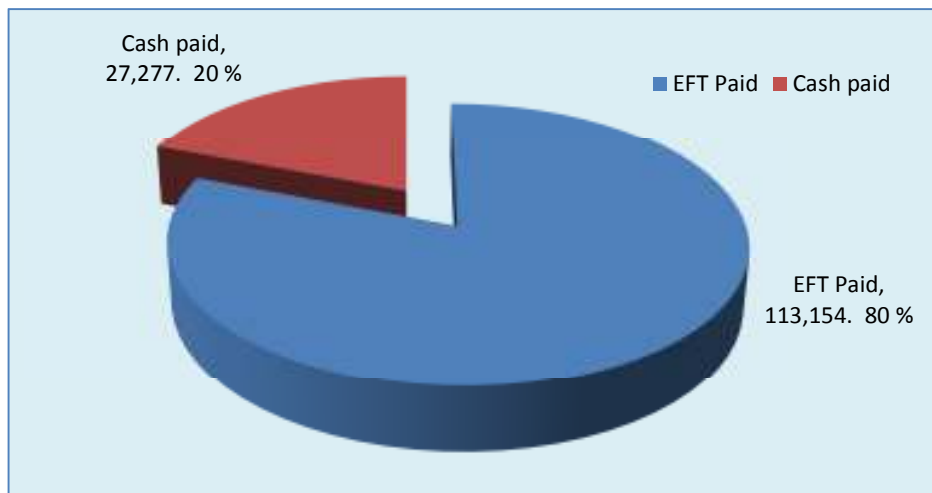


Chart 4: Distribution of cash paid and EFT coverage, Q3/2013. Source: LOTFA.

Due to insecurity in Nuristan, Trusted Agent continues to be the only possible payment modality reaching 2,498 ANP distributed between urban and rural districts. During second quarter of 2013, LOTFA and M-PAISA initiated a consultation process to evaluate all operational contingencies for possible expansion of M-PAISA to Nuristan. However, risks of threats and instability in the province prevent M-PAISA, along with other private banks,

<sup>4</sup> Percent of EPS, EFT and WEPS coverage is calculated by using the total number of ANP reported in EPS records.

from providing salary payment coverage in Nuristan, unless security conditions sensibly change and improve, which remains unlikely to happen in the short- and mi-term.

The case of Nuristan drives the attention to the expansion of commercial banks, which would contribute to consolidate EPS and EFT. Though LOTFA remains active partner of the banking working group<sup>5</sup>, regulation of commercial banks expansion remains out of LOTFA sphere of action. Following-up with consultations held at the banking working group, MoF and Kabul Bank agreed to release and distribute ATM cards for ANP deployed in Kabul city and districts. Expansion of ATM cards outside Kabul remains to be discussed and agreed between MoF, Kabul Bank and members from the banking working group; it is acknowledged that any further scale-up will also depend on previous analysis of all contingencies identified prior to the distribution of ATM cards in Kabul.

During second quarter of 2013, the new MoF policy on salary payment for private and public sector employees became fully effective, and caused all salary payments to be transferred through commercial banks<sup>6</sup> registered with MoF. As part of the implementation process of the new MoF policy, M-PAISA became partner of Azizi Bank, thus partially reshaping modalities of salary payment through mobile technology: starting from Q2, M-PAISA became secondary contractor notifying ANP via mobile when salaries are deposited into ANP's personal bank accounts; and Azizi Bank assumed the role of commercial partner, responsible to open bank accounts for ANPs previously paid via M-PAISA technology, and expand bank branches among underserved districts.

As consequence of the transition from M-PAISA to the new partnership modalities with Azizi Bank, operational delays incurred limitedly to the migration of ANP data from old to the new system. This process particularly affected Helmand province, where Azizi Bank required longer than expected to complete the registration of all ANP originally recorded in the M-PAISA database. By end of Q2, 353 Helmand police officers registered with M-PAISA received their salaries through Trusted Agent, a temporary solution agreed with MoI and LOTFA. Progress was made to restore M-PAISA coverage in Helmand (Grishk district) during the third quarter: by end of Q3, 550 ANP are timely notified by M-PAISA when the monthly salary is released through Azizi Bank.

As of end of September 2013, M-PAISA & Aziz Bank partnership reaches 1,229 ANP among 12 districts representing remote areas of five provinces<sup>7</sup> challenged by security and territorial inaccessibility. Since its establishment, M-PAISA has contributed to make sure

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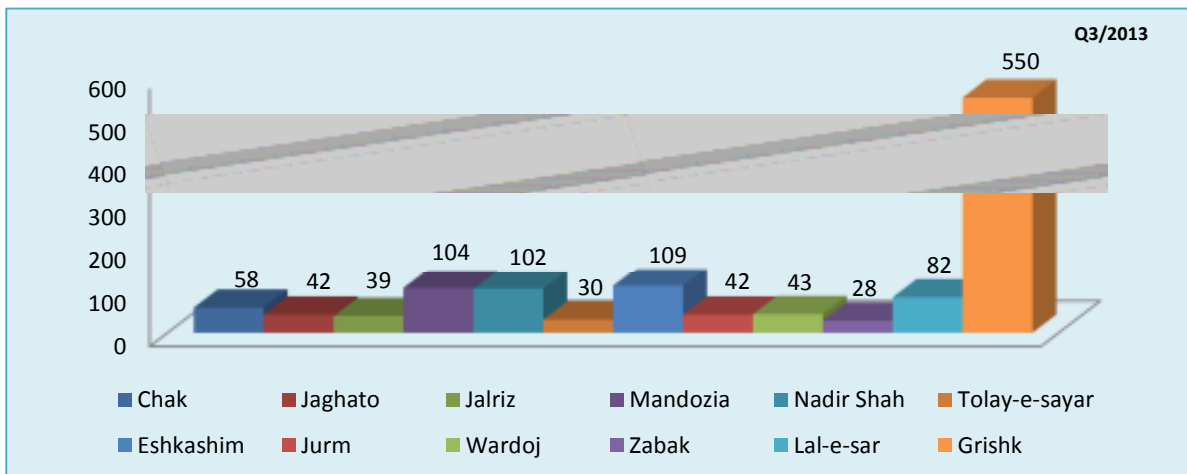
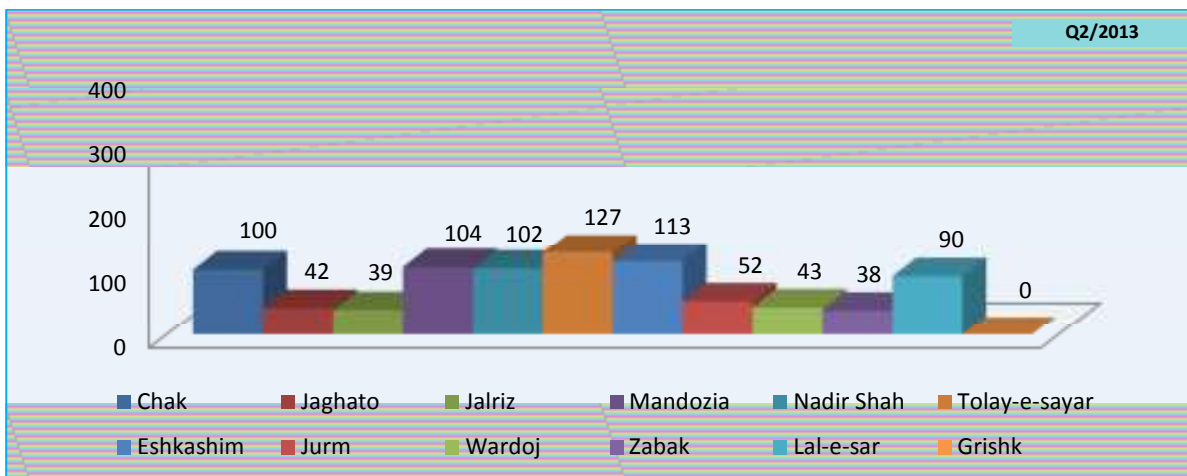
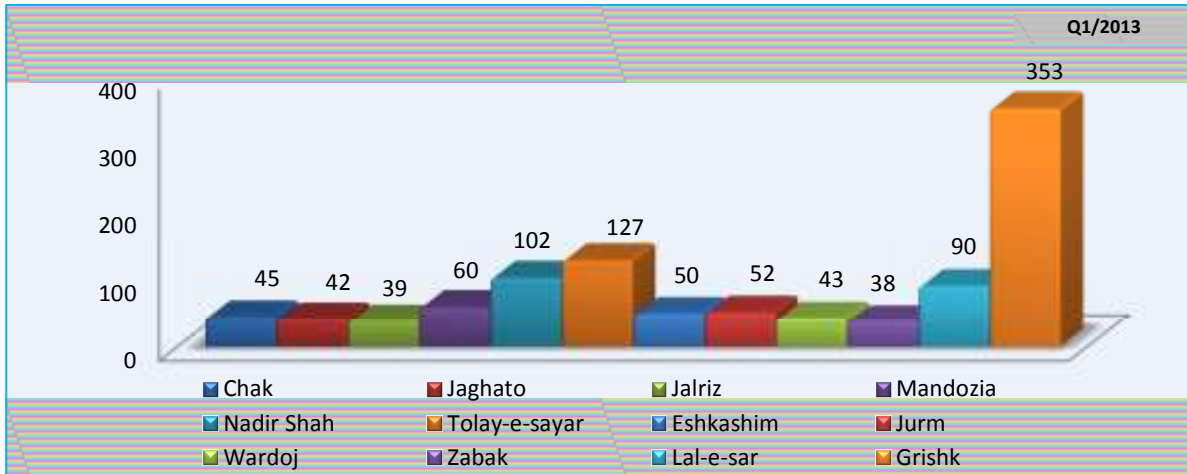
<sup>5</sup> The banking working group is responsible to monitor stability and expansion of private banks to be used as entry point for EFT scale-up. This group is comprised of CSTC-A LOTFA, MoI, and NTM-A.

<sup>6</sup> Banks affected by the new policy are: Kabul Bank, Azizi Bank, Afghan United Bank and Maiwand Bank.

<sup>7</sup> Currently, M-PAISA and Azizi Bank cover the following provinces: Badakshan, Ghor, Helmand, Kost and Wardak.



ANP have equal access to transparent and timely salary payment; further, it helped lessen hardship faced by ANP serving for peace and security in very remote and insecure areas. Charts 5-7 show M-PAISA coverage trends and performance during the first three quarters.



Charts 5-7: M-PAISA coverage trends during first three quarters of 2013. Source: LOTFA.

Starting from third quarter of 2013, LOTFA launched an integrated plan of action to address operational and functional areas of the payroll system (technology and processes); ultimately, LOTFA seeks to ensure that steps are in place for the handover of EPS/WEPS and operations to Mol, expected to take place after 2014.

The plan is articulated around four main levels of EPS/WEPS management.

First, IT component of EPS/WEPS: during Q3 LOTFA finalized the recruitment of an international consultant who will closely work with Pillar 1 – EPS/WEPS team to design procedures for disaster recovery plan. The new EPS team will join LOTFA early Q4.

The second component of the integrated plan will address EPS/WEPS and EFT processes: since mid-Q3 a new consultant became part of Pillar 1 team and is working to assess internal operations of the EPS/WEPS system, and formulate an enhancement work-plan resolving internal shortcomings and, to the extent possible, establishing linkages with other key systems, such as AHRIMS, AFMIS, and the identity system.<sup>8</sup>

A third part of the plan includes recruitment of internal auditor who will review and validate M-16 claims and quarterly reconciliations; during the third quarter LOTFA completed the recruitment requirements and the new internal auditor will closely work with Pillar 1 and Mol starting from Q4.

The fourth and last element of the integrated Pillar 1 is the procurement process to competitively select the new Monitoring Agent (MA). In coordination with UNDP Country Office, LOTFA is at the pre-qualification stage, the planning process reveals the new MA will start its contract in January 2014. MA modalities of work will feature new operational conditions in 2014: MA contract will be implemented and managed by UNDP Country Office and the MA will report its findings and recommendations directly to LOTFA-SC, as agreed by all LOTFA donors and members on 20<sup>th</sup> March 2013 Steering Committee.

### **1.5 Number of Mol trained officials at regional, provincial and central level**

In Q3 Pillar 3 conducted on-the-job coaching for EPS/EFT and MOI-Finance staff working in Kandahar, Wardak, and Kabul (Police District 2, 4, 8, 11 and 10); on –the-job assistance and training focused on correct and efficient use of EPS and WEPS systems, including use of software tools in place, maintenance of the network and troubleshooting.

Over 25 Provincial Finance Officer and EPS Operators took part to the coaching sessions and were able to share their operational needs and gaps with Pillar 1 team.

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<sup>8</sup> As Pillar 1 expands its team of international experts addressing functionality of EPS/WEPS and EFT, it was decided the same pool of experts can work with Pillar 1 to design and introduce changes in the EPS-generated reports so as to produce gender-disaggregated data. In Q2 it was reported Pillar 1 would hire an external company which will review payroll reporting forms and add gender-disaggregated fields of information: in light of changes registered in Q3 – limitedly to Pillar 1 expertise – outsourcing process will not continue.

Balkh mission (see section 1.3) provided an additional opportunity for on-the-job refresher training to three EPS end-users, including EPS/WEPS maintenance and upgrade of both software and technology, and data recovery. Experience matured at Pillar 1 shows that on-the-job trainings are a better learning environment which de facto coincides with the office setting where finance officers perform their every-day duties. Further, learning by doing has proved to be a practical measure to minimize the type and degree of mistakes made by provincial EPS users.

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

Since early 2013 Pillar 1 has expanded its team to improve quality and continuity of remote assistance to provincial EPS and PFOs. Nevertheless, an established pool of ToTs would ensure payroll units personnel can receive and combine remote help with on-the-job site technical support. This would help tackle efficiency of payroll units and further minimize degrees of error which are found in payroll transactions and reporting forms.

During Q3, Pillar 3 coordinated with Mol-Finance Directorate to identify suitable provincial PFOs to become part of the ToTs pool. Future training sessions will be organized during the coming quarter, upon clearance of potential candidates identified by Mol.

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

Pillar 1 team expansion included the recruitment of the WEPS-Help Desk officer who joined LOTFA last second quarter of 2013; with more staff deployed to provide troubleshooting help, LOTFA succeeded to address operational needs of 191 focal points countrywide (81 WEPS and 110 EPS), being based among Mol departments, provincial police and regional headquarters, ANCOP and ABP Brigades, and CPD General Directorate.

In Q3, WEPS Help Desk received and solved 106 cases of troubleshooting; not all cases are related to EPS software and network maintenance: payroll focal points can also reach WEPS Help Desk to report delays related to salaries disbursement through M-PAISA and Azizi Bank. All troubleshooting cases are recorded through log-book which Pillar 1 refers to in order to detect those specific cases of troubleshooting recurring with regular frequency: this information is an important proxy of functionality and efficiency of payroll units.

#### **1.8 Timely and transparent payment of CPD personnel in 34 provinces**

CPD guards pay a critical role to preserve and apply RoL principles, starting from respect of prisoners' human rights; securing trust and confidence of CPD guards towards Mol remains

also a critical condition to be maintained and promoted over time: against this scenario, transparent and timely payment of CPD personnel finds its raison d' être.

Prison guards are paid in accordance with Mol Standard Pay Scale embedded into EPS/WEPS payroll systems; payments were processed within 15 days, according to the payroll schedule. Based on the agreement reached at the Project Steering Committee on 20 March 2013, CPD guards will be paid at parity with the ANP, including danger pay where applicable, for Solar Year 1392<sup>9</sup>.

### **1.9 Percentage of CPD personnel coverage under EFT and EPS**

EFT coverage for CPD salary payment increased from 92 percent (4,631 prison guards) in Q2 to 94 percent (4,631 prison guards) in Q3.

EPS coverage saw a decrease from 99 percent in Q2 (4,983 guards) to 91 percent in Q3 (4,901 guards).

Variations in EPS and EFT coverage result from additional CPD recruits and should not be interpreted as negative performance as far as EPS is concerned. The increase in the number of CPD guards is part of the CPD growth plan whose Tashkil has been revised and set at 7,166 since early 2013.

### **1.10 Number of functional EPS payroll stations**

In Q2 Mol dissolved regional zones from the Mol organization structure; this entailed the decrease of police EPS payroll stations which moved from 161 to 155, whilst CPD payroll units remained unvaried with a 35- station network.

As technical partner of the Mol for payroll system, LOTFA monitors functional status and capacity of EPS payroll stations including: proper and correct use of EPS Software, timely submission to LOTFA of EPS- generated reports, and accuracy of reports generated by payroll stations staff.

Turnover of staff and unstable provision of power supply can endanger continuity and quality of work performed by payroll units. Fortunately, during Q3 no staff turn-over was registered; however, functional gaps were identified such as lack of generators and need to replace old laptops in order to efficiently run EPS software, among 12 target provinces. In response LOTFA will distribute 34 laptops, a measure which complements CSTC-A and

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<sup>9</sup> CPD guards' salary is covered through a combination of earmarked and un-earmarked funding channeled through LOTFA. As agreed at the last Steering Committee on 20<sup>th</sup> March 2013, donors funds earmarked to Pillar 1 will be also used to pay for CPD guards' salary, unless specifically excluded: this decision applies to all 34 provinces where CPD guards perform their duties.

NTM-A funding to procure additional generators for provincial payroll units, particularly those more isolated and subject to power supply breakdown.

#### **1.11 Number of provinces connected to Mol microwave/fiber optic-network**

During the third quarter of 2013 Mol, LOTFA and CSTC-A renewed their efforts to scale-up the Mol intranet; this helped move from 30 provinces (end of Q2) to 32, against the annual target of 34 provinces.

During Q3, Mol - IT Directorate contracted two consulting groups which will assess technical feasibility to expand Mol fiber optic network Nuristan and Daikundi, which remain out of Mol network. Results of each assessment are expected to be finalized before end of Q4 for further sharing with LOTFA and CSTC-A.

For WEPS to be scaled-up and maintained over time, the Mol network needs to be stable and provide secure connectivity; all contingencies related to expansion and maintenance of the network remain to be addressed by Mol and its partners, particularly in light of 2014 transition and decrease of development budget allocated to the Mol.

By the time of release of this report, Mol-IT Directorate has not released a risk management plan for the Mol fiber optic network: this surely calls for joint efforts between Mol and its concerned partners. Combination of regular and development resources remains a possible option to ensure continuity to the network.

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

During Q3, a total of USD **129,931,688** was spent for Output 1. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 1, Output 1 by the end of Q3.

Table 1: Progress towards targets for Output 1

2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<b>1.1</b> Ongoing payment of ANP salaries in 34 provinces.	<b>1.1</b> Maintain timely and transparent payment of ANP salaries in 34 provinces.	<b>1.1</b> 34	<b>1.1</b> 34	<b>1.1</b> Met target.
<b>1.2</b> EPS implemented in all 34 provinces, Police Head Quarters. <b>1.2a</b> Centralized WEPS implemented in 21 provinces (as of end of 2012). <b>1.2b</b> EFT coverage of Police at 81.5% by December 2012, and M-PAISA implemented in 12 districts.	<b>1.2</b> 99%-100% of all police, including new recruits, covered under EPS. <b>1.2a</b> Expansion of Web-based EPS (dependent on network stability/connectivity) to cover 30 provinces by December 2013; <b>1.2b</b> Coverage of 86% police under EFT (including new recruits as per ANP growth plan).	<b>1.2</b> 95% <b>1.2a</b> Ensure stability and continuity to 23 provinces covered by WEPS throughout Q3/2013, taking into account Mol connectivity capacity is insufficient to achieve 2013	<b>1.2</b> 95% <b>1.2a</b> 17 provinces. <b>1.2b</b> 80%.	<b>1.2</b> Met target. Planned coverage target takes into account historical trends and estimated ANP police growth. <b>1.2a</b> Unmet target. The decrease is temporary and LOTFA will work with Mol, CSTC-A and NTM-A to

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

2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
		annual target, which should be revised. <b>1.2b</b> Achieve EFT coverage in the range of 79-81%.		recover Q2 coverage. <b>1.2b</b> Re-opening of Kabul Bank in Kandahar Police Provincial Headquarter contributed to increase EFT coverage in Q2, and to stabilize it in Q3.
<b>1.3</b> Resource pool of 450 Mol trained officials at regional, provincial and central level in finance.	<b>1.3</b> Resource pool of 800 Mol officials trained in finance/WEPS/EPS/EFT/HR/Procurement with a focus on web-based EPS at the regional, provincial and central levels (average of 200/Q).	<b>1.3</b> No trainings planned in Q3/2013.	<b>1.3</b> N/A	<b>1.3</b> N/A (see "Q3 Planned").



2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<p><b>1.4</b> Resource pool of 45 Mol ToTs in specialized fields at zonal/provincial/district level.</p>	<p><b>1.4</b> Resource pool of 350 Mol TOTs in specialized fields at zonal/provincial/district level by December 2013.</p>	<p><b>1.4</b> No sessions planned in Q3/2013.</p>	<p><b>1.4</b> N/A.</p>	<p><b>1.4</b> LOTFA submitted formal request to Mol-Finance Department to identify suitable Mol staff to be trained as ToTs. This training is planned to take place in Q4.</p>
<p><b>1.5</b> Provision of technical support to 12 Mol focal points in new-age payroll technologies.</p>	<p><b>1.5</b> Provision of technical support to 196 Mol focal points in new-age payroll technologies i.e. WEPS/M-Paisa by December 2013.</p>	<p><b>1.5</b> WEPS Help Desk fully functional, providing assistance to 191 focal points countrywide (81 WEPS and 110 EPS).</p>	<p><b>1.5</b> Provision of technical support ensured to all 191 focal points.</p>	<p><b>1.5</b> Met target. In Q3 WEPS Help Desk received and responded to 106 requests of technical support. This quarterly target is set under the assumption</p>

2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
				that Mol does not expect any further increase in the number of focal points because of the recent dissolving of police zones in Q2/2013.
1.6 Ongoing payment of all uniformed CPD personnel salaries in 34 provinces.	1.6 Maintain payment of all CPD salaries in 34 provinces.	1.6 34 provinces.	1.6 34 provinces.	1.6 Met target.
1.7 99% uniformed CPD covered under EPS (December 2012).	1.7 95-100% CPD force covered under classic EPS by December 2013.	1.7 95%	1.7 91%	1.7 Met target. Variations in EPS and EFT coverage result from additional CPD recruits and should not be interpreted as negative.
1.8 92% uniformed CPD covered under EFT	1.8 95% CPD force covered under EFT by December 2013.	1.8 92%	1.8 94%	1.8 Met target.

2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
(December 2012).				The actual EFT coverage for CPD was 92% in Q1/2013 and remained unvaried in Q2/2013. EFT coverage increase in Q3 can be attributed to stabilization of EFT services and increase in the number of recruits as part of CPD-HR growth plan.
<b>1.9</b> 196 functional EPS stations (December 2012).	<b>1.9</b> 196 functional EPS stations.	<b>1.9</b> 190	<b>1.9</b> 190	<b>1.9</b> Met target. The new baseline of EPS payroll stations results from the MoI reorganization of

2013 Baseline <sup>10</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
				police zones, which were cancelled in Q2/2013, leaving the PPHQs system in place.
1.10 28 Provinces connected to Mol microwave/fiber optic-network (as of December 2012).	1.10 34 Provinces connected to Mol microwave/fiber optic-network.	1.10 32 provinces.	1.10 32 provinces.	1.10 Met target. Quarterly target met; in order to achieve the annual target it is important to expand the network coverage in Daikundi and Nuristan. Mol initiated the required response (see page 20).

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

### 2.1 Percentage of construction work completed

The construction of house of martyrs' and disabled was completed by end of August 2013. LOTFA identified and combined several actions to minimize and prevent possible risks related to quality control and assurance throughout the project development: LOTFA-assigned engineer undertook weekly site visits to the construction area, in coordination with Mol-Facilities Department; joint visits with the Italian Cooperation (development section and assigned engineer); and the construction company provided regular weekly reports to LOTFA and the Italian Cooperation, thus providing timely updates on the status of progress and challenges.



Photo 3: LOTFA and Mol-Facilities Department conduct a joint inspection visit upon completion of all construction works, July 2013. Photo Credit: LOTFA.

Last July 2013, close to completion of construction works, LOTFA and Mol-Facilities Department undertook a general inspection visit, which helped detect pending construction requirements. The engineer assigned by the Italian Cooperation joined the inspection visit and provided comments to finalize the general inspection report, further shared with Mol and the Italian Cooperation last August 2013.

Completion of construction works does not ensure the full accomplishment of the original scope and objective of the house of martyrs' and disabled project: it remains imperative to

ensure that actual beneficiaries are provided with apartments through a fair and transparent modality. Coherent to its role of developmental partner, LOTFA has engaged in a coordination process with MoI to identify criteria and modality for the selection of 60 eligible families who will become the final recipients of the apartments built in Kabul.

Initial progress has been made between August and September 2013: MoI has developed and shared with LOTFA an ad hoc manual which illustrates criteria to identify beneficiaries, both martyrs' families and disabled ANP. Mentioned manual is expected to be formally signed and endorsed by the acting Minister by mid-October 2013; following this step, LOTFA will hire an external company responsible for neutral and transparent vetting of the list of beneficiaries proceeding from Kabul and other provinces.

The house of martyrs' and disabled project is the first initiative in which MoI has to undergo through an assignation process, whilst the number of potential beneficiaries is higher than 2,000 throughout the country: given these conditions, it is critical to ensure close monitoring, though this may require a few additional months before 60 ANP families receive housing support.



Photo 4: Work in progress for the formworks and reinforcement of the basement floor slab. Photo Credit: MoI.

The DM-Support Building Project funded by Government of Japan witnessed progress in the construction works. Change in the design of the foundations was required during the first quarter of the year, taking into account critical factors such as: underground water sources found during the excavation works, soil type and quality, and depth of bedrock. Review of the foundations works entailed changes in the overall construction timeline, thus setting the completion of construction works to summer 2014, subject to Government of Japan approval.

During the reporting time, multiple activities were fully completed at the construction site of the DM-Support Building including, but not limited to: casting of concrete for building

columns and shear walls, establishing the formwork structure for stairs connecting the basement to the ground floor.

In compliance with the original project scope, LOTFA prepared the procurement requirements to select and outsource an external company responsible for quality control and quality assurance of the DM-Support Building Project.

Through the competitive selection process, regulated under Direct Implementation Modality (DIM), the private company will perform external monitoring of the construction project. Following DIM requirements, the selected company will be hired during last quarter of the year; this initiative will guarantee high quality standards for construction are consistently applied throughout the construction project.

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

During Q3, a total of USD **365,371** was spent for Output 2. For more details, please see Annex 2.



Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 1, Output 2 by the end of Q3.

Table 2: Progress towards targets for Output 2

2013 Baseline <sup>11</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<p><b>2.1</b> 82% completion of construction of housing for martyrs and 0% of Mol DM-Support Building (December 2012).</p>	<p><b>2.1</b> 100% completion of construction of housing for martyrs and 10% of Mol DM-Support Building</p>	<p><b>2.1</b> 100% construction completion (house of martyrs); and 8% building progress (Mol DM-Support Building).</p>	<p><b>2.1</b> 100% (house of martyrs); and 6% (Mol DM-Support Building).</p>	<p><b>2.1</b> House of martyrs: construction works finalized; the general inspection visit took place in July 2013 and helped sequence pending works to be completed by end of August 2013.</p> <p>Mol DM-Support Building: LOTFA and Mol Facilities Department have jointly assessed the progress and prepared a review of works schedule to be further approved by Government of Japan with the scope to extend construction works until Summer 2014.</p>

<sup>11</sup> Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

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

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

The Deputy Minister of Mol for Strategy, Policy and Planning (SPP) has been assigned the normative function to move forward and manage the implementation of the 10-Year Vision, including components related to public administration reform and improvement of administrative mechanisms within Mol. The ultimate scope is to build and sustain accountability, transparency and security of Mol systems and processes.

In coordination with LOTFA and other development partners, during Q1 and Q2/2013, Mol-SPP has identified Performance Management System (PMS) and Enterprise Resource Planning (ERP) as feasible solution responding to system building needs at the Mol.

The first six months of 2013 were marked by consultations leading to final agreement among Mol and its partners about how to establish a dedicated task force to lead the PMS and ERP process; and to sequence and combine short action with long-term interventions. At the preliminary stage of coordination, Mol and partners like LOTFA acknowledged ERP and PMS would address Mol-Headquarter needs first over an initial 2-year plan and scale-up at the provincial level would follow after conducting external evaluation of technical and financial feasibility.

In Q2/2013 LOTFA initiated the recruitment process to select individual consultants who will join LOTFA and collaborate with Mol to design and implement ERP and PMS systems. The selection process of both consultants is coordinated with UNDP Country Office and Headquarter and is on-going since UNDP seeks to verify, vet and select the best experts in both fields. It remains particularly critical to ensure international professionals with strong experience in IT, financial management and public administration reform particularly in the context of post-conflict countries. During Q3/2014 the international recruitment will be moved forward in order to have both PMS and ERP experts in Kabul by end of Q1/2014.

Within Pillar 2 mandate to address Mol staff capacity building, the second quarter of 2013 was used to organize the procurement process for competitive selection of the company delivering English and computer skills (basics of Windows, Microsoft basic suite with emphasis on Excel) training for Mol Facilities Department staff.

The capacity development program of this initiative features a different approach in terms of content and organization. Lessons learnt from previous trainings have resulted into the

following arrangements: the training is organized on the job site at the MoI Facilities Department; training hours – on weekly basis – have been reduced and extended over one year program; and the number of participants is below 20 in order to ensure trainers can provide better teaching services to each trainee. The combination of these measures is expected to minimize drop-outs among MoI Facilities staff targeted for the training, and determine a learning environment where participants can directly apply their skills on the job site. This training was launched in July 2013 and will continue until April 2014: the training service provider will be responsible to prepare progress reports illustrating learning and teaching performance.

In coordination with MoI, LOTFA identified a pool of national engineers from MoI Facilities Department, who will support the daily monitoring of the training: it is important to highlight this monitoring arrangement contributes to build ownership among MoI staff by attributing them a direct role in the organization and management of capacity development initiatives.

Originally designed for 17 MoI Facilities Department staff, only 14 MoI Facilities staff members are regularly attending the training since some of the staff has duty assignments to the field, outside Kabul city, being in conflict with the training schedule.

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

ERP and PMS task force, comprising MoI, LOTFA and other developmental partners, will be set-up and functional in early 2014. Realistic and time-bound planning confirms the first semester in 2014 will be used to identify modalities and mechanism to build PMS and ERP systems and synchronize them.

PMS and ERP launch will be accompanied by a comprehensive plan of action to identify and build skills of MoI staff who will work with PMS and ERP tools; change associated to productivity of MoI administration starts with management behavior change among MoI personnel, which is a multi-year process.

Evidences on improved administrative processes and increased productivity will be available by end of 2014, but should be considered initial and partial results. Change sought through PMS and ERP establishment calls for a solid and articulated monitoring and evaluation plan to be rolled-out in 2015, when both systems are expected to be scaled-up from Kabul to MoI provincial offices.

### 3.3 Number of ANP cadets with investigation skills

A total of 497 male Afghan Non-Commissioned Officers (NCOs) left Kabul on 03 June 2013<sup>12</sup> to join the Sivas Police Training Center for Afghanistan (SPTC-A)<sup>13</sup> for basic and advanced police training programme which will last until end of November 2013.

This year marks the third edition of SPTC-A training, a multi-partner initiative contributing to the professionalization of Afghan police. Since the launch of the SPTC-A training, Government of Japan has allocated USD 3 million every year, channeled through LOTFA; NTM-A remains the main LOTFA partner to co-fund the remaining costs of the programme; and SPTC-A center provides training facilities and approximately 200 trainers over 6-month programme. Funding support from Government of Japan is complemented by the deployment of 6 Japanese judo instructors preparing Afghan NCOs in judo techniques during the first 10 weeks of SPTC-A programme.



Photo 5: Afghan Police trainer delivering the session on principles and dominant rules and laws of Afghanistan.  
Photo Credit: SPTC-A, courtesy of Turkish Embassy in Kabul.

During the reporting period, the SPTC-A programme moved from Phase I (principles and basics of policing)<sup>14</sup> to Phase II (advanced training) in which Afghan police officers will

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12 NCOs left Kabul on 01 June 2013: between 03 and 10 June, participants attended the training orientation sessions; the third edition started officially on 10 June 2013. The opening ceremony took place on 17th June 2013 at the presence of Afghan and Turkish authorities.

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

14 Phase I is 10-week long, organized over 390 hours of initial training modules addressing police basics such as Marching and Saluting, Police Defense Tactics, Lawful Use of Force, Handling the Radio, Firearms and

acquire theoretical and practical skills about Facility Security, Bombs and Explosives, COIN, Counter-Terrorism Operations, Diver's Training, Communication Skills, Leadership and Management Skills, Policing and Democracy and IT competencies: all these sessions respond to international standards of police training promoted in Afghanistan by Mol partners such as European Police Mission in Afghanistan (EUPOL) and NTM-A. Further, Afghan trainers provide sessions on dominant rules and laws of Afghanistan, taking into account curriculum requirements defined by the Afghan National Police Academy.

In September 2013, SPTC-A participants started the advanced training on Criminal Investigation, a 8-week programme which will continue until completion of the overall training in November 2013. Criminal Investigation training seeks to build skills and knowledge about Basic Concept of crime investigation, application of Afghan Law to Criminal Investigation, Rules of Evidence, Arrest, and Detention, Managing the Crime Scene, Report Writing and Interviewing Techniques.



Photo 6: Afghan Police Officers take part to counter-terrorism exercise at SPTC-A.  
Photo Credit: SPTC-A, courtesy of Turkish Embassy in Kabul.

Following the first 14 weeks of the programme, SPTC-A trainers have drawn an initial evaluation of cadets based on multiple criteria including, but not limited to: leadership and problem solving skills, sense of responsibility, and capacity to accomplish tasks. SPTC-A trainers have indicated positive feedback and satisfactory performance of cadets, compared to their peers from past two editions: these preliminary results will be followed by quantitative and qualitative training evaluation at the end of the programme, as similarly done in 2011 and 2012<sup>15</sup>.

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Shooting, First Aid, Ethics and Values, Human Rights and Gender Issues, Community Policing, Traffic Policing, Disciplinary Principles (by Afghan Trainers), Stopping-Controlling & Searching Vehicles. Phase II is organized over 6-week programme.

<sup>15</sup>LOTFA thanks the Police Training Coordination Unit at the Embassy of Turkey in Kabul for the contribution provided to the LOTFA Third Quarterly Progress Report, 2013.

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

During Q3/2013 collaborative relationships between LOTFA and Mol-Media and Public Relation Directorate (MPRD) have been inspired by the new modality of joint planning and programming agreed between Mol and LOTFA, as part of the change and reform process LOTFA management promoted in agreement with Mol leadership.

As part of the improved coordination, LOTFA and Mol-MPRD conducted the first mapping of all Mol-MPRD partners, which ultimately helped to recognize operational and strategic Mol-MPRD needs which LOTFA can address without overlapping and/or duplicating resources proceeding from other Mol-MPRD partner institutions. Against this new operational context, the Mol communication strategy, as related to Mol 10-Year Vision, will be led by Mol-MPRD with support of partners others than LOTFA. This decision takes into account the need to prioritize other areas of joint coordination and work between LOTFA and Mol-MPRD such as communication strategy for 119 and Code of Conduct.



Image 1: LOTFA & Mol web story on Mol professionalization. Source: UNDP Afghanistan Facebook.

Limitedly to the direct collaboration between Mol-MPRD and LOTFA, during Q3/2013 Mol-MPRD put forward two main development project proposals dealing with capacity building of Mol-MPRD staff, and functional support to the Mol radio at the central and provincial level. Both projects were designed in coordination with Pillar 2 management and LOTFA Communication Specialist. Consistent with the new LOTFA procedures for joint programming, both proposals will undergo review and vetting of both LOTFA management and Mol-SPP to seek approval and funding support.



Third quarter of 2013 saw a consistent increase in the number of quality advocacy stories and initiatives prepared by MoI-MPRD with LOTFA technical support, including distribution and dissemination of web-stories witnessing professionalization of Afghan men and women serving as police officers and civil servants at MoI<sup>16</sup>.

Simultaneously with the design of the Code of Conduct communication campaign (see section 3.5), coordination between LOTFA and MoI-MPRD resulted in publishing the ANP Code of Conduct on MoI website in Dari and Pashto; the MoI website also provides introductory information on the scope of CoC towards the professionalization of ANP.

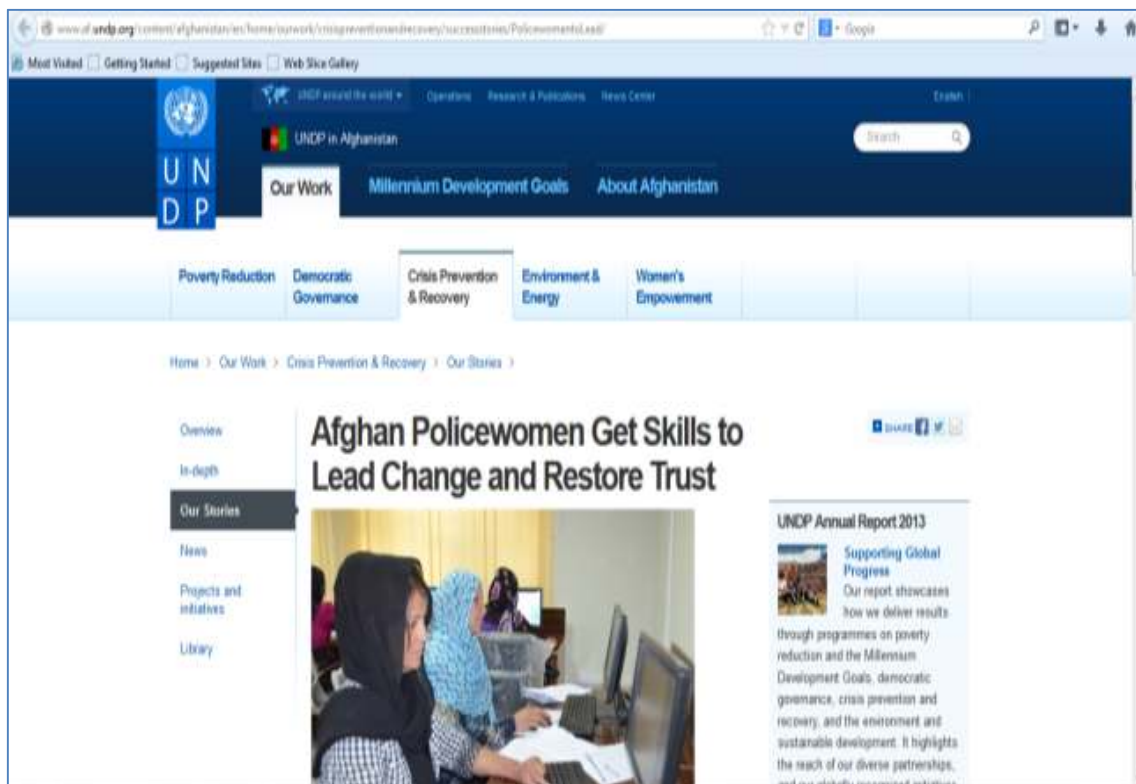


Image 2: LOTFA & MoI web story women police empowerment. Source: UNDP Afghanistan website.

### 3.5 Number of MoI officers trained in Code of Conduct

As Afghan National Police's role evolves from counterinsurgency force to civilian policing, it is critical to ensure wide and equal dissemination of the Afghan Police Code of Conduct among all police officers in order to promote accountability, transparency and integrity among Afghan Police.

<sup>16</sup> In coordination with MoI-MPRD, LOTFA released two web-stories on UNDP Afghanistan website: "Afghan Policewomen Get Skills to Lead Change and Restore Trust" and "Young Afghan dedicates his career to nation building with UNDP-LOTFA support". To access the full story, please follow the link: <http://www.af.undp.org/content/afghanistan/en/home.html>



LOTFA-funded Code of Conduct training programme constitutes a strategic entry point to reach Afghan Police officers on country scale, thanks to the long-term partnership established among LOTFA, National Police Academy, German Police Project Team and EUPOL - RoL Unit.

During Q3, Code of Conduct training activities took place according to planning for the third quarter of the year. CoC activities were delivered by CoC LOTFA Advisor in collaboration with National Police Academy in Kabul only. During the third quarter, 34 male<sup>17</sup> police officers and 20 staff members from Kabul- 119 Unit attended the basic CoC programme<sup>18</sup>.

The ToT training was organized into two sessions (July and August 2013) and 36 out of 38 Provincial Trainers qualified to become professional Code of Conduct trainers<sup>19</sup>. Pre- and post-evaluation of all ToTs trainings are performed through simulation exercise in which participants run mock trainings. Chart 8 provides further details on ToTs training results.



Photo 7: ANP officers participate to the CoC basic training in Kabul. Photo Credit: LOTFA.

In collaboration with Mol-National Police Academy the pre-post assessment questionnaire for basic training questionnaire has been drafted; however it is important to acknowledge that the implementation mechanism may feature challenges due to remaining high rates of illiteracy among police officers, particularly at the provincial level.

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<sup>17</sup> During previous quarters, the Code of Conduct training programme ensure higher participation to women police and female civil servants from Mol based on the calendar agreed between LOTFA-Pillar 2 and Mol.

In April 2013, 25 Family Response Unit police officers from Kabul were trained in ToT: 16 out 25 didn't pass the test and therefore were not qualified to become CoC trainers. In June 2013, all 17 female police commanders completed their basic training programme in Kabul.

<sup>18</sup> Within the Code of Conduct training programme, 14 police officers deployed at the 119 Unit in Kabul attended the CoC basic training in June 2013. All together 34 "119" police officers were trained on Basic CoC course by the end of Q3/2013.

<sup>19</sup> Two Provincial Trainers did not pass the evaluation test applied to all ToT-Code of Conduct trainings.

Though simple in its content and structure, the pre/post questionnaire would certainly not be the most suitable tool to ascertain police’s confidence and understanding of the basics of Code of Conduct (both CoC content and correct application).

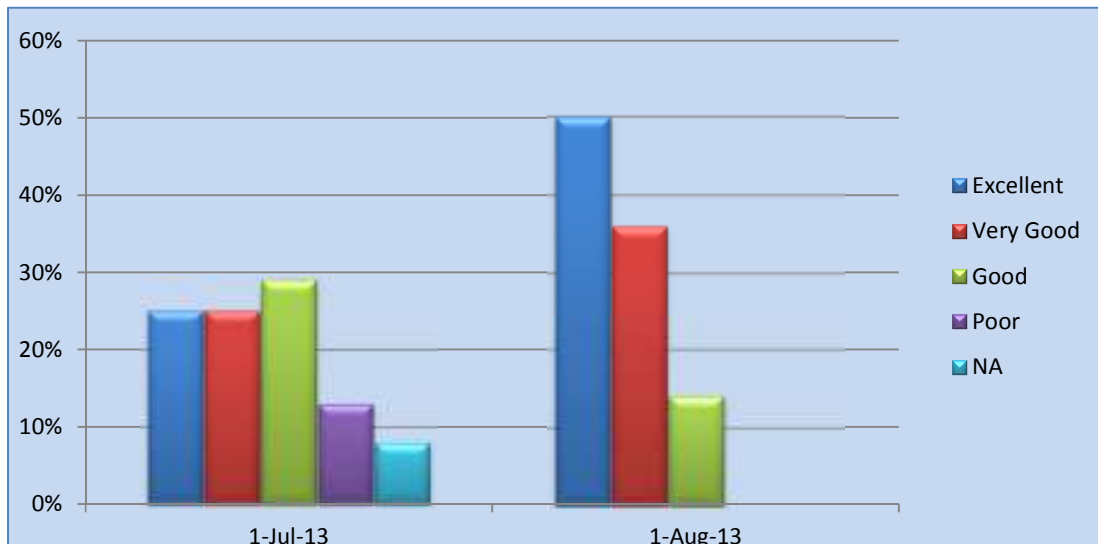


Chart 8: Learning outcomes from Code of Conduct-ToT training held in Q3/2013. Source: LOTFA.

In order to overcome this hurdle, LOTFA and Mol are evaluating possible alternative options, including establishment of a mobile unit comprised of one LOTFA member and Mol-Education & Training Command for CoC training courses at the provincial level. At the time of release of LOTFA 3<sup>rd</sup> Quarterly Progress Report, LOTFA-CoC Advisor continues the required coordination and dialogue with Mol-Education & Training Command to identify a feasible and long-term solution.

Code of Conduct training programme has also built enabling conditions to replicate the basic CoC trainings among police officers, which is particularly relevant to police officers deployed in remote and/or insecure areas.

Thanks to the CoC trainers more cascade trainings in basic CoC took place in Paktika (40 participants), Mazar-e-Sherif (166 police officers), Balkh (122 trainees), and Kabul (396 police officers of which 16 are women police)<sup>20</sup>. This brings to 2,713 the number of police officers who learnt about basic principles of Code of Conduct through cascade trainings among multiple provinces since the start of CoC programme in 2013.

<sup>20</sup> Gender equality remains a critical element to be addressed in future cascade trainings outside Kabul: out of 328 participants among target provinces only 1 woman attended the basic CoC session (participant from Mazar-e-Sherif).

The ANP-CoC National Training Programme, meant to establish a pool of ANP Code of Conduct Trainers, will be completed on October 23, 2013 when the last Provincial ToT course is done. Since the Code of Conduct training programme was launched in 2011, 180 ANP became Code of Conduct National Trainers and 31 more will become part of this special pool of trainers in October 2013.



Image 3 and 4: Preview of sections from the CoC booklet. Source: Mol.

In parallel, Mol-Education & Training Commander issued the ministerial order requesting all provincial police headquarters to participate in the country-wide basic training, which will be officially launched on September 1, 2013. This is a critical milestone in the evolution of the Code of Conduct training programme: the order reflects Mol role has moved from being mere training recipient to undertaking the role of an active partner, expressing stronger sense of ownership and responsibility towards the future of the Code of Conduct.

Information about Code of Conduct among communities remains a critical result to be achieved to ensure ANP officers are held accountable for their service, with no ethnic and socio-economic discrimination. LOTFA has partnered with Mol-Education & Training Commander and Mol-Communication Department to design a country-wide communication campaign to reach-out both ANPs and general audience on the Code of Conduct and its effective application.



Image 5: Dissemination of Code of Conduct on Mol official web page. Source: Mol.

Within the National Implementation Modality, LOTFA initiated the procurement process to select the consulting firm which will design the programme and modalities through which the campaign will take place, including design and broadcast of TV and radio spots.

In parallel LOTFA has supported the design and printing of 120,000 Code of Conduct booklets which illustrate, through a pictorial narrative, principles and application of Code of Conduct. Within the Code of Conduct booklet drawings explain abstract concepts describing roles and responsibilities of ANP when serving communities: this is a powerful approach to reach literate and illiterate citizens.

During Q3 and Q4 LOTFA will undertake further coordination with Mol-Media and Communication Department in order to disseminate the Code of Conduct booklet through Mol website and ANP magazine.

### 3.6 Number of Code of Conduct violations investigated

In June 2013 LOTFA and Deputy Minister for Administrative Affairs Yarmand<sup>21</sup> started exploring options to establish a disciplinary board for all ANP violating the Code of Conduct. Initial discussion revealed the need to clarify the legal basis of the board in light of

<sup>21</sup> DM Yarmand was removed from this position of Deputy Minister for Administrative Affairs last September 2013 upon Minister's Office order.

old and new legal documents available at Mol to regulate disciplinary measures among ANP forces.<sup>22</sup>

Having identified regulatory and legal challenges to the disciplinary board, an ad-hoc working group was established last August 2013, comprising LOTFA, EUPOL and ISAF. Scope of the working group is to identify effective legal procedures combining internal procedures for disciplinary punishment with legal remedies to be applied through formal justice system.

At the initial stage of interaction between the working group and Mol, working group members ascertained Afghan counterparts recognize the Police Inherent Law (2010) and the new Disciplinary Regulation of Personal of Armed Forces (2013) as relevant legal framework regulating disciplinary procedures. Nevertheless, the working group analyzed that the new Disciplinary Regulation of Personal of Armed Forces does not reflect all requirements for the disciplinary framework for a civilian Police Force<sup>23</sup>.

In light of the complex nature of the subject and variety of positions among national and international parties, an appropriate decision has been made by the working group to have the International Police Coordination Board (IPCB) become the coordinating body for the establishment and implementation of sustainable disciplinary proceedings within the Afghan National Police Forces.

Further progress will depend on successful coordination and out-reach with the Minister Office in order to task Mol staff to collaborate with the working group and prepare a new legal document addressing the gaps identified in the Police Inherent Law (2010) and the new Disciplinary Regulation of Personal of Armed Forces (2013).

### **3.7 Increased public confidence of Afghan National Police**

LOTFA commissioned internal review of the 2012 Annual Police Perception and Victimization Survey to guarantee quality control and quality assurance of the survey methodology and findings. Survey results will be used to inform design of new interventions at Pillar 2 and 3 in 2014, in coordination with Mol-SPP and Community Policing Secretariat. In 2013 no new surveys took place due to limited availability of staff at Pillar 2.

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<sup>22</sup> Mol legal documents include: ANP Inherent law (2010); Police disciplinary law (1976); Disciplinary Regulation of Personnel of Armed Forces (2013 - signed by HE President Karzai on 29 July 2013 and expected to come into force in coincidence with its publication; CoC / Chapter V – Disciplinary measures (2011); Police Law (2009); and Disciplinary Manual (2008).

<sup>23</sup> The working group (EUPOL, ISAF and LOTFA) identified inconsistencies within the new Disciplinary Regulation of Personal of Armed Forces (2013) including: no linkage to violations of the Code of Conduct; missing procedure for internal investigations; and limited framework for appeal procedures.

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

The achievement of qualitative and quantitative results associated to capacity building in IT literacy remains subject to the ERP and PMS establishment first (see sections 3.1 and 3.2).

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

During Q3, a total of USD **2,914,260** was spent for Output 3. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 2, Output 3 by the end of Q3.

Table 3: Progress towards targets for Output 3

2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<p><b>3.1</b> Most administrative processes in the Mol (with the exception of limited financial operations) is paper- or phone-based in the Mol; facility department is poorly equipped and trained; no IT equipment; Ongoing contribution of 41 advisors to various units and departments of the Mol as of 2012; limited capacity of offices of senior management of Mol.</p>	<p><b>3.1</b> 9 engineers of facility department of Mol trained in basic tools.</p> <p><b>3.1a</b> 40 national mentors provided to Mol and receiving support as to training in English and office management.</p> <p><b>3.1b</b> 30 Mol staff (senior managers) trained in strategic capacity development.</p> <p><b>3.1c</b> One training room in Police Academy entirely renovated with computer laboratory.</p>	<p><b>3.1</b> N/A.</p> <p><b>3.1a</b> Preparatory phase finalized, training company selected, trainings will start in July.</p> <p><b>3.1b</b> No activities planned for this quarter.</p> <p><b>3.1c</b> Carry-out renovation works completed in Q2.</p>	<p><b>3.1</b> N/A.</p> <p><b>3.1a</b> Training preparation completed.</p> <p><b>3.1b</b> N/A.</p> <p><b>3.1c</b> Works completed in Q2.</p>	<p><b>3.1</b> The achievement of this target is linked to PMS and ERP establishment.</p> <p><b>3.1a</b> On-going.</p> <p><b>3.1b</b> The achievement of this target is linked to PMS. Trainings associated to PMS establishment are expected to start by end of Q4/2013.</p> <p><b>3.1c</b> Met target.</p>
<p><b>3.2</b> No formal system of</p>	<p><b>3.2</b> Technical</p>	<p><b>3.2</b> LOTFA planned</p>	<p><b>3.2</b> LOTFA put</p>	<p><b>3.2</b> On-going</p>

<sup>24</sup> Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<p>registration of complaints; not reliable criminal or traffic accidents statistics; no measurable performance indicators used in strategic and operational planning; no tools for strategic planning available for strategic planning unit as well as dashboard with key performance indicators for commanders at all levels of policing agencies.</p>	<p>information of feasibility of an ERP for selected administrative processes in the Mol available.  <b>3.2a</b> ERP preliminary assessment and scoping study completed by end of 2013.  <b>3.2b</b>ToR for feasibility study of ERP developed.  <b>3.2c</b> Agreement with stakeholders established on PMS.  <b>3.2d</b> Templates for registration of complaints by on criminal code completed.  <b>3.2e</b> 100 Mol staff trained in registering complaints online.  <b>3.2f</b> 15 planners trained in new PMS system.  <b>3.2g</b> First monthly crime statistics available based on PMS (starting</p>	<p>to set-up the technical team for the feasibility study and design of ERP: this is the essential condition to ensure achievement of 3.2 target and its sub-components.</p>	<p>forward the request to recruit an international consultant with ERP expertise. The recruitment is being organized in coordination with UNDP- Bureau for Crisis Prevention and Recovery (BCPR). The process is on-going and expected to be completed by Q4.</p>	<p>(applicable to 3.2 target and its sub-components).</p>



2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
	probably at Q4, depending on progress of the project). <b>3.2h</b> Reliable statistics of crime available.			
<b>3.3</b> Limited skills in crime investigation among ANP officers as of 2012.	<b>3.3</b> 500 cadets trained for 6 months in criminal investigation in police college in Sivas.	<b>3.3</b> Sivas training programme to be rolled-out according to the calendar prepared by SPTC-A organizers.	<b>3.3</b> Training sessions held according to the original calendar.	<b>3.3</b> Met target, applicable to SPTC-A training Phase I and Phase II.
<b>3.4</b> Limited capacity of the Media and Public Relations Department, built through provision of technical experts in police advocacy and media management as of 2012.	<b>3.4</b> Mol-Media strategy developed. <b>3.4a</b> Trained selected number of Media Office staff based on needs-assessment.	<b>3.4</b> Based on the new joint planning and programming approach between LOTFA and Mol, it was agreed LOTFA would fund project proposals others than the communication strategy development, which will be supported by other Mol partners.	<b>3.4</b> In coordination with Pillar 2 and LOTFA Communication Specialist, Mol – Media and Public Relations Department put forward two new project proposals to be reviewed and vetted by LOTFA and Mol-SPP. One of the proposals is related to building	<b>3.4</b> On-going (applicable to 3.4 target and its sub-components).

2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
		<p><b>3.4a</b> Training needs will also be defined once the strategy is finalized.</p>	<p>skills among Mol-Media and Public Relations Department staff.</p>	
<p><b>3.5</b> Limited knowledge and enforcement of Code of Conduct (749 staff of the Mol officers have been trained in the Code of Conduct as of 2012; no internal police campaign for raising awareness of Code of Conduct; no public campaign on the new Code of Conduct; limited capacities in criminal investigation).</p>	<p><b>3.5</b> 200 trainers and commanders trained in the Code of Conduct.  <b>3.5a</b> 2,000 ANP trained in Police Code of Conduct by ANP trainers.  <b>3.5b</b> New illustrated booklet on Code of Conduct produced and released (120,000) and other printing material for the Code of Conduct published.  <b>3.5c</b> Increased police and public awareness of Code of Conduct.  <b>3.5d</b> Memorandum of Understanding (MoU) signed with EUPOL for implementation of Code of Conduct.</p>	<p><b>3.5</b> Planned to train ToTs and police commanders in Q4, as Q3 will be used to prioritize basic CoC and ToTs trainings.  <b>3.5a</b> Planned to train ANP with a target of 500 ANP/quarterly bases.  <b>3.5b</b> Planned to complete the printing of 120,000 copies.  <b>3.5c</b> Procurement process prepared to select the consulting firm which will design and roll-out the CoC awareness</p>	<p><b>3.5</b> 74 See "Q3 Planned".  <b>3.5a</b> By end of Q3/2013, 3,865 police officers participated and completed basic training programme (cascade trainings &amp; trainings organized by LOTFA).  <b>3.5b</b> 120,000 copies available for distribution.  <b>3.5 c</b> Progress made in the procurement preparation as originally planned.  <b>3.5d</b> Coordination with EUPOL took place to finalize the document.</p>	<p><b>3.5</b> On-going: 180 ANP became Code of Conduct National Trainers since the start of CoC training programme and 31 more will become part of this special pool of trainers in October 2013.  <b>3.5a</b> Met target: this was achieved also thanks to ToTs who delivered cascade trainings.  <b>3.5b</b> On-going: distribution will happen in Q4 and continue in 2014.  <b>3.5c</b> On-going: this intervention is complemented by</p>

2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
		campaign. <b>3.5 d</b> Acquire the formal signature for MoU.		the design and launch of the CoC awareness campaign described at 3.5b. <b>3.5d</b> Met target.
<b>3.6</b> 8%, positive view about police, 28% great deal of confidence in ANP (Police Perception Survey 2010).	<b>3.6</b> 2012 Perception of Police and Victimization Survey released and results used for further planning with MoI. <b>3.6a</b> 2013 Perception of Police and Victimization Survey designed and carried out among selected districts (5,000 interviews geo-localized).	<b>3.6</b> Survey to be released in Q2/2013. <b>3.6a</b> No planning in regard to this activity (see comments).	<b>3.6</b> LOTFA agreed on modalities for internal review of the survey findings, which will be used to guide future planning at Pillar 2 and 3. <b>3.6a</b> See "Q3 Planned".	<b>3.6</b> Unmet target. <b>3.6a</b> Development of 2013 survey was cancelled due to limited human resources available at Pillar 2 team.
<b>3.7</b> There is currently no PMS system.	<b>3.7</b> Establishment of a PMS.	<b>3.7</b> LOTFA planned to set-up the technical team for the feasibility study and design of ERP and PMS.	<b>3.7</b> Recruitment of PMS expert is on-going in coordination with UNDP-BCPR, and will be finalized in Q4: this is the essential condition	<b>3.7</b> On-going.

2013 Baseline <sup>24</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
			to ensure achievement of target described at 1.7.	
3.8 No capacity building on IT literacy provided before to selected staff of Mol-Strategy and Policy Department.	3.8 30 staff from Mol-Strategy and Policy Department trained in IT literacy.	3.8 No activities planned for this quarter.	3.8 See "Q3 Planned".	3.8 The achievement of this target is linked to ERP and PMS establishment.

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

### 4.1 Number of women police recruited

LOTFA monitored trends of women police and female civilians' recruitment as done during the previous quarters of this year. In Q2, LOTFA reported the total number of women recruited at Mol was 1,974 (Mol HR figures) including ANP, 195 female CPD guards, 15 Special Forces Officers and 213 female civilians; further, 45 new appointments were registered during the second quarter and dealt mainly with women soldiers, Lt Colonel and Major ranks.

During the third quarter of the year, Mol/ANP has a total workforce of 1,999 women<sup>25</sup> distributed among different ranks and functions; chart 9 shows further details, including number of female civilians performing administration functions at Mol. The increase between second and third quarter is limited to 25 additional women police who were appointed lieutenant and sergeant.

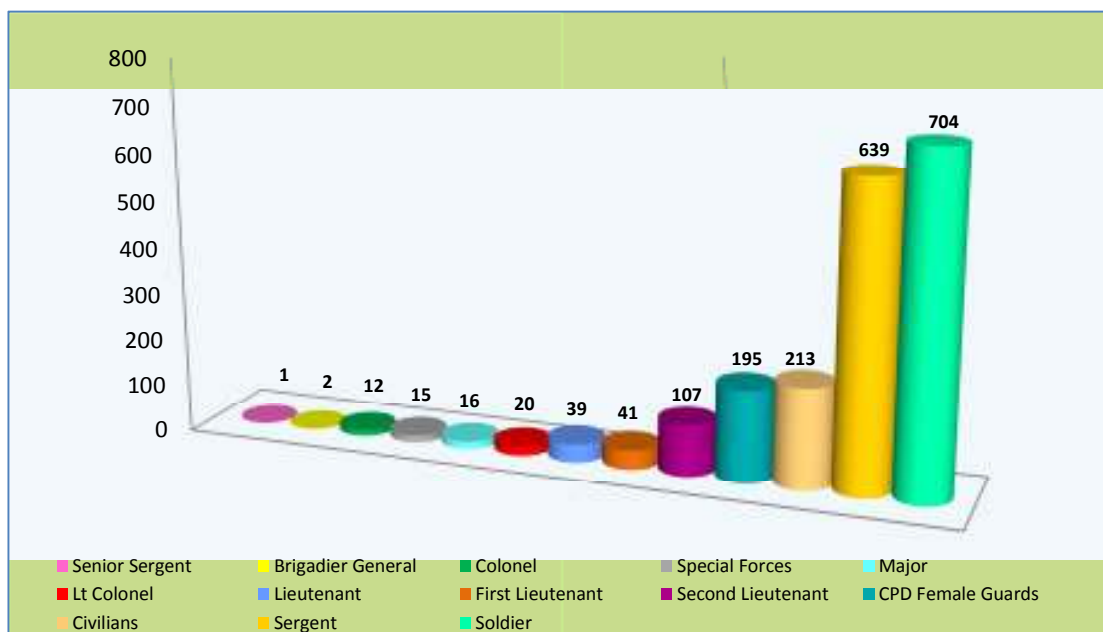


Chart 9: Distribution of women at Mol (civilian and ANP), September 2013. Source: LOTFA.

As illustrated in previous LOTFA reports from this year, LOTFA decided not to engage in any new recruitment campaign of women police before system gaps are addressed within Mol to respond to impunity and improvement of service conditions. Next sections will

<sup>25</sup> At the time of release of Q2/2013 Progress Report, there is no acknowledgement of changes related to the number of female CPD guards and female civilians deployed at Mol.

illustrate progress made at LOTFA to design and establish actions for change contributing to create a safer and more equal working environment for both men and women police.

At the current pace, it is realistic to report Mol target<sup>26</sup> for women police recruitment will not be met, unless working conditions are structurally changed and recruitment process is revised in order to identify Mol departments and/or units which provide safer working environment for women, both police and civilian staff.

On-going discussion is taking place between Mol –Gender, Human Rights, & Children General Department (GHRCGD) and Mol-119 Unit to recruit 45 additional female civil servants and 5 new female officers for Kabul and provincial 119 Units since 119 service is expected to expand its service coverage capacity. Gender and Code of Conduct advisors from CSTC-A are supporting both GHRCGD and 119 Unit to ensure 119 centers can become the entry point for safe recruitment of women seeking to join Mol. LOTFA Gender team did not have a direct contribution in the described process; however, it was agreed among parties that LOTFA would remain partner of this initiative by supporting capacity building needs of new female recruits.

#### 4.2 Number of functional Family Response Units

Family Response Units (FRUs) have been chronically suffering from limited functional capacity, though they play a critical role to receive and report cases of gender-based violence among women. Late 2012, Pillar 2 engaged in a large-scale plan to provide FRUs with essential supplies including IT equipment and office furniture.



Photo 8: LOTFA and Mol team assess infrastructural needs of police stations in Kabul to increase safety and no-discriminatory environment for women police. Photo Credit: LOTFA.

<sup>26</sup> The number of women police deployed at Mol/ANP should be 2,050 by the end of 1392.

LOTFA completed the first phase of the office supplies distribution plan, covering FRUs located in Kabul city and provinces; for logistics reasons, LOTFA and Mol- Criminal Investigation Department (CID) agreed FRUs Headquarter in Kabul would be responsible to complete the distribution of equipment throughout the country. Mol-FRU central office is responsible to share with LOTFA progress information on the status of delivery and set-up of office equipment for FRUs in the provinces: as of end of September 2013, 15 FRUs distributed among 5 provinces have received the equipment package. The distribution process is expected to be completed by end of 2013.

Upon completion of office items and IT equipment among Kabul FRUs, Pillar 2 organized an IT literacy training for 29 FRUs staff<sup>27</sup>: methodology and training schedule follow the same model applied for IT literacy training on-going at Mol-Facilities Department (see section 3.1), nominally on-the-job training. This approach contributes to increase the degree of participation among FRUs staff and provides the opportunity to monitor functionality and correct use of IT equipment set-up among FRUs<sup>28</sup>.

This training has also been extended to additional 151 participants (24 women and 127 men) serving Mol and ANP in Kabul police stations and Mol units and departments.

In parallel, in coordination with Mol- GHRCGD and Facilities Department, LOTFA conducted an initial assessment of the infrastructural and accessibility of women and men toilets among Kabul (city and province) police stations. The assessment is meant to provide relevant information to further plan construction ex novo and rehabilitation of toilets for women police, along with dressing rooms: the ultimate scope is to ensure safer working environment for women police and female civilians deployed at Mol.

This intervention was organized into two phases: the first assessment was completed by end of Q2 and helped identify 19 locations in Kabul city; the bidding opening was completed, and the technical evaluation for selection of companies is in progress. Construction and/or rehabilitation works for the first 19 units (FRUs and police stations) will start in Q4 and are expected to be completed early 2014.

The second assessment was completed in Q3 and focused on 7 additional locations in Kabul city and province; the associated procurement process is on-going to identify the company which will be responsible for construction and rehabilitation works, which are expected to start in December 2013 and continue until spring 2014.

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<sup>27</sup> FRUs staff from Kabul participating to the IT literacy training (July 2013 – April 2014) includes: 23 staff members from police districts and 6 trainees from FRU Headquarter. Gender-disaggregated data indicate FRUs staff is divided into indicate FRUs staff is divided into 10 women and 19 male officers.

It is important to remark that infrastructural works will address both women and men police officers' toilets and dressing rooms, in order to guarantee equal improvement of working conditions for both men and women.

#### 4.3 Number of Family Response Unit staff trained in multiple disciplines

As part of the capacity development initiatives designed and supported at Pillar 2, the mediation training represents an important step forward in the evolution of capacity building opportunities women police can have access. Through the training, female officers learn communication, behavioral and mediation skills to deal with internal conflicts with their peers and supervisors through gender-responsive perspective.

The mediation training programme is organized into two sessions: the first one took place between 21 and 25 September 2013; the second part is scheduled in December 2013.

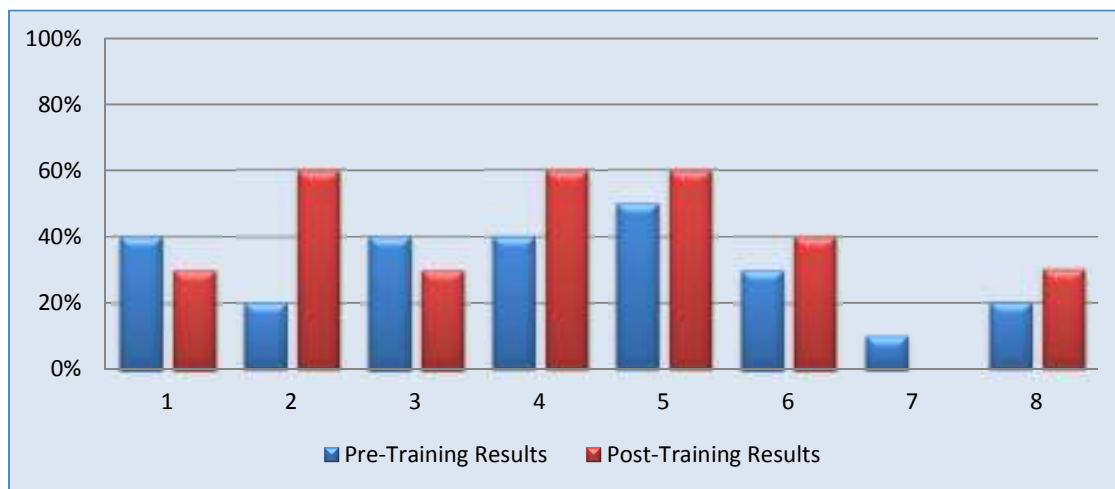


Chart 10: Learning outcomes from mediation training, September 2013. Source: LOTFA.

Eight FRUs staff members from Kabul (6 women and 2 men) attended September session; participants reported satisfactory feedback about the training content and delivery modality. Chart 10 illustrates learning performance results registered by the end of the first session of mediation training.

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

Women police retention calls for professional growth mechanisms and enabling environment for female officers to assume leadership functions. As indicated at chart 9, very few women police occupy high rank positions such as lieutenant and colonel grade.

In response to capacity building needs detected by Gender, Human Rights, & Children General Department, LOTFA supported the organization of women police leadership training from June to end of August 2013. Sixteen female police officers attended the



training over three-month period and learning performance evaluation was performed for the training programme.

The final qualitative assessment of the training indicates general satisfaction among participants, who expressed appreciation for the quality of content and relevance of the content presented during the training.

As indicated by Pillar 2 –Gender team, the success of this training can be partially explained by a few considerations regarding the organization modality: for instance, trainers were all Afghans, which contributed to increase the level of self-confidence among women attending the programme. Completion of the training was followed by closing ceremony led by the Chief of Police Academy and Head of Gender, Human Rights and Children directorate.



Photo 9: Women police attend the closing ceremony of women police leadership training. Photo Credit: LOTFA.

In line with MoI reform process, including police professionalization, LOTFA coordinated the organization of one-month residential training at the Korean Institute for Gender Equality Promotion and Education (KIGEPE) for 30 female police officers currently holding management positions within MoI/ANP.

KIGEPE programme, known as “Gender Equality Enhancement Training,” seeks to provide advanced learning on multiple subjects related to gender policing such as prevention of gender related crime and gender responsive management. Afghan women police are expected to start the training by first week of November and spend one month in Korea, where they will also have the opportunity to visit the supreme prosecutor’s office, the

national institute for scientific investigation and the national police agency. Preparatory actions for this initiative to start have been taken, including LOTFA vetting the list of participants to ensure only suitable candidates will represent Afghan National Police at KIGEPE.

#### **4.5 Number of Mol staff understanding the basic principles of gender**

Following the national workshop on gender awareness<sup>29</sup> (April 2013), LOTFA and Mol-GHRCGD used this event findings to plan for a new raising awareness built on the design and dissemination of a movie describing violence and abuse of female police officers and women more in general. The target audience will be male officers from Mol and ANP, in Kabul and provinces.

In Q3, LOTFA finalized the preparatory phase to launch the bidding process for competitive selection of suitable companies interested in designing and rolling-out raising awareness among men police. The same company will be also responsible to hold discussion sessions after the projection of the movie, in order to acquire information about men police attitude and perception about violence against women. Mol- GHRCGD and LOTFA will have direct institutional and technical support to coordinate with the movie company.

Given the timeline, movie production will be the core activity of Q4, and the dissemination will follow in Q1 and Q2 of next year.

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

Gender Mainstreaming Units (GMUs) ensure Mol- GHRCGD presence at the provincial and district level where ANP/Mol operate; and facilitate the application of directives and regulatory frameworks proceeding from Mol-GHRCGD.

Similarly to FRUs, Pillar 2 assessed functional capacity of the 50 GMUs distributed in the country at the end of 2012, and developed an office outfitting plan to provide GMUs with IT equipment and office items.

Office equipment distribution is on-going, and by the end of Q3 Pillar 2 –Gender has covered 21 provinces and 48 GMUs. The remaining 12 target provinces will be part of the last phase of the distribution, to happen between Q4 and early 2014.

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<sup>29</sup> In April, LOTFA and Mol-GHRCGD organized a national workshop which saw the participation of 80 Mol gender focal points (40 participants from Kabul province and 40 from other provinces). The workshop was an opportunity for all Mol gender focal points to share common concerns about effective gender mainstreaming in every day work.

Following the distribution of IT equipment among GMUs in Kabul, Pillar 2 launched a joint IT training for both GMUs and FRUs staff, whose methodology and organizational modalities have been illustrated previously in this report (see section 4.2), nominally: on-the-job-site training with weekly monitoring ensured by LOTFA and Mol-GHRCGD. The IT literacy training started in July 2013 and will continue until April 2014: it is expected 39 staff from Kabul GMUs<sup>30</sup> will take part to it.

Last Q2, LOTFA and Mol- GHRCGD organized three self-defense trainings in Jalalabad, Herat and Mazar-e-Sherif provincial command offices. As result of the 12-day training programme, 72 female officers provided positive feedback about this initiative. Following lessons learned from Jalalabad, Herat and Mazar-e-Sherif, Mol- GHRCGD expressed its interest to replicate the programme in Bamyan and Takhar with LOTFA support.

Twelve women police from Bamyan police provincial headquarter participated to the self-defense sessions between 24 August and 5 September 2013; and learnt about practical skills on freeing techniques, first-aid and other self-defense measures.

LOTFA outsourced the training programme to the pool of Afghan professional trainers<sup>31</sup> (one man and two women) who have led training sessions on self-defense in Q2. During the self-defense training, women police take part to practical exercises and simulation, which provides trainers with feedback about the learning performance of trainees.

Coordination remains to be done by Mol-GHRCGD to decide about the training schedule and plan for Takhar training; at the time of release of the third quarterly progress report, no dates have been confirmed from Mol.

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

The Gender Strategy and Policy on Prevention of Gender-Based Violence remains a long-time unattained result; gender-oriented interventions at Mol have been mainly inspired by short-term quick wins, whilst limited efforts have taken place to lay-down one integrated gender policy framework and plan of action.

Within this scenario, LOTFA and Mol-GHRCGD are partnering to launch the first ever gender self-assessment at Mol (Headquarter and provincial offices) using the Centre for the Democratic Control of Armed Forces (DCAF)-based guidelines, previously tested and applied in other fragile states as part of state –building and institutional reform.

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<sup>30</sup> GMUs staff attending the IT literacy training comprises: 9 staff members from GMU Headquarter, 11 staff from Police Academy, 3 officers from Kabul districts and 16 from Police Districts. Gender-disaggregated data indicate GMUs trainees include 6 female and 33 male staff members.

<sup>31</sup> The self-defense trainers graduated from the training programme offered by Norwegian Project for Support of the Police in Afghanistan (NORAF) and became professional trainers able to replicate content and techniques learnt thanks to NORAF. This is certainly a good practice in terms of ownership and sustained capacity building; and it should inspire other training initiatives, particularly those targeting ToTs.

LOTFA initiated the DCAF guidelines translation into Dari and Pashto, a necessary requirement to distribute the DCAF tool among all relevant MoI units and departments. In parallel, Pillar 2 started the procurement process to select the company which will help MoI-GHRCGD collect findings from the self-assessment; LOTFA will analyze findings with MoI- GHRCGD and other development partners supporting gender as part of MoI reform. Self-assessment findings will be used to guide and finalize the Gender Strategy and Policy on Prevention of Gender-Based Violence.

The selection process to identify the consulting firm will be completed by Q4, since LOTFA wants to ensure all quality assurance and quality control measures are in place during the procurement process. In light of this procurement requirement, the MoI gender self-assessment is expected to take place early 2014 and findings to be analyzed during Q2 of next year. Pillar 2- Gender team expects the Gender Strategy and Policy on Prevention of Gender-Based Violence to be completed in summer 2014.

#### EXPENSES FOR THE QUARTER

During Q3, a total of USD **64,760** was spent for Output 4. For more details, please see Annex 2.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 2, Output 4 by the end of Q3.

Table 4: Progress towards targets for Output 4

2013 Baseline <sup>32</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
4.1 1,852 women in the police as of 2012.	4.1 Mol has a target of increasing the number of women police to 2,050.	4.1 No activities planned during Q3/2013 to organize recruitment campaigns.	4.1 N/A	4.1 As indicated since Q1/2013 Progress Report, LOTFA will not engage in new recruitment campaigns for women if structural and system issues associated to recruitment and retention are not effectively address. LOTFA continues monitoring recruitment and retention trends among women police, in coordination with Mol-Gender Directorate and Human Resources Department.
4.2 165 FRU's existed with limited functioning due to lack of logistic and technical support as of 2012. None has separate interview	4.2 Targeted 165 FRUs (out of 184 Mol target) are equipped with their office facility, IT equipment by June 2013.	4.2 Distribution plan for FRUs in Kabul (city and province) to be finalized; distribution plan for remaining FRUs in other provinces to continue between Q3 and Q4.	4.2 Intervention following Q3/2013 plan. 4.2a Assessment conducted as planned for 7 locations. Construction company identified to carry-out construction	4.2 On-going: to continue in Q4/2013. It is important to indicate that the distribution of IT items and office supplies to provincial FRUs is directly managed by FRU Headquarter in Kabul. LOTFA

<sup>32</sup> Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline <sup>32</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
rooms. Female officers have limited separate toilets and dressing rooms; a fraction (about 10%) have computers.	<p><b>4.2a</b> 27 separate toilets and dressing rooms for female officers.</p> <p><b>4.2b</b> 21 containers with separate interview rooms are distributed to FRUs.</p>	<p><b>4.2a</b> Carry-out FRUs and police stations assessment to verify status of women toilets and dressing rooms in Kabul (city and province) for 7 locations. Finalize the bidding process to select the construction companies for 19 additional locations in Kabul (city and province).</p> <p><b>4.2b</b> Conduct situational analysis and technical assessment to decide about planning and programming related to this activity.</p>	<p>works among 19 additional locations: works will start in Q4.</p> <p><b>4.2b</b> Situational analysis and technical assessment of construction sites and FRUs facilities completed in Q3.</p>	<p>continues monitoring the distribution in coordination with FRU Headquarter.</p> <p><b>4.2a</b> On-going: the original annual target proposes 27 locations; however the actual programming targets 26 locations based on technical assessment conducted by LOTFA in collaboration with Mol-Facilities. This activity continues with a minor change related to the original target.</p> <p><b>4.2b</b> Based on the findings associated to the assessment and situational analysis, LOTFA Pillar 2 agreed to postpone this activity to 2014 in order to prioritize rehabilitation and construction of separate toilets for men and women police.</p>
4.3 Limited number FRU staff trained.	4.3 19 FRUs staff trained in literacy by August 2013 in collaboration with United Nations Assistance Mission	<p>4.3 Phone technology-based training to take place in Q3 as it was postponed in Q2.</p> <p>4.3a FRU sessions in April and May planned</p>	<p>4.3 This training did not take place.</p> <p>4.3a Sessions delivered according to Q2/planning.</p> <p>4.3b Training organized according to the planned</p>	<p>4.3 Unmet target: activity cancelled after further technical review of the originally designed training.</p> <p>4.3a Met target: 26 FRUs staff (3 women and 23 men)</p>

2013 Baseline <sup>32</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
	<p>in Afghanistan (UNAMA) using phone devices.</p> <p><b>4.3a</b> 24 FRUs trained in professional investigative skills by June 2013 in collaboration with EUPOL and Justice and Human Rights in Afghanistan (JHRA).</p> <p><b>4.3b</b> Minimum 20 FRU staff in Kabul trained in IT skills.</p> <p><b>4.3c</b> 24 FRUs staff trained in mediation.</p>	<p>according to training calendar.</p> <p><b>4.3b</b> IT skills training to be scheduled in Q3.</p> <p><b>4.3c</b> Mediation training (first session) scheduled in Q3.</p>	<p>schedule: 29 FRUs staff attending the IT skills training (July 2013-April 2014). Trainees are 19 men and 10 women.</p> <p><b>4.3c</b> Training session took place between 21 and 25 September 2013. Eight police officers (6 women and 2 men) performed active participation, based on the training evaluation.</p>	<p>completed the full training in professional investigative skills by June 2013. Upon completion of the 3-month training, 60 FRU staff passed the EUPOL/MoI/UNDP training.</p> <p><b>4.3b</b> Met target (relatively to the number of participants): limitedly to the reporting period, since this training will last until April 2014, Pillar 2 acknowledges the possible risks of drop-out during the training period.</p> <p><b>4.3c</b> On-going: the mediation training is organized into two sessions, nominally September and December 2013.</p>
<p><b>4.4</b> Resource pool of 300 trained MoI - ToTs: limited female police capacity (45 female officers have the rank the Capitan to general) as of 2012; no current training in mediation is conducted for FRU staff about 20% of</p>	<p><b>4.4</b> 30 female officers (GMU, other relevant MoI departments, and ANP) are trained in management and leadership.</p>	<p><b>4.4</b> Complete the leadership training in Kabul.</p> <p>Organize the advanced training in gender policing for 25 participants at KIGEPE.</p>	<p><b>4.4</b> Leadership training finalized with a total of 16 participants.</p> <p>Organizational arrangements with KIGEPE and MoI are completed.</p>	<p><b>4.4</b> Unmet target (leadership training in Kabul): the original training was designed for 30 female officers; however only 16 participants were retained since the start of the training. The overall training was evaluated through qualitative assessment, focusing of</p>

2013 Baseline <sup>32</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
FRU staff are illiterate; as of 2012 a limited number of female officers had been trained by LOTFA in leadership, management, accountancy and IT.				satisfaction expressed by participants.  On-going (KIGEPE training): 25 women police from Kabul FRUs, GMUs, and Mol will participate to the residential training in Korea in November –December 2013.
4.5 Limited gender awareness activities undertaken for Mol staff: few programmes implemented/currently under implementation, as of 2012.	4.5 Minimum 40 officers are trained on gender-based budgeting and planning. 4.5a Awareness campaign and training for male officer is launched.	4.5 Organized one national workshop in April 2013 with 80 participants. 4.5a No activities planned in Q3 for this action.	4.5 Workshop conducted as planned, with number of officers higher than planned: this reflects the positive response from Mol relevant departments, which expressed their interest to add more participants to the workshop, given its focus on gender-responsive budgeting and planning. 4.5a N/A.	4.5 Met target. 4.5a Findings proceeding from the gender awareness workshop have been used by Pillar –Gender team to develop the ToRs to select a media company which will design and produce a movie for gender raising awareness. The same company will be responsible to broadcast the movie among male ANP and Mol staff, and organize discussion sessions following the movie projections.



2013 Baseline <sup>32</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<p><b>4.6</b> GMUs with limited and/or null equipment and office at provincial and district level, as of 2012. Limited support to female police officers in leadership and management as of 2012.</p>	<p><b>4.6</b> 75 female officers trained in self-defense by end of June 2013. <b>4.6a</b> Minimum 25GMU staff from Kabul and provinces trained in IT skills.</p>	<p><b>4.6</b> Organize two additional self-defense trainings in Bamyan and Takhar in coordination with Mol-GHRCGD. <b>4.6a</b> Organize the IT training skills for GMUs staff. GMUs staff training is part of the IT skills training package delivered among Mol-Facilities Department and FRUs staff.</p>	<p><b>4.6</b> Bamyan training took place on 24 August - 5 September. Mol-GHRCGD is leading the coordination process with Takhar police provincial headquarter to organize the self-defense training. <b>4.6a</b> IT training company identified; training sessions started in July 2013 and will end in April 2014 and saw the participation of 39 GMU staff (6 women and 33 men).</p>	<p><b>4.6</b> On-going: Takhar is likely to take place in Q4, depending on coordination taken by Mol-GHRCGD with local authorities. <b>4.6a</b> Met target (relatively to the number of participants): limitedly to the reporting period; since this training will last until April 2014, Pillar 2 acknowledges the possible risks of drop-out during the training period.</p>
<p><b>4.7</b> Mol has produced raw drafts of a Gender Strategy and Prevention Policy of Gender-Based Violence (GBV). At this point no meetings or consultations have taken place to review and revise the drafts and create a final to be approved.</p>	<p><b>4.7</b> Consultations on both the Gender Strategy and Prevention Policy of GBV of the Mol take place. <b>4.7a</b> Final draft of Mol gender strategy. <b>4.7b</b> Final draft of Mol Gender Strategy and GBV Prevention Policy.</p>	<p><b>4.7</b> Finalize Dari and Pashto translation of the DCAF which will be used for the Mol gender self-assessment; and identify company which will help Mol- GHRCGD to conduct the assessment. <b>4.7a and 4.7b</b> Planning of these two actions is linked to the achievement of actions described at the section "Q3 Actual".</p>	<p><b>4.7</b> Translation on-going and to be finalized in Q4. Gender self-assessment to take place early 2014 and results to be used in Q2/2014 in order to finalize the Gender Strategy and Prevention Policy.</p>	<p><b>4.7</b> On-going (applicable to 4.7 target and its sub-components).</p>

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

### 5.1 Level of public confidence and positive view about police

During the third quarter of the year, Pillar 3 performed operational arrangements to launch a few activities contributing to improve public perception and confidence about Afghan Police; all activities described in the next section will take place in Q4 and early 2014.

The Afghan Police Film Festival will provide ANP with the opportunity to look at the complex operational and institutional reality of Afghan Police through the lens of Afghan and international film makers. The request for proposal underwent internal review at LOTFA, involving not only Pillar 3 team, but also LOTFA Communication Specialist who ensured the final procurement request would reflect all media requirements. Planned to be one-day event, the second edition follows the model and programme of 2012 Afghan Film Festival. LOTFA funding contribution will be complemented by operational support provided by the Mol, Ministry of Culture, and the Afghan Film Industry.

By the end of 2012, Pillar 3 finalized and delivered to Mol- Media and Public Relation Directorate a documentary illustrating good practices of community policing in Afghanistan. Since some of the senior officers featuring in the documentary have assumed new functions at Mol, the Media & Public Relations Directorate resolved not to release the documentary for public dissemination. Between second and third quarter of 2013 Pillar 3 and Mol-Media and Public Relation Directorate agreed Pillar 3 will edit some of the documentary sections and generate two video clips by the end of 2013; each clip will inform large audience about community policing.

Research is being conducted by a specialized company with the aim to identify and describe determinants of confidence and trust between communities and police, and within ANP itself. As indicated in previous LOTFA Quarterly Progress Reports for this year, Pillar 3 is funding two knowledge products, namely: "Interaction between Formal and Customary Organizations of Social Control, in a Context of Police-e Mardumi Development in Afghanistan" and "Police Officer's Perceptions and Values, Quality of Life and Police Stations Organizations"<sup>33</sup>.

Field work and data processing of these research projects have been completed, and final drafts have been received by Pillar 3 and will likely be released by the end of 2013. These knowledge products contain significant findings which will be of great interest in not only Afghanistan but elsewhere in the international community.

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<sup>33</sup> Both assessments cover 5 main provinces: Balkh, Bamyán, Herat, Kabul, and Nangarhar.

It remains to be decided which specific channels Pillar 3 will use to disseminate relevant findings from each research; nevertheless, dissemination will happen through ministerial, civil society and academia available platforms. Public sharing will be planned to happen at early stages of 2014 due to organizational requirements.

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

Community policing has become a major platform for maturation of the ANP into a post conflict police service and is being heavily promoted by the MOI as a method of “closing the gap” between the Police and the community. The community policing strategy was originally institutionalized through a Secretariat within the MOI in May 2012 and the Secretariat was upgraded to a full Directorate in January 2013. The community policing initiative in Afghanistan is strongly endorsed and supported by UNDP, EUPOL and UNAMA as human rights tolerant, and population centric form of policing which offers a basis for sound police development in Afghanistan.

During this quarter expansion of the Community Policing Directorate continued with permanent accommodation being allocated in two additional locations within the MOI headquarters compound. LOTFA is funding the Community Policing Directorate office equipping; the first phase of this support will be completed by late this year.

LOTFA and other international stakeholders such as EUPOL have assisted the Community Policing Directorate with development of its two year action plan and an organizational structure which can be established as the basis for long term staffing.

Following on the inputs to Community Policing (CP) provided by the Working Group-IV, the two year police plan continued through subsequent iterations of refinement and Working Group-IV has reconstructed priorities for community policing to reflect an active development process in this field. All two year plans were completed and have been submitted to the Minister for consideration as part of an integrated package.

These joint efforts constitute a coherent response to the resolutions taken by Community Policing Directorate and its partners at the last national community policing conference (25 June 2013) in Kabul: “Police-e-Mardume Directorate is assigned to, with the guidance and cooperation of the Ministry of Interior Affairs, prepare effective plans and programs in regards to gaining public cooperation which is considered an important mechanism for security of the capital and provinces and to put them in place with the cooperation of religious scholars, influential tribal elders, community heads, civil society organizations and other informed individuals” (resolution n. 7); and “Police-e-Mardume units in the provinces are assigned to, with the support of the offices of the chiefs of police in the provinces,

districts, military units to prepare and implement the plans and programs of the Police-e-Mardume Directorate of the Ministry of Interior Affairs” (resolution n.8).

### 5.3 Number of trainers trained on community policing curriculum

In coordination with MoI-Training and Education Department, LOTFA and other community policing partners (EUPOL and UNAMA) acknowledged there were at least three, and possibly more, community policing curricula in development or use throughout the country.



Photo 10: Unified community policing training at EUPOL. Photo Credit: LOTFA.

It was recognized this was counterproductive and a meeting was chaired to resolve this matter. All parties agreed these curricula would be rationalized into one document and processed through the ANP Professional Development Committee so that there would be only one authorized curriculum for community policing in Afghanistan.

This goal has been achieved and the unified curriculum has been reviewed and approved by the Professional Development Board as the basis for all community policing training in Afghanistan. The unified document is subject to further development in the light of experience but it has eliminated the counterproductive outcome of having ANP students being taught different approaches to this subject.

The integrated curriculum has been used as the basis for the first unified community policing program to be taught in Afghanistan from 28 September to 04 October 2013 under EUPOL leadership and coordination; LOTFA remains partner of this initiative providing funding support to participants’ travel arrangements.

This initiative marks an important step towards harmonization of community policing (principles and models); and 42 provincial personnel will use the unified curriculum at the EUPOL-led training<sup>34</sup>.

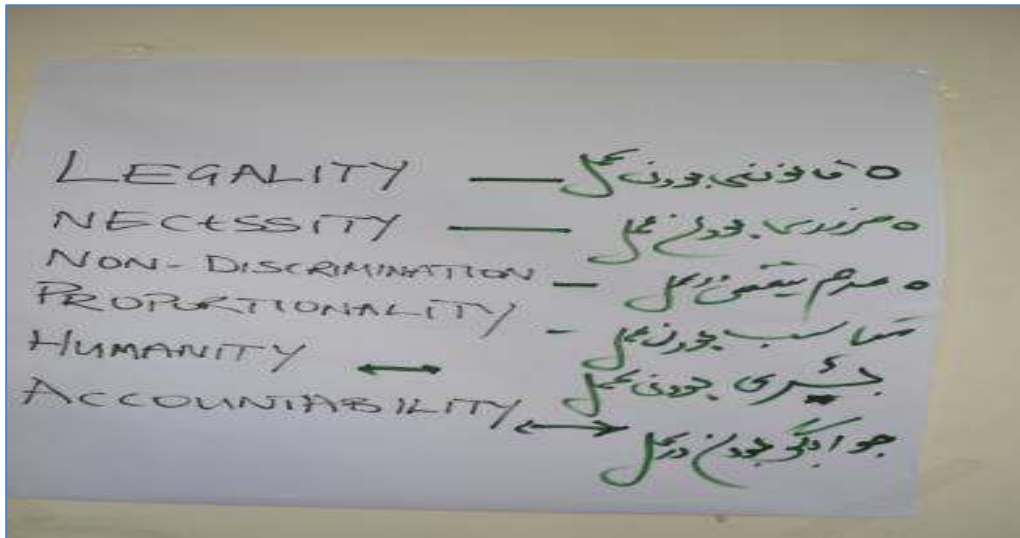


Photo 11: Brainstorming from the unified community policing training. Photo Credit: LOTFA.

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

Pillar 3 decided to postpone the recruitment of an international behavior change specialist, a decision which takes into account the need to prioritize and complete activities initiated during the course of 2013 at Pillar 3.

As illustrated in previous LOTFA reports, the behavior change specialist would guide the design and implementation process of a wide scale behavior change campaign addressing relationships between communities and Mol/ANP: measurable progress against this activity will be possible in 2014, when preparatory requirements are addressed, including identification and selection of behavior change expertise.

#### 5.5 Number of program activities carried out by the CSO Consortium

Under the direct coordination of Civil Society Organization (CSO) Consortium<sup>35</sup>, the Police Women Mentorship Programme continued its activities according to the 2013 work plan agreed between LOTFA and CSO Consortium. During third quarter of the year, Consortium

<sup>34</sup> Final list of participants, disaggregated by gender, will be received upon conclusion of the training.

<sup>35</sup> The CSO Consortium comprises APRPO, Afghan Women's Skills Development Center (AWSDC), Justice for All, Medica Afghanistan, and Women for Afghan Women. The Consortium is led by APRPO and covers 5 provinces, nominally: Kabul, Herat, Balkh, Kunduz and Jalalabad.

partners implemented trainings for police women on issues such as safety at work, awareness raising sessions with communities. CSO Consortium partners provided support to police women through mentorship and problem-solving interventions as related to challenges faced at their work places.

The mentorship programme is strongly focused on increasing police women self-confidence and ability to directly address their issues with police commanders.

Stories from the field are illustrative of the critical role played by the CSO Consortium to build self-confidence and capacity among women police, particularly when faced by critical situations at the working site: following the elimination of police zones, women police from Herat PPHQ lost their jobs and sought CSO Consortium support to negotiate with provincial police commander. CSO partners provided guidance and orientation to women police on how to defend their working rights; ultimately, women police led the negotiation process which resulted into reassignment to other posts for female officers.



Photo 12 and 13: Women police and representatives from civil society discuss about women police challenges and needs at the CSO Consortium regional conference in Herat. Photo Credit: LOTFA.

On 08 September 2013 Consortium partners held a conference on “Empowering Policewomen in ANP – What can stakeholders in the southwest region do?” in Herat city.

The conference was the second in a series of regional conferences conducted by the Consortium members, aiming to bring together different stakeholders working with MoI/ANP to support women police among those provinces where women police mentorship programme is active.



Similarly to the first regional conference held in Mazar-e-Sharif in Q2, results of the baseline survey<sup>36</sup> and updates on the implementation of women police mentorship project in Herat were presented for further discussion among participants.

Working in their respective groups (civil society, women and men police, and government representatives), 71 participants (42 men and 29 women) discussed current status of women in police including challenges at the work site, and possible measures to address barriers women police experience most.



Photo 14: Pillar 3 team meets with MoI staff from Gender and Human Rights in Herat. Photo Credit: LOTFA.

Following on the structure of the previous conference from Mazar-e-Sherif, commitment letters were developed and signed, outlining future actions as related to their respective areas of work. These letters will be used for the follow-up with different stakeholders involved in strengthening role and protection of women in police, whether internally or externally to MoI/ANP.

As per original work plan, preparations were undertaken for expansion of the women police mentorship project to additional provinces. Terms of Reference for Expression of Interest were prepared and submitted to LOTFA procurement team.

In the meantime, Pillar 3 has developed an action plan for internal assessment of the current mentorship project in order to gather evidences and lessons learned from the field,

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<sup>36</sup> CSO Consortium was commissioned to develop a baseline survey intended to inform programming and activities of the Consortium for the women police mentorship project to significantly improve the conditions of women in police and pave the way for additional female recruits to ANP. Baseline survey results are for internal use to inform joint planning between CSO Consortium and MoI-LOTFA.

to be incorporated in the scale-up phase of women police mentorship initiative. Lessons will be drawn not only through the lens of CSO Consortium partners, but they will also take into account feedback from women police and local authorities on strengths and weaknesses featured by the CSO project.



Photo 15: Head of Herat Family Response Unit meets with Pillar 3 team. Photo Credit: LOTFA.

In coincidence with CSO Consortium regional conference in Herat, Pillar 3 undertook an extensive field mission which enabled local stakeholders and partners to share relevant operational and strategic concerns of particular relevance for the programmatic work at Pillar 3, particularly in view of the expansion of gender interventions.

Pillar 3 mission team met with heads of Herat Gender and Human Rights Department and Family Response Unit; discussion converged towards current challenges hampering recruitment and retention of women police including, but not limited to: high levels of illiteracy among women police in Herat, estimated to be around 70 percent; lack of safe separate toilets and dressing rooms; need to have systemic measures for stronger prosecution of corruption and misconduct cases within police force.

Within the scope of work of Pillars 2 and 3, actions will be programmed to follow-up with requests of technical support from Herat. In the coming next six months, for example, Pillar 3 will initiate a large-scale programme to rehabilitate and/or construct ex novo separate female toilets and dressing rooms. This intervention is complementary to Pillar 2 work: while Pillar 2 focuses on Kabul city and province only, Pillar 3 will be responsible for the expansion of this initiative among selected police stations in the provinces where Pillar 3 has a solid network or regional coordinators and active collaboration with CSO Consortium.



As leading and coordinator partner of the CSO Consortium, Afghanistan Public Research Policy Organization (APRPO) conducted a monitoring visit to Mazar-e-Sherif to follow-up on the outcomes proceeding from first regional conference held in Mazar during Q2.

This certainly contributes to increase transparency of LOTFA implementing partners, who are held accountable not only for the implementation, but also for monitoring and analysis of change and impact generated through their work in the field. Further, the follow-up helps understand whether or not expectations and needs of women police have been met during the first regional conference organized in Mazar.

Women police who had attended the regional conference shared an overall positive feedback with APRPO: women police felt more self-confident about the importance to advocate for their rights; some of the female officers mentioned their male colleagues, who were present at the same conference, engaged in a more respectful behavior with women colleagues at office.

## **5.6 Number of 119 operators trained**

Since 2011, LOTFA has supported the Police Emergency Call Centers whose mandate is to assist citizens in reporting corruption matters, terrorist activities and other forms of crime affecting the community.

Kabul ECC was originally conceived to serve all areas of Afghanistan, but early experience found it lacked the level of preparedness to respond effectively to calls for assistance beyond Kabul's immediate catchment area; ultimately a provincial expansion plan was initiated with the funding and technical support of LOTFA, NTM-A and EUPOL.

In 2013 LOTFA contributed to outfitting Kandahar, Lashkargah and Herat ECC centers, which were inaugurated in Q2, whilst a third one was launched in Jalalabad during the third quarter thanks to all partners supporting 119 units, including LOTFA.

The commissioning ceremony, which took place on 16 September 2013, was led by the Deputy Governor of Nangarhar Province; the inauguration ceremony saw also the participation of Mol and LOTFA representatives from Kabul, district maliks, and other community leaders.

The Deputy Governor to the 119 center as “a constructive tool that connects us with our community in terms of cooperation and partnership” and “provides highly needed access to those living in remotes areas who are currently excluded from police services”.

The expansion of 119 centers to Jalalabad brings to 75 the number of staff on Tashkil working for 119 Unit at provincial and central level: work remains to be done to facilitate recruitment of women for 119 service programme, which is acknowledged to be a safe working environment for women, given its function and office setting. Currently 119 service has only 8 women, all of them deployed at the 119 center in Kabul.



Photo 16: Inauguration of Mol 119 center in Jalalabad. Photo Credit: LOTFA.

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

In this quarter Pillar 3 developed a request for proposal to establish Police and Community consultations in selected Police Districts of West and North East Region provinces, namely: Herat, Balkh, Samangan, Kunduz, Takhar and Badakhshan. Community and police consultation is an additional intervention to support community policing. The procurement process to identify the implementing company is on-going and the consulting group will be selected before end of Q4.

The eligible consulting group will be responsible to establish systems and mechanisms in order to achieve police-community partnership for enhanced local security, service delivery

and accountability; and develop forums where communities will exchange views and place grievances representing aspirations and concerns of community members and groups to the local police and local government.

In consideration of procurement procedures and timeline, community-police consultations will start early 2014; therefore, relevant results will be available in 2014 only.

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

Mol 10-Year Vision recognizes the need to develop a new ANP recruitment policy promoting transparency and meritocracy. Following the approval of the 10-Year Vision, Pillar 3 planned to recruit an international expert to join Mol and help move forward the process to develop a new ANP recruitment policy more responsive of professionalization needs recognized at Mol. However, recruitment has not progressed and it is reported this action will be postponed to 2014, subject to internal review and final decision at Pillar 3 before finalizing 2014 annual work-plan.

#### **5.9 Number of FRUs functioning**

Following the process of change and reform within LOTFA, as approved by LOTFA Steering Committee last 20<sup>th</sup> March 2013, gender progressively expanded from Pillar 2 to Pillar 3. Within Pillar 3 gender-related interventions aim to address women recruitment and retention challenges faced by female police officers, with an operational focus on provinces others than Kabul.

Among the projects in pipeline at Pillar 3, functional and operational strengthening of FRUs remains one of the leading interventions: at the time of release of this report, Pillar 3 has finalized procurement requirements to select a consulting group which will develop a comprehensive baseline on infrastructural needs and status of FRUs and literacy profile of FRU staff.

This intervention will take place among provinces where Pillar 3 works through regional coordinators, including Herat and Mazar-e-Sherif. The assessment related to the infrastructural status of FRUs will guide planning and programming processes to build and/or rehabilitate male and female toilets, and dressing rooms among police stations where FRUs are located.

The detailed literacy baseline will inform future design and implementation of training programs for FRUs staff, in coordination with Mol and other development partners directly supporting gender.

In previous LOTFA quarterly progress reports for 2013, it was shared that Pillar 3 would engage in capacity building projects for FRUs staff as part of the expansion of gender-related interventions within Pillar 3.

On 14<sup>th</sup> September 2013 Pillar 3 launched the second phase<sup>37</sup> of the training on crime investigation supported by LOTFA and JHRA, with EUPOL technical support.

Similarly to the first phase of this training initiative, LOTFA and JHRA ensured logistics support to participants from FRUs and prosecutors' offices, respectively; whilst EUPOL provided professional trainers to lead theoretical and practical sessions.

The first training cycle will last one month and provide the opportunity to 15 FRUs staff to learn about crime investigation and reporting; during the last quarter of the year this training programme will provide three sessions with month duration on the average.

The first session seeks to ensure balanced gender distribution among participants: 6 out of 15 trainees are female staff from FRUs.

Since the second phase started in September only, monitoring and evaluation results will be made available by end of Q4.

## EXPENSES FOR THE QUARTER

During Q3, a total of USD **617,284** was spent for Output 5. For more details, please see Annex 2.

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<sup>37</sup> On 11 March 2013 EUPOL, MoI and UNDP signed a comprehensive MoU which regulates the design and coordination of the crime investigation training programme, an initiative directed to FRUs staff, prosecutors and law faculty members from Herat, Nangahar, Balkh and Kabul. The training programme took place between March-May 2013; by the end of the three-month training, 60 FRU staff (6 women out of 60 participants) learnt about crime scene investigation and crime reporting.

Results proceeding from MoI/EUPOL-led evaluation have provided the basis to extend the MoU duration, with the consensus of all signing parties, and to organize three sessions more in Q3/2013.

Below is a snapshot of where LOTFA is in relation to its annual targets of Pillar 3, Output 5 by the end of Q3.

Table 5: Progress towards targets for Output 5

2013 Baseline <sup>38</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
<b>5.1</b> No strategy on how to build public confidence in the police but priority areas per NPP (38%, positive view about police, 28% great deal of confidence in ANP (Police Perception Survey 2010) as of 2012).	<b>5.1</b> 5% increase from baselines in targeted districts.	<b>5.1</b> Release postponed to the end of Q3/2013.	<b>5.1</b> LOTFA agreed on modalities for internal review of the survey findings, which will be used to guide future planning between Pillar 2 and 3.	<b>5.1</b> N/A: release of 2012 Annual Police Perception and Victimization Survey is out of the management scope of Pillar 3. However, Pillar 3 supports development of research products addressing trust and confidence from different angles of analysis (see section 5.1 of the report).
<b>5.2</b> Newly established CP secretariat with unclear mandate and lack of project monitoring capacity as of 2012.	<b>5.2</b> The secretariat leads project monitoring and officially has a mandate <b>5.2a</b> Police-e-	<b>5.2</b> (and its sub-components): continue coordination with Community Policing Directorate to support	<b>5.2</b> (and its sub-components): activities carried-out as planned. Secretariat upgraded to a Directorate and	<b>5.2</b> On-going (applicable to 5.2 target and its sub-components).

<sup>38</sup> Baseline and annual targets based on the revised LOTFA Annual Work Plan for 2013, upon approval of Phase VI extension.

2013 Baseline <sup>38</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
	<p>Mardumi Secretariat activities are carried out in the Northern Region (Balkh, Kunduz, Takhar and Badakshan); in the West (Herat); in the East (Nangarhar, Laghman and Kunar); and in the Central region (Kabul, Panjshir and Parwan).</p>	<p>its strategic and functional needs, including the development of project proposal to establish administrative system at Community Policing Directorate. Note: the community policing strategy was originally institutionalized through a Secretariat within the MOI in May 2012; the Secretariat was subsequently upgraded to a full Directorate in January 2013.</p>	<p>coordinated CP inputs into the two year police plan.</p>	
<p><b>5.3</b> The draft curriculum framework has been approved in Q1 but the curriculum itself now needs to be developed.</p>	<p><b>5.3</b> A pilot project is completed with District Commanders trained in ToTs among at least three provinces.</p>	<p><b>5.3</b> Mol commission to finalize the review of unified community policing curriculum.</p>	<p><b>5.3</b> Review completed; EUPOL has also launched the first Community Policing training in Kabul using</p>	<p><b>5.3</b> Met target. Note: it is acknowledged LOTFA does not have direct attribution as for training on unified community policing</p>

2013 Baseline <sup>38</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
			the unified curriculum..	training, which remains EUPOL-led.
5.4 There is no ongoing project focused on behavior change.	5.4 A report is produced outlining behavior change modalities with practical recommendations that are accepted by Mol and incorporated into the Mol Information Campaign.	5.4 No actions planned during this reporting period.	5.4 N/A.	5.4 Achievement of this target depends on the recruitment of behavior change experts to join Pillar 3 team by end of Quarter 3. Recruitment process will be initiated in Q3.
5.5 No activity by CSO Consortium is being carried out.	5.5 Activities will be carried out by the CSO Consortium in four provinces.	5.5 Provide LOTFA with final version of the baseline survey, and Q2/CSO/QPR reflecting comments shared by LOTFA with CSO Consortium. Organize the second regional conference in Herat.	5.5 Activities performed according to Q2 planning.	5.5 Met target.
5.6 74 operators have been trained by EUPOL and NTMA; however, both EUPOL and NTMA, along with the 119	5.6 119 operators in Herat, Balkh, Nagarhar, Helmand and Kandahar are	5.6 Refresher trainings to be planned in Q3.	5.6 No programming in place.	5.6 Unmet target: priority was given to the inauguration of new 119 center in

2013 Baseline <sup>38</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
Unit, have requested refresher and specialist training over 2013 as a result of their planned withdrawal. Further, development partners have identified common needs to further professionalize the operators.	trained.			Jalalabad.
<b>5.7</b> In 2012 Police and Community sports programmes were implemented in the provinces of Nagarhar, Laghman, Herat, Kabul, Parwan, Panjshir, and Bamiyan, thus reaching 65 districts.	<b>5.7</b> 4 event and 4 seminars will be organized in order to strengthen police/community relations.	<b>5.7</b> Finalize Requests for Proposals (RfPs) during Q3 to further organize selected events in Q4 and Q1/2014.	<b>5.7</b> RfPs remain to be completed, including selection of final eligible companies.	<b>5.7</b> On-going.
<b>5.8</b> The ANP baseline is an operational target to be achieved by end of 2013.	<b>5.8</b> Draft ANP recruitment policy is prepared.	<b>5.8</b> Finalize the recruitment of an international expert on this subject matter.	<b>5.8</b> Recruitment suspended.	<b>5.8</b> Unmet target: see explanatory information provided at section 5.8 ("A new ANP recruitment policy is prepared based on the baseline report and recruitment profile").
<b>5.9</b> 165 FRU's existed with limited functioning due to lack of logistic and technical	<b>5.9</b> Infrastructure set up for 121 regional FRUs (in	<b>5.9</b> Finalize hand-over of FRUs management	<b>5.9</b> Implementation in alignment with	<b>5.9</b> On-going: during Q3/2013 Pillar 3 started



2013 Baseline <sup>38</sup>	2013 Annual Targets	Q3 Planned	Q3 Actual	Comments
support as of 2012; limited number FRU staff trained in Office Suite; FRUs have no adequate separate toilets, interview rooms or separate dressing room. Only 10 percent FRUs have IT equipment (as of end of 2012).	three regions).	from Pillar 2.	quarterly planning.	the procurement process to select an external company to develop FRUs infrastructural and operational baseline, including FRUs staff literacy gaps/needs.

### III. GENDER SPECIFIC RESULTS

In Q3 LOTFA conducted a mid-term review for 2013 of actual expenditure status related to Gender Responsive Budget (GRB) results. Two out of 5 developmental LOTFA Outputs featured positive progress in the actual delivery of funds directly and indirectly contributing to GRB: Pillar 1/Output 1 and Pillar 2/Output 3 registered GRB expenditures<sup>39</sup> (both direct and indirect) above 30 percent.



Image 6: Stories of gender equality among women police. Source: UNDP Afghanistan Facebook.

During Q3 LOTFA expanded its communication and media outreach among general audience to present stories of women police' achievements; and to inform about the work that Mol – together with LOTFA and other development partners such as EUPOL – are moving forward to promote gender equality within Mol and ANP.

Pillar 1 expanded its technical team, which will be responsible to revise processes and procedures, including shortcomings and gaps of EPS/WEPS and EFT in the next 6 months. Generation of gender-disaggregated data within the EPS/WEPS systems will also be addressed, considering that gender-based reporting for the payroll will require changes in the format and structure of reporting tools. Results and progress against this initiative are to be expected by mid-2014, based on a time-bound and close-to-reality planning process.

<sup>39</sup> Percentage of expenditures associated to GRB direct allocation is calculated as GRB direct expenditures/GRB direct contribution allocated in the approved 2013 AWP. Similar approach is used to calculate expenditures related to indirect GRB allocation.

Pillar 2 continued to focus on professionalization of women police and improvement of working environment. The positive and successful experience of the Sivas Police Training Center for Afghanistan prompted Pillar 2 and MoI-GHRCGD to explore a similar training model for women police who have management and leadership functions at MoI/ANP.

Upon initial consultations with police training centers from multiple countries, Pillar 2 and MoI identified the Korean Institute for Gender Equality Promotion and Education as international partner to launch the first ever residential gender policing training. As illustrated in previous sections of this report, 25 women police –including FRUs staff- will have the opportunity to represent Afghanistan for the first time in Korea. This is a new initiative not originally contemplated in LOTFA 2013 Annual Work Plan; though success of this project will depend on participants’ performance and their capacity to effectively apply what learned in Korea, it is worth mentioning that this partnership marks a positive result relatively to expansion of inter-country cooperation for ANP professionalization.

At Pillar 3, women police’s voices from Herat confirmed outreach and close dialogue with ANP and communities can lead to change of perception and social interpretation of women police’ roles and expectations (see section 5.5).

## IV. PARTNERSHIPS

During the third quarter of the year, LOTFA strategic directions and programming remained coherent to the recommendations proceeding from the Management Review Team (MRT), and to the LOTFA consolidated strategic management priorities approved by the Steering Committee on 20<sup>th</sup> March 2013.<sup>40</sup>

Inclusive and transparent collaboration between LOTFA and MoI for joint planning and programming contributed to reposition LOTFA from being a mere funding partner to becoming key interlocutor in the overall process of reform at MoI. Within this context, MoI and LOTFA designed new project proposals which will be submitted to the Technical Committee for vetting and approval in October 2013.

The new LOTFA Project Management in place since July 2012 contributed to reestablish trust and confidence among partners, including donors and institutions directly involved in Afghanistan National Security, such as Kabul Friends of Chicago (KFOC) Group and IPCB. In Q3 LOTFA signed new funding agreements with CSTC-A and Embassy of Denmark to support ANP salary payment and LOTFA Project Management Unit, respectively.

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<sup>40</sup>The Consolidated Strategic Management Priorities for LOTFA 2013 is based on inputs and recommendations gathered from donors, partners and stakeholders of LOTFA between July 2012, when the new management team was established, and March 2013. The SC approved all management priorities put forward on 20th March 2013, nominally: LOTFA project governance, MoI ownership, payroll, and revised and enhanced CO and Project management arrangements.

## V. ISSUES

- **Decrease of WEPS coverage**

WEPS network moved from 23 to 17 provinces during the third quarter of the year. Though this is a temporary condition, mainly related to damages reported at the IT level, this decrease affects PFOs' capacity to process salaries and payroll reports through the central server system at the MoI-Finance Department in Kabul<sup>41</sup>.

In response to this operational change, LOTFA will ensure its technical support to MoI to restore connectivity requirements in Q4.

- **Change at the management level of Pillar 2 and Pillar 3**

In May 2013 Pillar 2 international manager (*ad interim*) left LOTFA team due to personal reasons, which determined an operational gap within the Pillar, particularly under Output 3.

In response to this change, LOTFA launched the recruitment process which is expected to be finalized by end of October 2013, when the new Pillar manager will join LOTFA.

During the third quarter, Pillar 3 international manager was promoted to undertake a new assignment within UNDP. This managerial change led to a decrease of expertise within Pillar 3.

Management response was two-fold: the Project launched the recruitment process to identify and select suitable candidates to lead Pillar 3, and supported the hiring of additional national staff in order to respond to immediate operational needs at Pillar 3, particularly as related to programming and implementation. The new Pillar 3 manager is expected to join LOTFA before end of 2013.

## VI. RISKS

- **MoI insufficient ownership**

MoI limited ownership was identified as a critical risk undermining LOTFA institutional credibility and operational sustainability, considering LOTFA Project operates under National Implementation Modality (NIM). Both the new LOTFA management team and the Management Review Team mission recognized the urgency to establish a process which would enhance MoI ownership of LOTFA Project.

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<sup>41</sup> The WEPS system is centralised at MoI Finance Department to process salaries in one central server. Data is sent to the server from the provincial finance officers, and used to generate and process payroll, along with payroll related reports. Provincial finance officers can access the reports generated from any provinces they are located.

Following 20<sup>th</sup> March 2013 Steering Committee's approval, Mol and LOTFA agreed on a system of joint planning and programming which ensures all projects - jointly designed by Mol and LOTFA - will be consistent with Mol 10-Year Vision, 2- and 5-year plans.

The new planning and programming arrangements have produced initial results: consultations led and initiated by Mol with LOTFA resulted into the development of new projects, linked to the priority areas of reform and ANP professionalization identified by Mol leadership.

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

Biometric ID card registration and finalization of AHRIMS remain critical milestones synchronize EPS and HR database.

LOTFA continues providing its technical support to Mol and its relevant partners, namely DynCorp and NTM-A/CSTC-A, with the goal to have AHRIMS fully in place and synchronized by 2015. This timeline is based on a realistic analysis of required resources and possible constraints, such as stability of Mol-IT connectivity. Technical support includes field and remote monitoring of the HR and payroll systems.

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

Nuristan province remains an illustrative example of how insecurity can affect the expansion of EPS/EFT and its alternative mechanisms of payroll payment, such as M-PAISA. Insecurity remains out of the sphere of action at LOTFA and mitigation measures can only be applied.

During the third quarter of the year, Pillar 1 ensured remote technical support to EPS/WEPS payroll focal points using phone-based assistance. Direct access to unsafe districts is made possible through coordination with and deployment of Mol staff being part of the ToTs pool trained by Pillar 1 in previous years.

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

## **VII. LESSONS LEARNED**

- **ANPs being agents of change among communities**

Change sought through capacity building for ANPs has been often narrowly analyzed in terms of improved performance among police. However, ANPs trainings can also generate positive externalities trickling down to the community level, where it remains critical to increase acceptance and trust towards police.

Planning and design of future trainings for ANPs should take into account not only learning benefits for ANPs, but also how professionalization initiatives can bring ANPs closer to communities. These few considerations bank on the recent experience of Code of Conduct National Trainers from Samangan province: following LOTFA training in CoC, Samangan National Trainers autonomously organized training sessions on Code of Conduct not only for police officers, but also for religious leader and local activists from civil society.

- **Regional and provincial oversight critical for planning at Pillars 2 and 3**

Monitoring missions carried out by LOTFA M&E team and UNDP Country Office Programme Unit highlight the need of more frequent and strategic presence of Pillars 2 and 3 staff in the field.

This is expected to have a two-fold effect: first, acquire inputs from PPHQs and communities in order to inform and inspire new planning for 2014; second, generate better understanding of projects and initiatives currently funded by LOTFA among several provinces, including the CSO Consortium Women Mentorship Programme.

## VIII. FUTURE PLAN

On 20<sup>th</sup> March 2013 LOTFA sought the approval of Steering Committee members to extend Phase VI until 31 December 2013 and allow for the 'proof of concept' of the joint planning and programming between LOTFA and MoI, as part of LOTFA re-engineering. Lessons learned and evidences generated during the proof of concept would also be used to inform the design of LOTFA successor programme.

During the reporting period, UNDP Country Office extended its support to provide a team of international experts who joined LOTFA Senior Advisor to move forward the process to design the next phase of LOTFA. The design team is expected to provide the first draft of LOTFA successor programme by mid-November 2013 in order to allow for consultation with partners and approval of the Steering Committee by no later than December 2013.

Future planning for Q4 will require LOTFA Pillars to conduct a close assessment of their mid-term performance and decide consequently about sequencing and prioritization of on-going and pipeline projects.

## IX. ANNEXES

### ANNEX 1: FINANCIAL TABLE

#### The Interim Donor Report for January to September 2013 (LOTFA Phase VI)

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR-2013					FUTURE EXPENSES		TOTAL RECEIVABLE		Available Resources N=(i - j - k - m)
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	
Denmark	11,302,687	6,339,844	7,054,960		(115,116)	4,362,843	-	(38,780)	4,286,508		-	0	-	4,286,508
Canada (DFAIT)	12,337,397	12,337,397	12,219,898		117,499	-	-		117,499			-	-	117,499
European Union	48,887,732	48,887,732	48,887,732		-	-			-					-
	51,616,667	51,616,667	47,795,055		3,821,612	-	-	922,589	2,899,023			-	-	2,899,023
Finland	5,396,578	5,396,578	3,487,386		1,909,191	-	-	1,951,663	(42,471)			-	-	(42,471)
Germany	72,626,280	72,626,280	72,626,280		(0)	-	-		(0)			-	-	(0)
	26,560,425	26,560,425	14,790,004		11,770,421	-	-	11,611,468	158,953			-	-	158,953
	28,683,181					28,683,181		27,575,325	1,107,856			-	-	1,107,856
Italy	1,225,014	1,225,014	664,537		560,477	-	-		560,477			-	-	560,477
	248,659,805	248,659,805	248,659,805		(0)	-	-		(0)			-	-	(0)
	231,000,000	231,000,000	213,688,443	(1,388)	17,310,170	-	-	17,310,170	-			-	-	-
Japan	101,044	101,044		5,514,139	5,615,183	-	-	365,386	5,249,797			-	-	5,249,797
	122,500,000				-	122,500,000	-	98,223,031	24,276,969			-	-	24,276,969
	12,500,000				-	12,500,000	-	12,500,000	-			-	-	-
Netherlands	14,666,767	14,666,767	14,393,048		273,719	-	-	74,215	199,504			-	-	199,504
Norway	15,942,831	15,942,831	15,897,054		45,777	-	-	(1,391)	47,168			-	-	47,168
SDC (Switzerland)	2,672,833	2,672,833	1,192,934		1,479,898	-	-	301,229	1,178,669			-	-	1,178,669
USA (INL)	5,000,000	5,000,000			5,000,000	-	-	5,000,000	-			5,000,000		
	5,000,000								-					
	7,216,000	7,216,000	1,077,554		6,138,446	-	-	6,138,446	0			-	-	0
USA (CSTC-A)	218,358,432	218,358,432	104,505,799		113,852,633	-	-	85,494,956	28,357,677			-	-	28,357,677
	141,876	141,876			141,876	-	-	141,876	-			-	-	-
	163,844,414	163,844,414	81,303,438		82,540,976	-	-	82,540,976	0			-	-	0
	139,308,824	139,308,824	139,308,824		-	-	-	-	-			-	-	-
	31,500,000	31,500,000	31,500,000		-	-	-	-	-			-	-	-
	88,737,843				-	88,737,843	-		88,737,843			-	-	88,737,843
UK	13,320,229	13,320,229	13,320,229		(0)	-	-		(0)			-	-	(0)
	16,483,516	16,483,516	16,436,545		46,971	-	-		46,971			-	-	46,971

Korea	50,000,000	50,000,000			50,000,000	-	-	21,516,845	28,483,155			-	-	28,483,155
Czech Republic	51,589	51,589			51,589	-	-	20,873	30,716			-	-	30,716
	10,064					10,064			10,064					10,064
Poland	158,143	158,143			158,143	-	-	(104)	158,247			-	-	158,247
Interest (UNDP)	1,451,019	1,451,019	1,416,019		35,000	-	-	1,262	33,738			-	-	33,738
<b>Grand Total</b>	<b>1,647,261,189</b>	<b>1,385,467,257</b>	<b>1,090,225,545</b>	<b>5,512,751</b>	<b>300,754,464</b>	<b>256,793,931</b>	<b>-</b>	<b>371,650,034</b>	<b>185,898,361</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>	<b>-</b>	<b>185,898,361</b>

Note:

- i) All figures in the above statement are 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

### Law & Order Trust Fund for Afghanistan - Phase VI (00061104 - LOTFA Phase VI)

#### Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-June-2013)	Expenses (July-Sep 2013)	Commulative Expenses (Jan-Sep 2013)	Delivery Rate	Remarks
Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	603,232,991	231,277,226	129,931,688	361,208,914	60%	
<b>Sub-total Output 1</b>	<b>603,232,991</b>	<b>231,277,226</b>	<b>129,931,688</b>	<b>361,208,914</b>	<b>60%</b>	
Output 2 (00081409): Required Equipment and Infrastructure provided to MOI	12,325,415	-	365,371	365,371	3%	
<b>Sub-total Output 2</b>	<b>12,325,415</b>	<b>-</b>	<b>365,371</b>	<b>365,371</b>	<b>3%</b>	
Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	15,236,308	3,977,990	2,914,260	6,892,250	45%	
<b>Sub-total Output 3</b>	<b>15,236,308</b>	<b>3,977,990</b>	<b>2,914,260</b>	<b>6,892,250</b>	<b>45%</b>	
Output 4 (00081410): Gender capacity and equality in the police force improved	3,442,178	41,739	64,760	106,499		
<b>Sub-total Output 4</b>	<b>3,442,178</b>	<b>41,739</b>	<b>64,760</b>	<b>106,499</b>		
Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	11,996,031	383,544	617,284	1,000,828	8%	
<b>Sub-total Output 5</b>	<b>11,996,031</b>	<b>383,544</b>	<b>617,284</b>	<b>1,000,828</b>	<b>8%</b>	
Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	7,260,092	2,232,161	(155,989)	2,076,172	29%	
<b>Sub-total Output 6</b>	<b>7,260,092</b>	<b>2,232,161</b>	<b>(155,989)</b>	<b>2,076,172</b>	<b>29%</b>	
<b>Grand Total</b>	<b>653,493,015</b>	<b>237,912,660</b>	<b>133,737,374</b>	<b>371,650,034</b>	<b>57%</b>	

Note:

The negative expenses under output 6 is the result of Q2 accounts adjustment.

## ANNEX 3: EXPENSES BY DONOR

Law & Order Trust Fund for Afghanistan - Phase VI (00061104 - LOTFA Phase VI)							
Annex 3. Expenses by Donor							
Donor	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-June 2013)	Expenses (July-Sep 2013)	Commulative Expenses (Jan-Sep 2013)	Delivery Rates	Remarks
Denmark	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	4,463,432	127,354	(166,134)	(38,780)	-1%	Q2 expenses were adjusted in Q3 due to unavailability of funds. Actual expenses will be reflected in Q4
<b>Sub-Total</b>		<b>4,463,432</b>	<b>127,354</b>	<b>(166,134)</b>	<b>(38,780)</b>	<b>-1%</b>	
European Union	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	-	1,148,027	(225,438)	922,589		PO was raised in 2012 and paid in 2013 (in Q3 225K is adjusted due to over expenditure)
<b>Sub-Total</b>		<b>-</b>	<b>1,148,027</b>	<b>(225,438)</b>	<b>922,589</b>		
Finland	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	1,951,663	1,951,663	-	1,951,663	100%	
<b>Sub-Total</b>		<b>1,951,663</b>	<b>1,951,663</b>	<b>-</b>	<b>1,951,663</b>	<b>100%</b>	
Germany	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	11,611,468	11,611,468	27,575,325	39,186,793	337%	28M new contribution was received by mid 2013. this will be budgetted
<b>Sub-Total</b>		<b>11,611,468</b>	<b>11,611,468</b>	<b>27,575,325</b>	<b>39,186,793</b>	<b>337%</b>	
Poland	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	157,890	2,606	(2,710)	(104)	0%	
<b>Sub-Total</b>		<b>157,890</b>	<b>2,606</b>	<b>(2,710)</b>	<b>(104)</b>	<b>0%</b>	
Republic of Korea	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	20,000,000	11,360,236	7,870,534	19,230,770	96%	
	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI.	10,000,000			-	0%	
	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	6,599,422	287,879	1,255,559	1,543,438	23%	
	Output 4 (00081410): Gender capacity and equality in the police force improved	3,400,578	38,757	65,032	103,789	3%	
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	10,000,000	116,376	522,472	638,848	6%	
<b>Sub-Total</b>		<b>50,000,000</b>	<b>11,803,248</b>	<b>9,713,597</b>	<b>21,516,845</b>	<b>43%</b>	
Czech Republic	Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved	51,589	-	20,873	20,873	40%	
<b>Sub-Total</b>		<b>51,589</b>	<b>-</b>	<b>20,873</b>	<b>20,873</b>	<b>40%</b>	

Japan	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	141,564,566	80,814,500	42,813,262	123,627,762	87%	
	Output 2 (00081409): Required Equipment and Infrastructure provided to MOI.	2,325,415	-	365,371	365,371	16%	
	Output 3 (00077274): Capacity of MOI at policy, organizational and individual level in identified areas as well as administrative systems improved	8,427,407	2,539,478	1,865,976	4,405,454	52%	
	Output 4 (00081410): Gender capacity and equality in the police force improved	41,600	-	-	-	0%	
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	500,000	-	-	-	0%	
<b>Sub-Total</b>		<b>152,858,988</b>	<b>83,353,978</b>	<b>45,044,609</b>	<b>128,398,587</b>	<b>84.0%</b>	
Netherlands	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	-	151,911	(77,378)	74,533		\$74K will be adjusted in Q4
	Output 4 (00081410): Gender capacity and equality in the police force improved	-	(161)	(157)	(318)		
<b>Sub-Total</b>		<b>-</b>	<b>151,750</b>	<b>(77,535)</b>	<b>74,215</b>		
Norway	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)		38,136	(39,527)	(1,391)		The negative expenses will be adjusted in Q4
<b>Sub-Total</b>		<b>-</b>	<b>38,136</b>	<b>(39,527)</b>	<b>(1,391)</b>		
Switzerland	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	1,496,031	203,389	94,812	298,201	20%	
	Output 4 (00081410): Gender capacity and equality in the police force improved		3,143	(114)	3,028		
<b>Sub-Total</b>		<b>1,496,031</b>	<b>206,532</b>	<b>94,697</b>	<b>301,229</b>	<b>20%</b>	
USA (CSTC-A)	Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely	423,105,294	120,539,360	51,672,567	172,211,927	41%	
	Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery		63,778	-	63,778		
	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	2,796,660	1,913,498	127,050	2,040,548	73%	
<b>Sub-Total</b>		<b>425,901,954</b>	<b>122,516,636</b>	<b>51,799,616</b>	<b>174,316,252</b>	<b>41%</b>	
USA (INL)	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	5,000,000	5,000,000		5,000,000		
<b>Sub-Total</b>		<b>5,000,000</b>	<b>5,000,000</b>	<b>-</b>	<b>5,000,000</b>	<b>100%</b>	
UNDP	Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)		1,262		1,262		
<b>Sub-Total</b>		<b>-</b>	<b>1,262</b>	<b>-</b>	<b>1,262</b>		
<b>Grand Total</b>	<b>Grand total</b>	<b>653,493,015</b>	<b>237,912,660</b>	<b>133,737,374</b>	<b>371,650,034</b>	<b>57%</b>	

## ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
2	Insufficient ownership by Mol can impact on the sustainability of LOTFA processes.	4 <sup>th</sup> Quarter 2012	Strategic	Low	Business flow regulating process of joint planning, programming and budgeting between LOTFA and Mol is in place since Q2/2013.	Mol, LOTFA	Strategic Level – Project Manager <i>ad interim</i> .	Reducing
3	IT systems not talking to each other optimally.	4 <sup>th</sup> Quarter of 2012	Organizational	High	LOTFA and NTM-A continued to coordinate and support Mol to establish linkages between HR and payroll systems. Kabul – based coordination was complemented by field mission to Balkh, limitedly to Q3/2013.	Mol, LOTFA	Pillar I Manager.	Reducing
4	Insecurity hampering continuity and organization of Project interventions.	2 <sup>nd</sup> Quarter of 2013	Environmental	High	Mobile-based remote assistance is provided on regular basis to PFOs and EPS operators located at the provincial and district level. Deployment of national ToTs complements this measure.	LOTFA	Pillar I Manager.	Increasing

## ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	3 <sup>rd</sup> Quarter 2013	Decrease of WEPS coverage.	High	Status of change: WEPS coverage decreased due to operational issues affecting IT functionality and, consequently, WEPS system stability. LOTFA is closely collaborating with Mol to restore the original coverage level.	Pillar 1 manager.
2	Management	3 <sup>rd</sup> Quarter 2013	Change at the management level of Pillar 2 and Pillar 3.	High	Status of change: between May and September 2013, both Pillars 2 and 3 managers left LOTFA on the basis of personal and professional reasons, respectively. In order to address the management gap, LOTFA initiated recruitment process which resulted into the selection of new managers who will join the team during Q3/2013.	LOTFA Project Manager <i>ad interim</i> .