



LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

2014 THIRD QUARTER
PROJECT PROGRESS REPORT

DONORS



Canada



Czech Republic



Denmark



European Union



Finland



Germany



Italy



Japan



Republic of Korea



Netherlands



Norway



Poland



Switzerland



United Kingdom



United States of America

PROJECT INFORMATION

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CPAP Component: Stabilization and Peace Building

ANDS Component: Security

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Implementing Partner: Ministry of Interior Affairs

Responsible Agency: Ministry of Interior Affairs and Ministry of Finance

Project Manager: Mr. Basil Massey

Responsible Country Office: Ms. Dawn del Rio

ACRONYMS

ABP	Afghanistan Border Police
AHRIMS	Afghanistan Human Resource Information Management System
ANP	Afghan National Police
AUP	Afghan Uniform Police
AWP	Annual Work Plan
COP	Community Oriented Policing
CPD	Central Prisons Department
CPM	Civilian Policing Model
CSTC-A	Combined Security Transition Command-Afghanistan
DM	Deputy Minister
ECC	Emergency Call Centers
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
GBV	Gender-Based Violence
GRB	Gender Responsive Budget
HR	Human Resources
ICT	Information and Communications Technology
IPCB	International Police Coordination Board
JICAP	Joint International Community Action Plan
KIGEPE	Korean Institute for Gender Equality Promotion and Education
LOTFA	Law and Order Trust Fund for Afghanistan
MoF	Ministry of Finance
MOIA	Ministry of Interior Affairs
M-PAISA	Mobile-based payment
NTM-A	North Atlantic Treaty Organization Training Mission-Afghanistan
OIG	Office of the Inspector General
PAP	Payroll Action Plan
PeMD	Police-e-Mardume
SOP(s)	Standard Operational Procedure(s)
SPTC-A	Sivas Police Training Centre for Afghanistan
TWG	Technical Working Group
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
UNITAR	United Nations Institute for Training and Research
VCA	Vulnerability to Corruption Assessment
WEPS	Web-based Electronic Payroll System

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I. EXECUTIVE SUMMARY

During the third quarter of 2014 (1 July- 30 September) the Law and Order Trust Fund for Afghanistan (LOTFA) continued to make progress in implementing activities under the 2014 Annual Work Plan (AWP) in all three pillars. This quarter was challenging because the delayed approval of the AWP gave limited time to implement all planned activities (the AWP was only approved in May 2014) while an unstable political environment resulting from the run-off of the presidential elections and subsequent election auditing prevented many high level decisions being made by the Ministry of Interior Affairs (MOIA). This particularly impacted activities in Pillars 2 and 3.

Pillar 1 continued to expand the coverage of its Electronic Payroll System (EPS) and its web-based Electronic Payroll System (WEPS). As of the end of the quarter, EPS covered 97.64% of the total of Afghan National Police (ANP) personnel, with more than 58% in 26 provinces accessing via WEPS. Timely payment of salaries was made primarily via the Electronic Fund Transfer (EFT) modality under which 121,131 ANP personnel (82.7%) and 5,625 CPD guards (96.68%) were paid. As agreed in Q2, efforts were made to increase the use of EFT, with the goal to phase out the mobile monetary agent (M-PAISA) and Trusted Agent modalities. Pillar 1 also continued implementing other activities dealing with payment processes under the Payroll Action Plan (PAP).

Pillar 2, continued to work with MOIA to achieve its various deliverables related to infrastructure, MOIA reform and gender. As for infrastructure, the construction of the DM Support Building faced challenges, while a number of female toilet/dressing facilities were completed and provided to the MOIA and ANP. MOIA reform activities, faced challenges arising from the delay of election results, since its activities are more dependent on political backing as compared to other outputs. However, preparations continued for a training workshop with the Office of the Inspector General (OIG) in Q4 in support of strengthening accountability and oversight in the MOIA. The Pillar 2 Gender Team continued assessing methods of increasing the number of female police officers and increasing their role within the MOIA, ANP and CPD. Trainings to strengthen female police leadership took place in Korea and preparations were further made for sending 200 female cadets for training in Turkey in Q4/2014.

Pillar 3 continued cooperating with MOIA to further develop the Afghan Civilian Police Model (CPM) based on community oriented principles. Activities included holding a series of consultations with the government, international partners, the community and civil society and gaining their input for developing an Afghan contextualized model for civilian policing based on community oriented principles. In addition, while the CPM is being further refined at the national level, activities continued on the ground including continuing to strengthen

and expand the 119 emergency call centers (ECC) and creating visuals to help those in the community to easily comprehend COP.

At the overall project level, LOTFA strengthened its cooperation with various partners through the establishment of a strengthened governance structure including technical working group (TWG) meetings. Further, LOTFA's management and counterparts at UNDP Country Office have continued to develop the project document for LOTFA phase VII.

II. RESULTS

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

1.1 Timely and transparent ANP and CPD payments among 34 provinces by MOIA and Ministry of Finance funded through LOTFA

The timely transfer of funds for ANP and CPD police salaries remains the main objective of LOTFA-Pillar 1 as the payroll service provider to MoF and MOIA.

During the reporting period, LOTFA oversaw the timely transfer of funds to the MOIA via Ministry of Finance (MoF) and the subsequent payment of salaries to ANP and CPD personnel in all 34 provinces. There was no notable delay in payments.

1.2 Percentage of ANP and CPD covered under EPS and Web-based EPS¹

Afghan National Police

During the reporting period, LOTFA continued to increase the percentage of ANP personnel covered by WEPS. As of the end of the reporting period, 97.64% of ANP personnel in MOIA's Human Resources-Data (HR-Data) were paid under the standalone EPS or WEPS. Of this total, WEPS was used to pay 58.33% while the standalone EPS continued to be used to pay 41.67% of ANP salaries.

Specifically, the number of ANP personnel covered under EPS and WEPS decreased from 147,078 (Q2/2014) to 146,344.² Out of the 146,344 personnel, 85,357 were paid through WEPS (Q2 71,549), an increase of 13,808 personnel. Therefore, with the decrease in the absolute number of personnel covered under EPS and WEPS, the percentage of the ANP personnel paid through WEPS has increased to 58.33% from 48.65% in Q2.

¹ There are two versions of EPS: the stand-alone EPS (commonly referred to as EPS), and the web-based EPS (WEPS); although EPS used to indicate the entire EPS system in the bar graphs (i.e. standalone and web-based EPS), in the narrative EPS refers to stand-alone EPS unless described otherwise.

² The slight decrease in the total number of payments is within the normal fluctuation seen each quarter, due to varying factors, including high attrition of ANP and CPD staff.

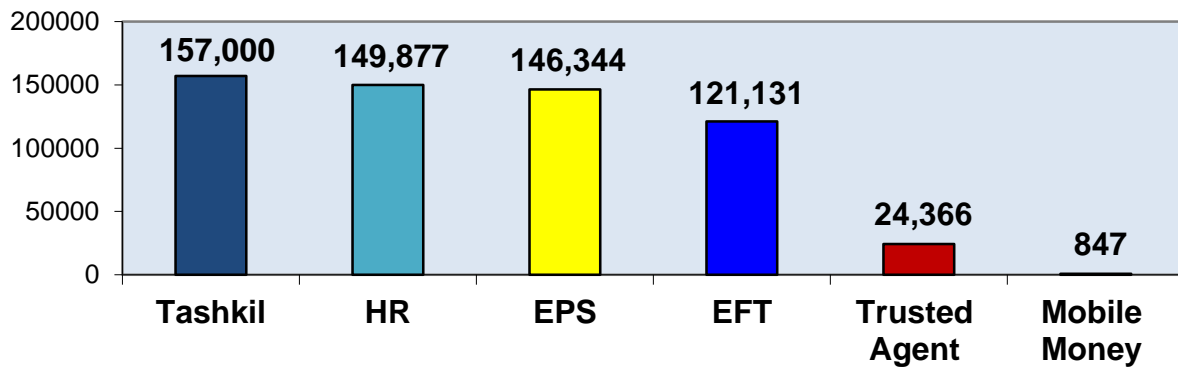
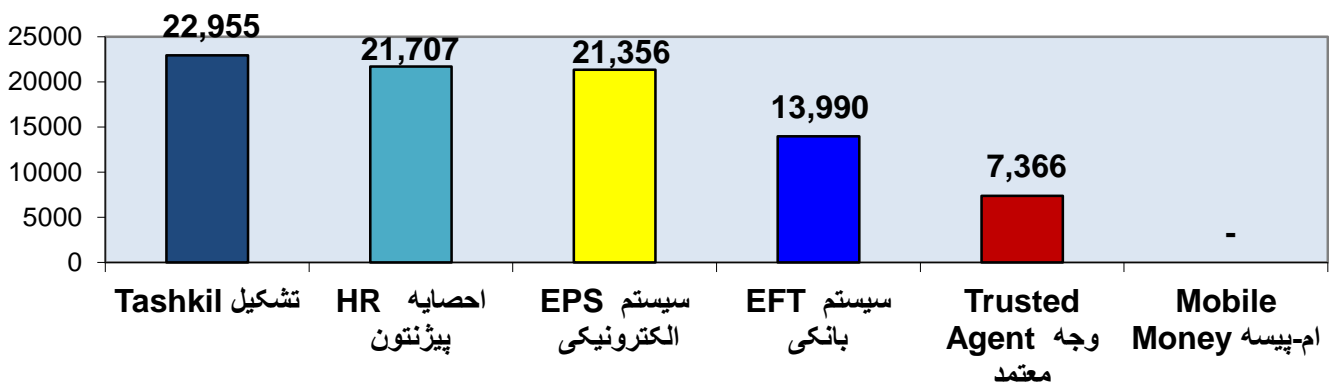


Chart 1: Details of EPS coverage and payment modalities for ANP. Source: LOTFA

Afghan Border Police

A further breakdown for the Afghan Border Police reveals that the EPS coverage has also slightly increased this quarter. Of the 21,707 ABP personnel (Q2 21,667) on the HR-Data, EPS



covered 21,356 personnel (Q2 21,277), amounting to 98.38% of personnel (Q2 98.2%).

Chart 2: Details of EPS and payment modalities for ABP. Source: LOTFA

Afghan National Civil Order Police

The Afghanistan National Civil Order Police similarly had a slight, but steady increase in EPS coverage. Of the 14,778 personnel (Q2 14,773) on the HR-Data, EPS covered 14,357 personnel (Q2- 14,177), approximately 97.15% of personnel (95.97% - Q2).

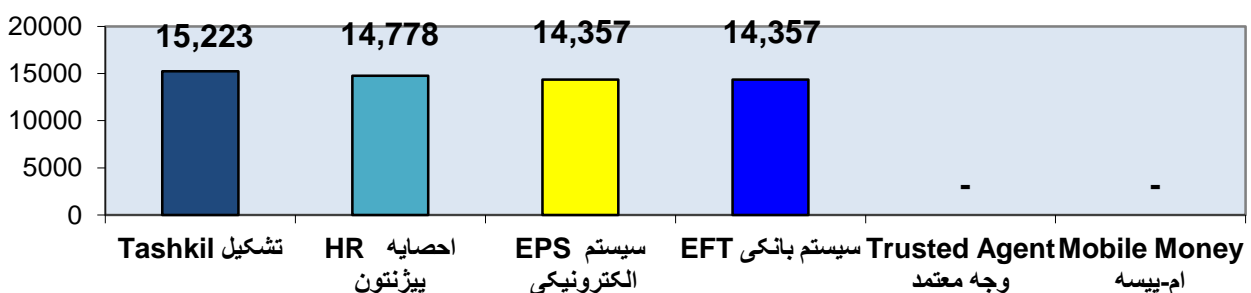
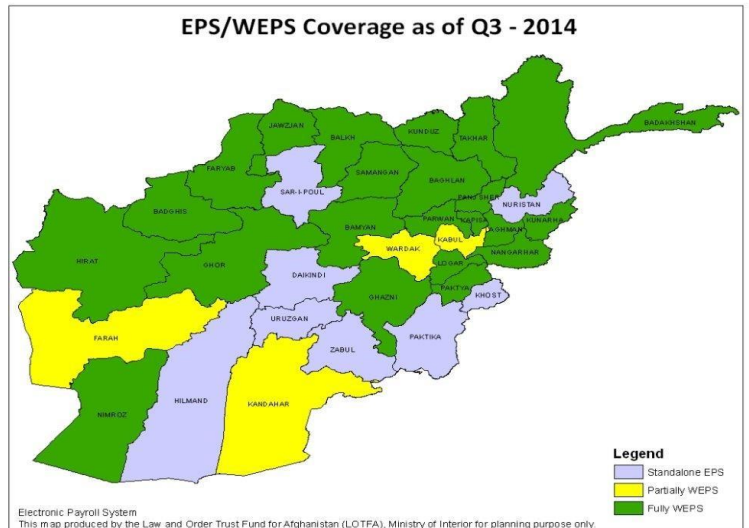
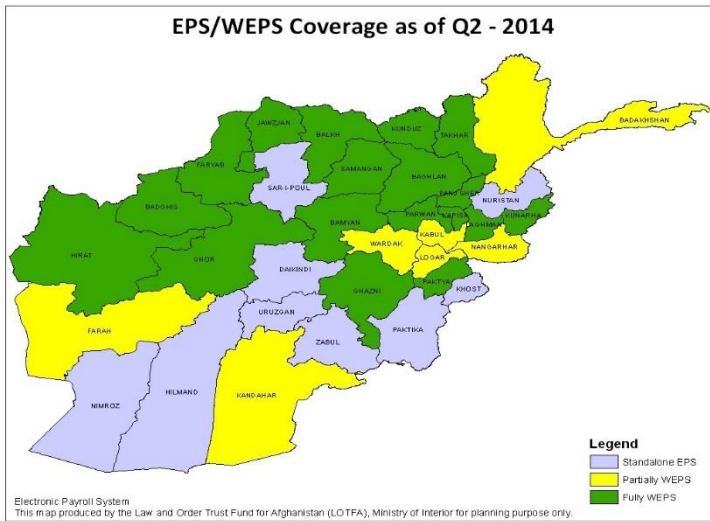


Chart 3: Details of EPS and payment modalities for ANCOP. Source: LOTFA

Geographic Coverage

The geographic coverage of WEPS has continued to increase in Q3/2014 expanding to 26 provinces, from 25 provinces in Q2/2014. As seen in the maps below, the number of provinces with full WEPS coverage has noticeably increased; WEPS is fully functional in 22 provinces and partially functional in 4 provinces, an increase from 18 provinces being fully functional and 7 provinces being partially in Q2. LOTFA remains on track to reach the target goal of expanding WEPS coverage to reach 30 provinces by the end of December 2014.



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

Central Prison Department

This reporting period continued to see an increase in EPS coverage for CPD personnel. 5,818 personnel (Q2 5,640) of the 5,881 personnel on the HR-Data are covered by EPS (98.93%).

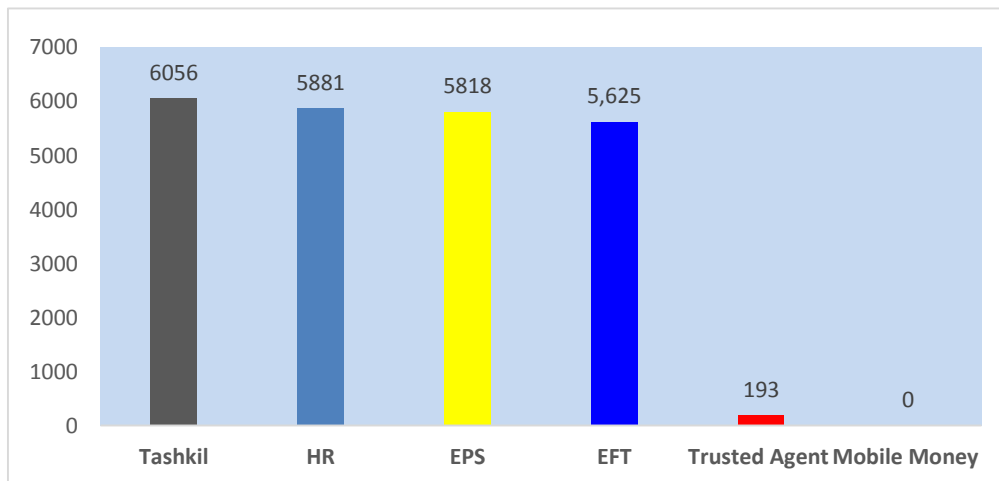


Chart 4: Details of EPS and EPT coverage for CPD. Source: LOTFA

On a related note, the expansion of the current Tashkil ceiling discussed in last quarter’s report was not approved. The proposal to expand the Tashkil ceiling from 6,056 CPD

personnel to 7,188 was approved by MOIA, but was turned down by international donors in July.

The challenges the payroll system faces to timely collect information on the payment of salaries to CPD personnel have continued to be discussed at the Pillar 1 TWG meetings. Notably, some of the CPD payroll units have been unable (Nooristan, Baghlan, Badghis, Takhar, Sar-e-Pul, Zabul and Ghor) or were late (Panjsher, Zabul, Uruzgan and Khost) in submitting data for the CPD EPS reports during this reporting period. Necessary data for these areas were later collected via telephone. The primary reasons for this delay were (1) limited internet connectivity; and (2) unstable electric power source, both of which limits their access to the system. LOTFA will work to address both of these concerns, including holding training workshops for CPD payroll staff which will take place in Q4.

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

Afghan National Police

During this reporting period, 121,131 ANP personnel (82.7% percent of the MOIA-HR data) received their salaries in personal bank accounts through the EFT modality. The salaries of remaining personnel were paid through the Trusted Agent (24,266) or M-PAISA (847).

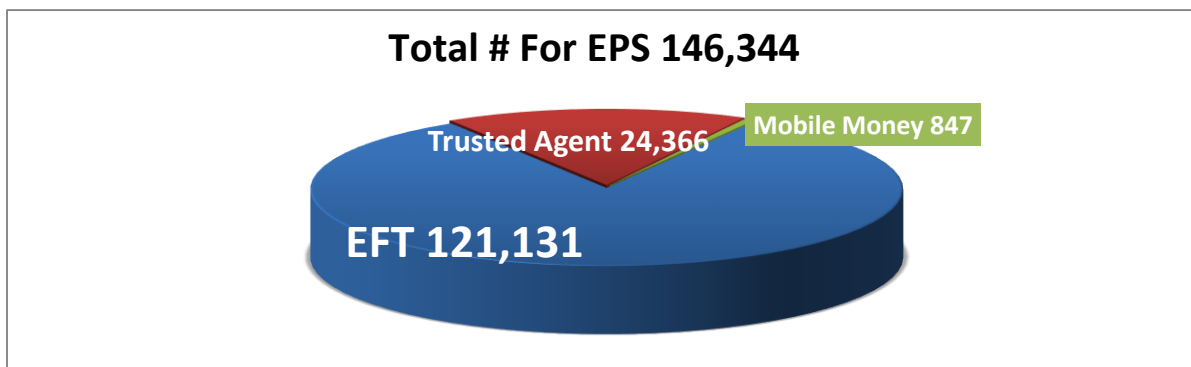


Chart 5: Police salary coverage by payment modalities. Source: LOTFA.

The number of payments through EFT for the reporting period is 121,131, a slight decrease in the actual number of payments through EFT compared to Q2, when 121,196 payments were made through EFT. A closer look reveals that given the overall decrease in the total number of salaries paid for ANP personnel, the overall percentage of EFT users (82.77%) has slightly increased from the previous quarter.

The Trusted Agent payment modality continues to be necessary mainly to provide payments to ANP personnel stationed in remote and insecure areas without commercial banks. During the reporting period, the EPS recorded 24,366 ANP personnel (16.65%) being paid through the Trusted Agent. This represents, a slight, yet steady decrease in the number of ANP officers paid through the Trusted Agent compared to Q2 (24,663 officers).

The mobile-based payment modality (M-PAISA) greatly decreased in Q3, being used to pay 847 ANP personnel (0.58%). This notable decrease since last quarter (Q2 1,219) is a result of efforts by MOIA to have all officers paid through the EFT modality.

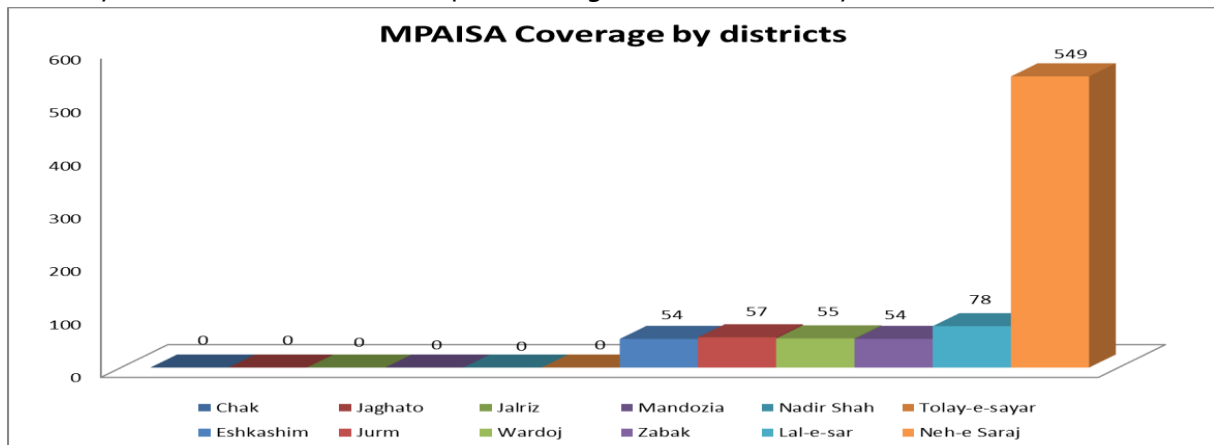


Chart 6: M-PAISA Coverage by district in Q3/2014. Source: LOTFA

Central Prisons Department

The EPS recorded an increase in the number of CPD guards being paid through EFT which reached 5,625 CPD guards (96.68%). This is an increase from Q2/2014 when 5,520 CPD personnel were paid by EFT. 193 CPD personnel (3.32%) continued to be paid through the Trusted Agent in Nuristan and partially in Badakhshan, where the commercial banking sector is not sufficiently developed. The M-PAISA modality was not used to pay salaries for CPD personnel. This increase in payments through EFT reflects payments to newly hired personnel and the transitioning of payments to existing personnel through EFT.

Transition to EFT

LOTFA remains committed to work with both MOIA and MoF to ensure all ANP and CPD officers receive their salaries through EFT, which is the most secure, accountable and transparent payment modality.

LOTFA is continuing to discuss various options to increase payments through EFT and reach 100 percent EFT coverage by mid-2015. The current proposal under consideration is to have mobile banks provide access in areas where commercial banks do not have branches.

1.4 Percentage of progress made against Payroll Action Plan for 2014

Of the 26 sub-objectives set forth in the 2014 Payroll Action Plan, 11 are completed (42.3%), 8 are being implemented (30.77%) and 7 (26.9%) have not been implemented. Almost all of the sub-objectives that are being implemented will be complete during Q4/2014 or Q1/2015.

The activities which have not yet been implemented are important to achieving transparency, and LOTFA will institute regular PAP progress reviews in Q4/2014 to ensure pressure is maintained in these areas: (1) MoF to provide MOIA with bank statements for review against payroll entries in EPS, (2) MOIA to cease payments to Reserve, over-Tashkil, VVIP, and APPF police, and (3) MOIA to institute a revised modality for Trusted Agent. LOTFA recruitment of 17 national officers on the LOTFA payroll for M-16 validation is on hold pending LOTFA VII approval. Synchronizing the ID, AHRIMS, and EPS databases is pending CSTC-A's completion of AHRIMS 1.2.

2014 Payroll Action Plan

The 2014 Payroll Action Plan was approved in May 2014. The Plan is organized around three levels of action: strategy and policy related to Payroll reform; internal activities of LOTFA; and external measures connected to the LOTFA/EPS system. The plan includes 26 activities and a specific timeline for targets to

EXPENSES FOR THE QUARTER

During Q3, a total of USD 132,718,341 was spent for Output 1. For more details, please look at Annex 2.

Table 1: Progress towards targets for Output 1

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

2014 Baseline ³	2014 Annual Targets	Q3 Planned	Q3 Actual	Comments
1.1 Payments are made in time in 34 provinces.	1.1 Maintain timely payment in 34 provinces.	1.1 Address any delays in payments to ANP and CPD.	1.1 Timely payments made.	1.1 None.
1.2 44 percent EPS and 56 percent WEPS (ANP); and 93 percent EPS (CPD).	1.2 % EPS decreases from baseline; 65 percent WEPS (ANP); and 93-95 percent EPS (CPD).	1.2 40 percent EPS and 60 percent WEPS (ANP); and 95 percent EPS (CPD).	1.2 41.67 percent EPS and 58.33 WEPS (ANP); and 98.93 percent EPS (CPD).	1.2 WEPS coverage increased after decrease in Q2.
1.3 114,616 ANP (EFT) and 4,811 CPD (EFT); 1.3.1 27,228 ANP (Trusted Agent); 1.3.2 1,216 ANP (M-PAISA).	1.3 Maintain 114,616 ANP (EFT) and 4,811 CPD (EFT). 1.3.1 Decrease Trusted Agent with 2,000 ANP. 1.3.2 Increase M-PAISA with 2,000 ANP.	1.3 Maintain coverage within the annual target values. 1.3.1 Decrease to 25,000 ANP. 1.3.2 1,000 ANP (M-PAISA).	1.3 121,131 ANP (EFT) and 5,520 CPD (EFT). 1.3.1 24,366 1.3.2 847 ANP (M-PAISA)	1.3.1 and 1.3.2: Changes between planned targets and actual implementation result from Pillar 1 Technical Working Group meetings between May and June 2014 to phase out the Trusted Agent and M-PASIA modalities.
1.4 2014 Payroll Action Plan developed and implementation started.	1.4 100 percent progress made against 2014 Payroll Action Plan.	1.4 75% of actions initiated 40% of actions complete.	1.4 73.07% of actions initiated, 42.3% complete.	1.4 Percentage of progress is based on the number of actions initiated (17) and completed (11) against the total number of actions included in the plan (26).

³ Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014. Payroll baseline is linked to Pillar 1 coverage data from December 2013.

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

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

The "Project for Capacity Development Support to the Afghan National Police" supported by the government of Japan, is continuing with its construction and capacity development activities. As of the end of the reporting period, LOTFA is exploring ways to address Issues with the structural integrity of the buildings under construction.

During the reporting period, 55 percent of construction of the buildings has been completed (Q2/2014 – 50%). However, construction has been temporarily suspended due to the undertaking of a quality assurance assessment. Concrete compressive tests in September by the third party Quality Assurance and Quality Control company revealed that the requisite standard has not been met. As of the end of the reporting period, the lab hired by the construction company and the third party Quality Assurance and Quality Control company have agreed to conduct additional tests.

As of the end of the quarter, LOTFA is preparing a progress report to submit to the Embassy of Japan in Afghanistan, including details of the progress and issues faced in the construction. The Japanese Embassy will also undertake a site visit during Q4.

LOTFA Support to DM-Support Building Project

The "Project for Capacity Development Support to the Afghan National Police" is being implemented under UNDP's National Implementation Modality, meaning ownership of the project and daily interactions with the construction contractor are undertaken by MOI. LOTFA provides oversight and necessary technical support.

LOTFA also provides support under the Direct Implementation Modality). LOTFA ensures transparent and competitive selection of a third party company which is leading the Quality Assurance (QA) and Quality Control (QC) of construction works.



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

2.2 Percentage of constructions and renovations initiated by MOIA supported by LOTFA to improve living conditions of prisoners in Kabul, Kunduz, Takhar, and Jawzjan, Nangarhar

During this reporting period, LOTFA has continued with preparations to start the construction and rehabilitation of prisons. Continuing from Q2, LOTFA has announced the Invitation to Bid as part of a competitive process to select a company for the construction of the detention centers in Kunduz and Takhar, which will host both male and female prisoners. These two projects will provide safer and better living conditions for 811 prisoners and detainees in Kunduz (769 men and 42 women), and 882 prisoners and detainees in Takhar (780 men and 102 women). Prison design specifications are being made in concert with the U.S. Department of State: Bureau of Intl Narcotics & Law Enforcement and the International Committee of the Red Cross who have

CPD Construction Project

The construction and rehabilitation of detention centres are part of a comprehensive package of infrastructural projects LOTFA will carry-out between 2014 and 2015 with the main goal to improving living and safety conditions of both male and female prisoners and detainees.

The detention centers where LOTFA will undertake construction and/or renovation works have been selected jointly with the CPD and UNAMA - Rule

developed global design standards for prisons and detention centers in keeping with both security and human rights principles.

In addition to these two detention centers, LOTFA has also developed plans for the rehabilitation of Pol-e-Charkhi and a female prison in Kabul, as well as the construction of protection walls at Jawzjan and Nangahar prisons. Invitations to Bid for these construction projects were also announced during the reporting period.

A pre-bid meeting was held with the MOIA on 7 September for projects in Takhar and Kunduz, and on 27 September for Jalalabad, Kabul (Pol-e-Charkhi and female prison) and Jawzjan. The meetings were attended by the CPD engineer and representatives of bidding companies. The bids are currently being evaluated and the selected bidder will be announced in Q4.

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

During the reporting period LOTFA completed and handed-over to the MOIA 25 separate toilets and dressing rooms for female police in Kabul as part of Phase 1 and Phase 2 of the construction. Locations were also identified in Jalalabad and Herat as locations to construct toilets and dressing rooms, and a LOTFA mission went to Mazar-e-Sharif to assess locations for toilets and dressing rooms.



Picture 2: Female Toilet/Changing Facility in Kabul. Source: LOTFA.

Phase 1 of the construction saw the opening ceremony of the construction of toilets/dressing rooms on 6 August 2014. The ceremony, representing the handing over of 18 facilities in Kabul took place in Police District 1, featuring the handing over of the keys of the facility to the Gender Directorate of the MOIA. The MOIA's Deputy Minister of Strategy and Policy, Brig. General Hekmat Shahi, the commander of the district Col. Jamila Bayaz, and representatives from the Korean Embassy in Afghanistan and UNDP/LOTFA were present at the ceremony.

During this reporting period, an additional 7 facilities in Kabul were completed and handed to MOIA in September as part of the facilities constructed under Phase 2.

MOIA and LOTFA will continue to conduct field visits to these facilities to monitor and assure that the facilities are being used for their intended purpose.

Preparation has continued for constructing facilities in police stations outside of Kabul. In Herat and Nangarhar, the design of the facilities have been revised in coordination with MOIA engineers and the Gender Department of MOIA. The construction documents are under review by the LOTFA procurement team. Furthermore, LOTFA undertook a mission to Mazar-e-Sharif on 24 August to assess locations for toilet and dressing facilities. The finalizing of locations and the start of construction for the facilities in Mazar-e-Sharif is scheduled for Q4. Separately, LOTFA engineers undertook missions to Jalalabad and Herat where they identified locations suitable for the construction of facilities.

Construction of Female Toilets and Dressing Facilities in Police Stations

This LOTFA support to female police facilities are significant as basic and necessary components of improving the working environment for female police officers.

In addition, the facilities are also envisaged to be used by female citizens when they visit a police station, whether it is for official business or to report a case.

As such as an indirect effect LOTFA support to female police facilities may increase accessibility of police services for female citizens.

EXPENSES FOR THE QUARTER

During Q3, a total of 1,162,274 was spent for Output 2. For more details, please look at 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

2014 Baseline ⁴	2014 Annual Targets	Q3 Planned	Q3 Actual	Comments
2.1 35 percent total construction works completed.	2.1 100 percent DM Support building completed as per contract between DM and contractor.	2.1 60 percent of total construction works completed.	2.1 55 percent.	2.1 Structural issues emerged during the construction work.
2.2 No construction and no renovation works initiated by MOIA and supported by LOTFA for prisons in Kabul, Kunduz, Takhar, and Jawzjan, Nangarhar.	2.2 Assessment, design, advertisement, invitation to bid and contracting completed.	2.2 Invitation to bid announced.	2.2 Invitation to bid announced; started evaluation of bids.	2.2 None.
2.3 Work on 20 separate toilets and 20 dressing rooms initiated in Kabul; work on 20 separate toilets and 20 dressing rooms not started in Balkh, Herat and Nangarhar.	2.3 20 separate toilets and dressing rooms completed in Kabul; 20 separate toilets and dressing rooms initiated in Balkh, Herat and Nangarhar.	2.3 Complete and handover 25 toilets and dressing rooms in Kabul; Start planning construction in Herat and Nangarhar.	2.3 25 toilets and dressing completed and provided to MOIA; Design revised in Herat and Nangarhar; Assessment mission to Mazar-e Sharif.	2.3 None.

⁴ Baseline and annual targets based on the LOTFA Annual Work Plan for 2014 approved and released in May 2014. Construction baseline is linked to progress information from December 2013.

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

3.1 Progress in finalizing MOIA roadmap for MOIA reform

During this reporting period, comprehensive discussions on the roadmap for MOIA reform have been put on hold pending the outcome of the presidential elections. Because of the impending change in high ranking personnel following the elections, MOIA counterparts were hesitant to discuss broader reform efforts and LOTFA management also did not consider it prudent to continue in such circumstances. However, in preparation for broader reform initiatives, the EU in collaboration with LOTFA supported micro-technical assessments in the following departments: (1) human resources, (2) finance and budget, (3) procurement and (4) logistics. The EU assessment also reviewed LOTFA's activities in undertaking MOIA reform. The findings of the report have been incorporated in the project document for LOTFA VII.

Roadmap for MOIA reform

Over the years international partners' support to MOIA and ANP has mainly been focusing on fighting the insurgency. However, in recent years MOIA and the international community acknowledged the importance of strengthening civilian and independent oversight of the Ministry as an important element of building an effective and accountable Ministry of Interior Affairs. Accordingly civilianization is a key element in the MOIA 10 year vision and the National Police Strategy.

Currently, within the Ministry, there is no distinction between MOIA and ANP. Roles and responsibilities overlap, as the Minister serves as both the head of the Ministry and the operational commander of the police. In addition, over the years many units and departments have been created within the Ministry with overlapping mandates and reporting lines. This presents challenges in ensuring accountability, sustainability and improving operational effectiveness. Accordingly micro-technical capacity development assessments providing recommendations for operational effectiveness of individual departments, should be complemented with broader all-encompassing reviews of the overall MOIA structure. The joint findings and corresponding recommendations provide the roadmap for MOIA reform.

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

During the reporting period, LOTFA continued (1) developing capacity of relevant sections and units of the MOIA to undertake inspection and control; and (2) undertaking reform of the OIG to systematically transform the MOIA into a more accountable and transparent organization.

Capacity Development

ICT Training

During the reporting period, LOTFA supported two Information and Communications Technology (ICT) training sessions. The first ICT training session was held 16–27 August 2014 at the ICT Directorate Training Room in MOI. 30 ICT personnel from 10 provinces (Herat, Badghis, Laghman, Samangan, Kunar, Nangarhar, Daikondi, Paktya, Ghor, and Kandahar) participated in the trainings.

The second training ICT training session was conducted 6-17 September 2014 in the MOIA ICT Directorate Training Room. 32 personnel from 9 provinces (Farah, Helmand, Herat, Kandahar, Logar, Nemroz, Panjsher, Paktya and Paktika) participated in the trainings.

An M & E assessment was conducted following each of the training sessions. Participants noted that the training was useful and many participants, expressed their appreciation for MOIA and LOTFA's support. LOTFA noted that all participants were male, and would like to consider methods of increasing the number of female staff in this unit.

The third series of ICT training sessions is planned to be conducted in mid-October 2014.

Procurement Training

During the reporting period, LOTFA supported two training sessions on procurement. The first session was conducted on 23-27 August 2014 at the MOIA Central Command. 36 participants (all men) from 9 provinces (Ghazni, Helmand, Kabul, Paktia, Paktika, Kandahar, Khost, Logar, and Wardak Provinces) attended the trainings.

A second procurement training session was conducted in Bamiyan province during 22-25 September 2014. 22 procurement officers (1 female) from Bamiyan and Daikundi Province were trained by 4 trainers. This training directly addresses MOIA's concern that too many trainings are centralized in Kabul, which will not attract those working in the province who need these trainings the most.

An M & E assessment was conducted following each of the training sessions. The feedback of the participants was generally positive, and many participants, especially at the provincial level, expressed their appreciation for MOIA and LOTFA's support.

LOTFA also continued with preparations for additional procurement training courses to be held in Kandahar, Helmand and Herat. The scheduling of these training courses is under discussion with the MOIA.

English Language Courses for Deputy Ministry Strategy Staff

During this reporting period, preparations continued to undertake English language training for the staff of DM Strategy and Policy. The request for proposals was advertised in the third week of August. The company was thereafter selected and has met DM Strategy and Policy to discuss conducting training assessments prior to beginning the course.

LOTFA has facilitated the company's entry to Mol, and coordinated and negotiated to overcome hurdles to accessing staff in order to expedite the assessment of their English language capacity and pre training monitoring. LOTFA's M&E unit will assist the company to conduct the pre-training assessment and monitor the progress of trainees.

74 participants will attend the training assessment, ranging from senior staff of the DM Strategy Policy's Office, including the Deputy Minister, to NCOs and patrolmen/women.

Office of the Inspector General

Since July, LOTFA has intensified its efforts to strengthen the Office of the Inspector General (OIG). An initial objective has been to reinforce and deepen the coordination, as well as to clarify roles and responsibilities among key international community entities supporting the OIG. Following several LOTFA initiated coordination meetings comprising representatives from the CSTC-A Ministerial Advisory Group, EUPOL, LOTFA and the International Security Assistance Force Rule of Law-Transparency, Accountability and Oversight, a Joint International Community Action Plan (JICAP) to support MOIA advance its anti-corruption priorities as expressed under Goal 8 in the National Police Plan, has been developed and approved by senior management of involved donor institutions.

The LOTFA Program Manager has, on behalf of involved donors, presented the JICAP to the MOIA's DM Support. We are awaiting comments, suggestions, or a formal endorsement from senior level ministerial authorities. Once acquired, further refinement of institutional responsibilities under the JICAP will take place and implementation be initiated.

Numerous meetings to identify capacity needs to strengthen the OIG have been held with the Inspector General and the Heads of key OIG departments, i.e., the Anti-Corruption and Anti-Bribery Department, the Professional Standard Department, as well as the Internal Audit and Document Inspection Department. Following an analysis of the capacity needs in conjunction with their department's respective functional responsibilities, LOTFA has prepared a thorough Capacity Development Plan that links the capacity needs to specific OIG functions.

As a result of the capacity development consultations the Inspector General expressed a particular interest to have his staff undergo two Vulnerability to Corruption Assessment (VCA) trainings. The VCA trainings will be an important initial step to help build

the skills and competency of OIG staff to enable them to develop and introduce corruption risk mitigation measures in high risk departments and programs of the MOIA. The meetings generated a confirmation of the training dates, 22-27 November as well as the identification of 50 training participants. The OIG also expressed interest in LOTFA supporting OIG staff to conduct a proper VCA in the procurement department following the completion of the training.

In the longer run, the VCA competency is expected to help create an OIG that more effectively can minimize corruption risks, reduce waste of resources, and prevent different forms of abuse of authority. This will in turn help senior authorities of the MOIA to build a more successful and responsible police force that better can assist the people of Afghanistan.

Code of Conduct

Code of Conducts are important tools to strengthen individual police integrity and accountability. Building on its previous support provided in this area, LOTFA printed 20,000 copies of a special edition of the police magazine Khiedmat featuring the Code of Conduct (CoC) in September 2014. It was jointly produced by MOIA, the UN Educational, Scientific and Cultural Organization (UNESCO). In addition, LOTFA worked with other organizations on the distribution plan. The special edition aims to reinforce the Code of Conduct's principles among police personnel as well as inform civilians about the code and the high standards of policing it specifies.

LOTFA also continued its train the trainer initiative to prepare trainings on the Code of Conduct in several provinces.

Police Code of Conduct

The Police Code of Conduct was issued in 2012, with LOTFA support.

In March 2014, a LOTFA-funded illustrated Code of Conduct booklet for police was published, together with posters for display at police stations and community centres.

The special edition of the police magazine continues LOTFA's efforts to disseminate the Code of Conduct. The magazine contains a full copy of the Code of Conduct in Dari and Pashto and explains the code's rationale. It also urges police who have not yet attended basic Code of Conduct training to contact their nearest provincial or district Education and Training Officer.

The publication is available at Literacy Centres around Afghanistan (which are supported by UNESCO, GIZ and MOIA), and from the Literacy Unit of MOIA in Kabul

EXPENSES FOR THE QUARTER

During Q3, a total of USD 783,723 was spent for Output 3. For more details, please look at Annex 2.

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

Table 3: Progress towards targets for Output 3

2014 Baseline ⁵	2014 Annual Targets	Q3 Planned	Q3 Actual	Comments
3.1 Macro assessments are conducted by UNDP and International Police Coordination Board (IPCB) on core areas for MOIA reform but no agreement exists on a detailed comprehensive roadmap.	3.1 One micro assessment is conducted and a detailed comprehensive roadmap for MOIA reform is agreed upon by MOIA and the international community.	3.1 Initiate micro assessment following approval of ANP.	3.1 Limited progress.	3.1 Roadmap requires political backing within MOIA and ANP, thus further action was pending appointment of new officials; however, the unexpected dispute and subsequent audit of the election caused further delay of appointments within MOIA.
3.2 Not available, zero.	3.2 One SOP drafted and 1 capacity development initiative implemented.	3.2 Same as above.	3.2 Same as above.	3.2 Same as above.

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

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

4.1 Progress in implementing the MOIA Gender Strategy

MOIA Gender Strategy

LOTFA is part of the commission which created the MOIA Gender Strategy Implementation Plan approved in August by the MOIA. This commission, led by MOIA, includes UNAMA, EUPOL, LOTFA, other international agencies and civil society organizations. The commission was created in March 2014 as part of the Gender Strategy.

As part of the Gender Strategy, LOTFA is also working with MOIA to increase the number and career opportunities for female officers.

This reporting period saw further progress in implementing the MOIA Gender Strategy, with the Gender Strategy Implementation Plan being finalized in August. Through the Gender Implementation Plan, stakeholders will have a concrete roadmap of activities to undertake in order to achieve the goals set forth in the Gender Strategy; a main goal of the Gender Strategy is the increase in the number of female police officers.

Since the implementation of the Gender Strategy, there has been a steady increase

in the number of female police officers and civilian officials in MOIA. A detailed analysis of the number of female personnel in the ANP, CPD and MOIA is set forth in "III. Gender Specific Results – 4. Data on Female Personnel"

4.2 Existence of a comprehensive MOIA approach for preventing and addressing GBV

During this reporting period, LOTFA jointly with UNDP's Justice and Human Rights Project, UNWomen, UNFPA, UNAMA and UNDP's GEP project continued supporting MOIA in the development of standard operating procedures and other tools (e.g. simple checklists) to prevent and address GBV.

Separately, the Gender Team conducted a needs assessment mission in Mazar-e-Sharif on 24 August (same mission as described in Output 2). Similar to findings by the Gender Team in their missions last quarter to Herat and Jalalabad, the mission revealed a general lack of understanding by police officers in handling GBV cases. The findings of the mission will contribute to understand the issues that have to be addressed when developing the tools, especially in provinces where resources may be lacking as compared to Kabul.

Data Collection for Future Initiatives

The LOTFA Gender Team continued to assess work conditions for female police officers. As a continuation of the Q2 missions to Herat and Nangarhar, in Q3 LOTFA undertook a mission to Mazar-e Sharif. The mission visited police stations and prisons where a series of consultations were held with police officers. The mission found there were still numerous needs for improving physical infrastructure to create a female friendly work environment. Needs include, kindergarten/nursery facilities for children of female officers and toilets. Visits to a prison also found a lack of facilities dedicated to children of inmates. LOTFA will continue to collect data and develop plans to address continuing infrastructure issues faced by female police officers and female prisoners.

MOIA Approach to Prevent and Address GBV

Afghanistan currently lacks a functional referral system for gender-based violence cases. Family Response Unit staff do not sufficiently understand their role in referring GBV cases to key stakeholders such as forensic doctors, legal advisers, psychosocial support, and criminal investigation.

A set of SOPs for GBV referral linking the health sector and organizations promoting the protection of women victims of violence has been developed by UNFPA in coordination with the UN and non-UN partners, and have been approved by the Ministry of Public Health and Ministry of Women Affairs. Similarly, UNDP JHRA has been developing SOP's and instruments to guide police-prosecutor relations. Building on these efforts, LOTFA is working with MOIA to develop simple tools and checklists for the specific MOIA departments addressing GBV.

EXPENSES FOR THE QUARTER

During Q3, a total of USD 584,415 was spent for Output 4. For more details, please look at Annex 2.

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

Table 4: Progress towards targets for Output 4

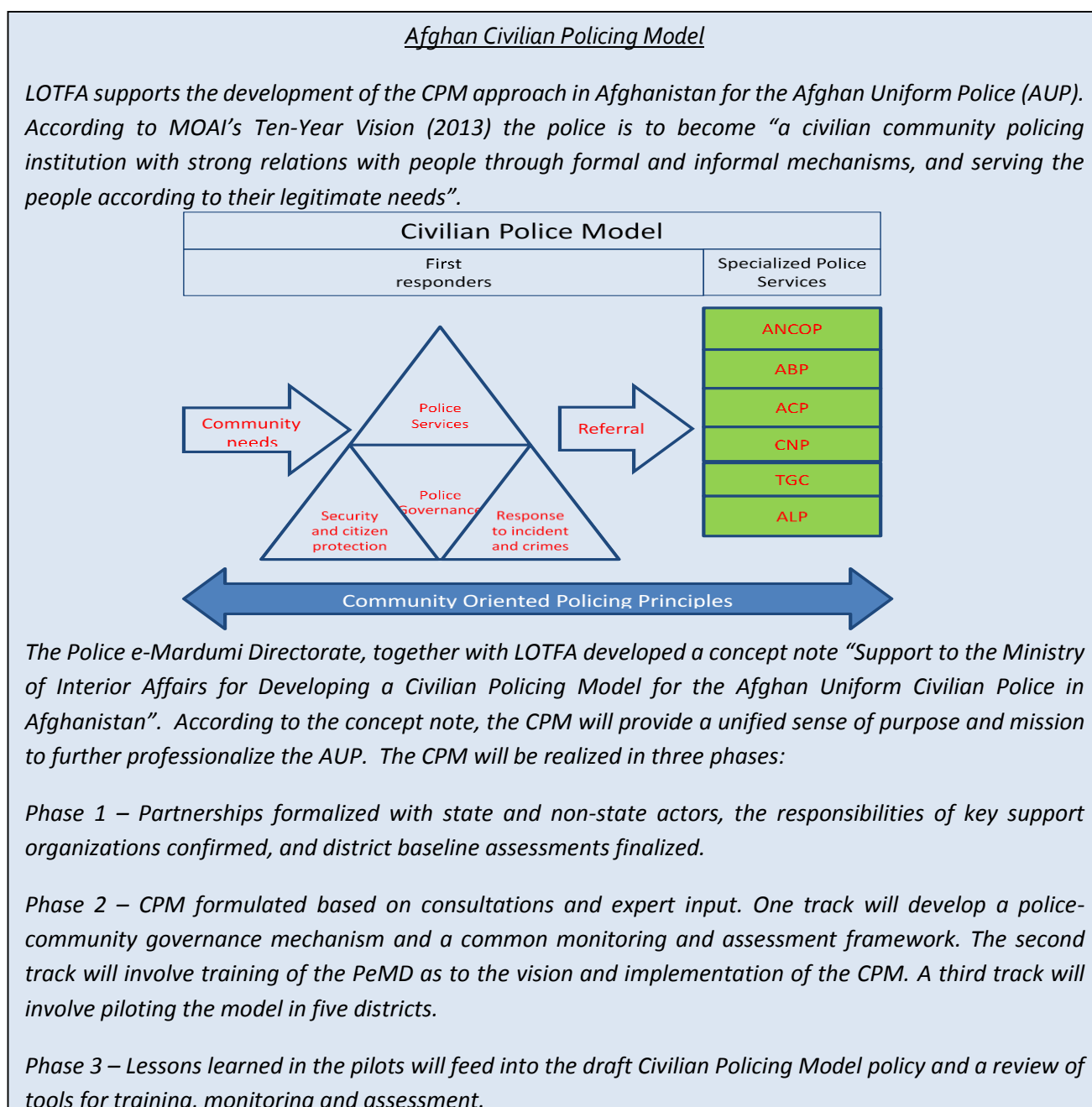
2014 Baseline ⁶	2014 Annual Targets	Q3 Planned	Q3 Actual	Comments
4.1 MOIA Gender Strategy approved, but implementation plan not available.	4.1 One training needs assessment and one training developed for female MOIA and ANP staff as per MOIA strategy.	4.1 Support approval of Gender Strategy Implementation Plan.	4.1 Gender Strategy Implementation Plan approved in August.	4.1 Interventions leading to the achievement of the annual target will take place in Q4/2014.
4.2 No unified system of GBV reporting available at the MOIA.	4.2 MOIA Model for GBV victim support is developed.	4.2 Continue developing police-prosecutor SOP for GBV cases.	4.2 Continued development of SOP; preparations made for workshop in Q4.	4.2 None.

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

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

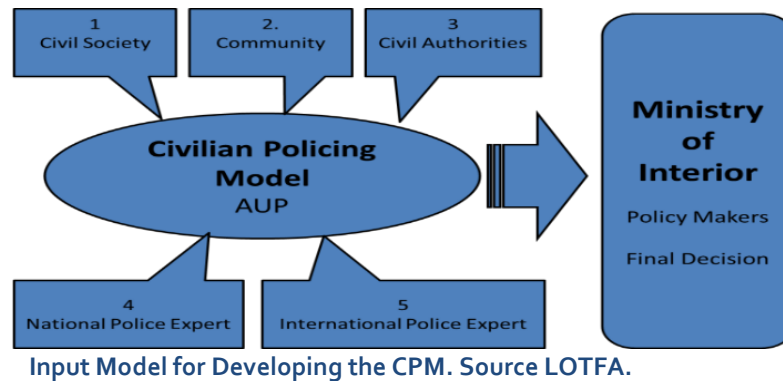
5.1 Existence of Afghan Civilian Policing Model guided by Community Oriented Policing (COP) and Rule of Law principles

During the reporting period, Pillar 3 made notable progress in developing the Afghan Civilian Policing Model. Although uncertainty surrounding the outcome of the presidential elections limited engagement with the government, LOTFA progressed in implementing Phase 2 of the CPM development and implementation plan. LOTFA held a series of consultations with government officials, local civil society organizations, the community and international



partners in continuing to develop the CPM and supported a training workshop for the Police-e-Mardume (PeMD).

Consultations



CPM Development Consultation- Civil Society Organizations



The PeMD organized a three day consultation with civil society organizations from 16-18 August for the development of the CPM for the AUP.

The consultation forum gathered more than 120 representatives from approximately 70 youth, elders, religious and women’s civil society organizations. The participating organizations were selected based on recommendations from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), UNAMA, and UNICEF in collaboration with LOTFA.



The main outputs included: (1) strengthened partnership between the civil society organizations and the MOIA; (2) good practices identified by the organizations to support police professionalism; and (3) formulation of recommendations for the development of the CPM.

Picture 3 Top: Deputy Minister Azizi opening the workshop. Bottom: General Ainii. Director of the PeMD.



Picture 4: Left and center: Women and Youth representatives casting their votes on the recommendations that emerged from the focus group discussions with women, youth, elders, religious leaders. Right: Elders and Religious Leader formulating and voting on key recommendations.

CPM Development Consultation - International Partners

PeMD, together with LOTFA, organized a consultation meeting on 20 August with international stakeholders aiming to (1) identify lessons learned and build a consensus around key recommendations for consideration by the MOIA for the development of the CPM, and (2) identify organizations willing to support the PeMD to develop the CPM.

A total of 11 international organizations, represented by 30 experts, participated in the meeting. Their main recommendations were:

- Integrate Juvenile Police into the AUP (separate from Criminal Investigation Department) and develop diversion mechanisms apart from the criminal justice system;
- Increase integration of policewomen into the AUP – although participants were divided between (i) establishing a limited number of women only units, and (ii) furthering integration of women into regular units through improving the social and physical environment in police stations;
- Distinctions between the counter-insurgency approach and the civilian model requires further clarification;
- Limit political influence over police work by strengthening the governance structure and training of the police; and
- Operationalize police-community partnership through the establishment of joint committees at the district level, joint training, and the development of district assessment and security plan of actions.

In addition, the forum also expressed the need to articulate how and by whom the change process will be implemented.

This consultation was an important first step to rally the international community under one framework to support the AUP, and will continue with further meetings. Participants also recommended holding thematic sessions with MOIA stakeholders.

CPM Development Consultation - Community Members.

During the reporting period, PeMD and LOTFA held a series of consultations with communities in Kabul and Bamiyan as part of the development of the CPM. Community members serve a key role in the development of CPM, being the ultimate beneficiaries of policing services.

PeMD and LOTFA agreed to organize consultation workshops in a total of eight provinces. The provinces were selected based on the presence of a provincial PeMD team. The consultations will discuss topics including:

- Improving police responsiveness to needs of women, children and minorities;
- Strengthening partnerships and coordination with the civil society and the prosecutor's office;
- The community's expectations of police services;
- Role of the community in the new policing model; and
- Measuring police performance.

Community consultation in Kabul took place on 14 and 15 September. A total of 120 community members representing youth, women, elders, and religious leaders attended the meeting along with local police members and local authorities. Their recommended AUP action points were:

- Work closely with community elders, leaders and religious figures for resolving dispute (petty crimes), building awareness and closing the gap between people and the police;
- Work with civil society organizations at the national and provincial levels to have women and youth groups to foster cooperation between police and community;
- Support tangible projects at the district and provincial levels;
- Use radio and TV to raise awareness among youths and elders to encourage communities to contribute to their own safety and security;
- Use religious leaders as a channel of communication for raising awareness, specifically, encouraging (Mullah Imams) to communicate messages to communities; and
- Establish mobile teams to reach schools, and youth and women's associations.

Community consultations took place in Bamiyan on 24th and 25th September. A total of 80 community members representing youth, women, elders, and religious leaders attended the meeting along with local police members and local authorities. The group agreed that cooperation with the police is a duty and responsibility of the community, while their recommended AUP action points were:

- Establish complaints mechanism to help provide assistance and services to the community;



Picture 5: Bamiyan focus group discussions.

- Conduct background check in collaboration with the community before hiring police officers;
- Support and guide informal mechanisms for problem solving at the community level through religious leaders and community elders (i.e. Malek);
- Recruit junior police officers from the same region to better understand the costume and tradition, which would strengthen relationships with the community.
- Provide professional training to all officers, so they have an in-depth knowledge of the relevant Afghan laws and regulations;
- Women should have a substantial role in PeMD programs and Tashkil;
- Monitor abuse of authority and power; and
- Assure that all ANP members are honest, compatriot, professional, faithful and result-oriented individuals, and that personnel act in accordance with policing standards.

PeMD Training Workshop

LOTFA, in partnership with UNICEF, and EUPOL supported a five-day training hosted at the ANP Staff College from 10-14 August 2014 which targeted the PeMD. 51 senior police officers of the PeMD from eight provinces (Kabul, Herat, Mazar, Kunduz, Bamyan, Helmand, Ghor and Baghlan) attended the training.

The training workshop consisted of sessions discussing the (1) CMP Principles; (2) Vision of the MOIA; (3) Undertaking consultations; and (4) Developing of Work-plans. In addition, the training workshop helped strengthen the collaboration between key players in the development of the CPM which will be crucial when launching the consultation process at the community level in eight provinces.



Picture 6: Senior PeMD Police Officers at the training on CPM development.

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

Pilot

Piloting of the governance components of the CPM will be subject to MOIA's approval of key components and preliminary activities. Pilot areas will be selected based on their interest in piloting the CPM, the different types of safety and security environment, and the level of accessibility by national and international actors. It will be accompanied by a monitoring mechanism. LOTFA aims to roll out the pilots next quarter.

Security Sector Governance Assessment

The Security Sector Governance Assessment supported by LOTFA, aims to (1) generate understanding and knowledge of the current security sector governance structures at the district level; and (2) develop a baseline of citizen's perception of police performance. The assessment methodology was to be finalized during this reporting period, however, it was decided that this assessment would take place as part of the rolling out of key activities at the district and provincial levels.

Communicating COP to Communities

Ahead of the piloting of the CPM, LOTFA proceeded to create an illustration which would help convey the COP philosophy to citizens. The implementation of the CPM based on gender sensitive and child friendly COP principles will require a change of mindset both from the Afghan community and the ANP; this illustration is an approachable, understandable visualization of this change. The illustration was tailored to contextualize the image to Afghanistan, presenting the benefits of the police-community partnership. It also provides an entry point to introduce and strengthen the presence of women in the police.

In the illustration, the top row expresses the disappointment, confusion and hopelessness resulting from the police working alone, with the community being victims of criminals. The bottom row demonstrates the unity between police and community, resulting in the arrest of offenders.

LOTFA will use the pictogram in promotional materials such as T-shirts, polo-shirts, posters and other visual materials. The pictogram has been reviewed by LOTFA communications and approved by the MOIA. Since there is high illiteracy and lack of knowledge on CPM and COP among people in the community, the illustration captures and relays the core message of COP – people cooperating and contributing to their own safety and security.



COP Pictogram. Source: LOTFA.

119 Emergency Call Centers

During the reporting period, LOTFA made progress in three activities related to enhancing the 119 Emergency Call Centers, (1) developing a Policy Paper on 119; (2) implementing a Technical Assessment on the ECC's; and (3) supporting the 119 Awareness Raising Campaign.

Between July and September the ECC's received the following number of calls.

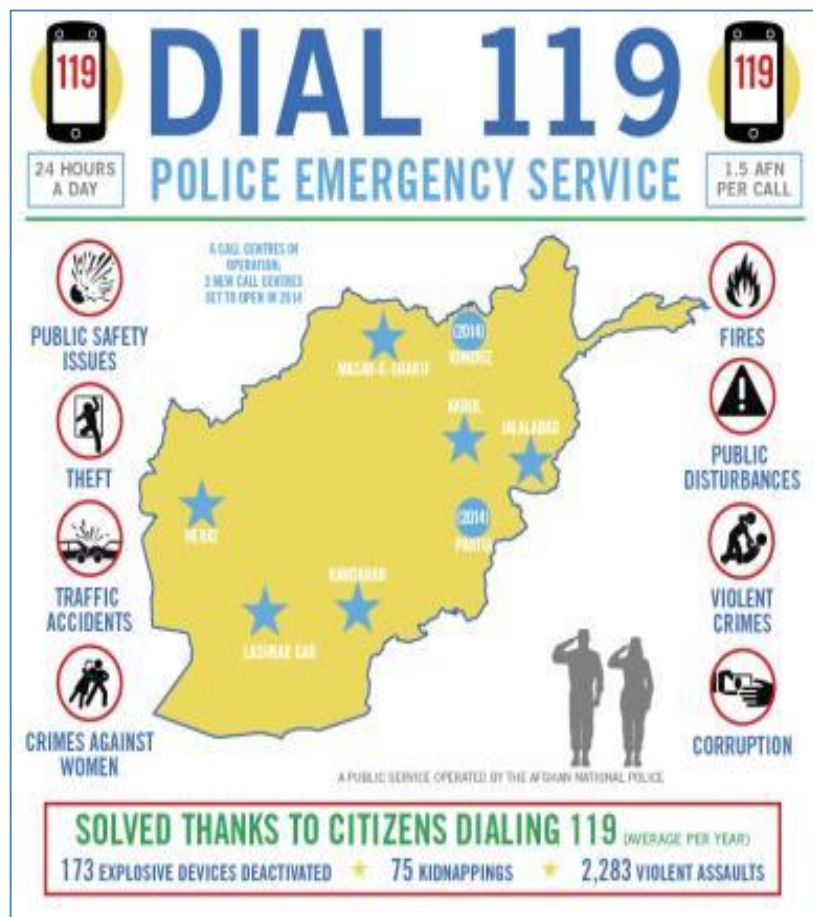
Month	Number of Calls
July	27900
August	34100
September	43710

119 Emergency Call Centers

The 119 Emergency Call Centers were developed to provide Afghan citizens with a mechanism to directly contact and interact with the police. Citizens can call the ECC to report crime, road incidents and other emergencies, as well as to report cases of corruption, misuse and abuse of authority by public officials, and police misconduct.

Between 2008 and 2013, six ECC's were established in each of Kabul (2008) followed by Helmand (Lashkargah) (2009), Kandahar (2011), Herat (2013), Nangrahar (Jalalabad) (2013) and Mazar-e-Sharif (2013).

The importance of these centers has grown over the years with increased access to telephones. The ECCs will continue as a key component of the COP.



Infographic on 119 ECC. Source: LOTFA.

During the reporting period, three of the six ECC's (Mazar, Kandahar and Nangrahar) were temporarily suspended due to problems with software applications and equipment, and the ECC in Herat was also temporarily suspended due to electricity problems. Calls that should have been managed by these ECC's were rerouted to Kabul's ECC.

As a result of these problems, MOIA requested LOTFA to support the purchase of a number of equipment to address the power shortage faced by the ECCs, including generators and UPS (uninterruptible power supply). LOTFA will review these needs as part of the technical assessment of all ECC's before purchasing the requested equipment.

Policy Paper on ECC

During June and July 2014, LOTFA developed a policy paper based on operational meetings with PeMD, MOIA's public relations department, ECC Heads in Kabul and Herat, as well as information received from partners who participated in providing technical support to 119 such as EUPOL and CSTCA. The main aim of the paper is to ensure one integrated regulatory framework clearly setting directions on approaches and modalities of work and service provided by 119 ECCs as contribution to the community policing strategy in Afghanistan. This Policy Paper is currently pending approval by the MOIA.

Technical Assessment

The Technical Assessment of the ECC will take place in early 2015. According to the assessment plan agreed among LOTFA, MOIA and other ECC partners, the assessment will include the: (1) assessment of the ICT software functionality and hardware equipment in all six ECCs; (2) assessment of software codes (currently there are several incompatible formats used in the ECC's) and accessibility of 119 staff; and (3) assessment of electric power in all six ECCs.

LOTFA will play a key role in conducting this assessment. LOTFA has already prepared and agreed with the MOIA the TOR for the Technical Assessment, and this TOR will be announced in Q4. LOTFA will thereafter, together with MOIA, choose the vendor and agree on the assessment outcomes. Finally, LOTFA will, together with MOIA, review the final Report and decide on future steps.

Establishment of New ECC's

Earlier, LOTFA had reported (Q2/2014 Report) that the MOIA is expected to coordinate with Pillar 3 and other international partners to identify suitable provinces to establish two additional ECCs. This selection progress is currently pending and will be decided on the basis of the findings of the Technical Assessment (*see above*).

119 Awareness Raising Campaign

MOIA and LOTFA are jointly working together to undertake a nationwide media campaign aiming to increase the public's knowledge on the ECC. MOIA created a Facebook page, which currently has nearly 20,000 followers. The page has been used by the citizens to report certain criminal and insurgency incidents, especially during the election period. However, currently there is no coordinated nationwide communications strategy to inform citizens of the ECC service.

LOTFA believes that through increasing the public's awareness of the ECCs, the response from the police will be enhanced, strengthening relations and building trust between the police and communities, thereby ultimately, supporting the MOIA in enhancing COP.

LOTFA will support the MOIA during this campaign. Activities will include (1) designing the visual material, (2) preparing promotional materials (billboards and signs), (3) creating TV and radio spots, (4) organizing public events, (5) disseminating promotional materials in six provinces with ECC's, and (6) developing a strategy for awareness raising. Currently, the TV spot is already prepared and TORs are being prepared for the visuals for the campaign and the radio spot.

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

Capacity Development Results Framework

During this reporting period, LOTFA continued with the development of the Capacity Development Results Framework, although progress was limited due to the elections (see – “V. Issues”). Preparations have continued for conducting an assessment of the General Training Command, with the TOR for the assessment having been developed during this reporting period. However, the limited accessibility of MOIA due to the elections have hampered further progress during this reporting period.

EXPENSES FOR THE QUARTER

During Q3, a total of USD 1,527,687 was spent for Output 5. For more details, please look at Annex 2.

Capacity Development Results Framework

The implementation of the CPM requires upgrading and realigning specialized training and education for the AUP and the Crime Investigation Department. This output will be achieved in three steps: First, develop and undertake a joint assessment of the General Training Command. The assessment of the General Training Command will analyze three sectors: infrastructure, capacity of trainers, and curriculum. Second, use recommendations of the assessment for the development of a 5-year Capacity Development Result Framework/Plan focusing on specialized training and private education. Third, develop the specialized training component within the General Training Command so they can implement a comprehensive set of CPM training courses relevant throughout the country.

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

2014 Baseline ⁷	2014 Annual Targets	Q3 Planned	Q3 Actual	Comments
5.1 Currently there is no comprehensive Afghan CPM that is based on COP and RoL principles.	5.1 CPM is developed and partially implemented.	5.1 CPM to be approved; related consultations with different segments of society to take place.	5.1 CPM approval still pending; consultations held with MOI/ANP, international community, civil society organizations and community members.	5.1 Final approval from MOIA subject to delays because of the elections run-off and delays in appointing new MOIA officials.
5.2 No COP governance components of the CPM piloted by police at provincial and district level.	5.2 COP governance components of the CPM piloted among 5 districts, 3 provinces.	5.2 Undertake questionnaire to conduct district crime and trust survey (SSG assessment). 5.2 (a) Further develop joint trainings between police and communities on crime reporting and solving.	5.2 To take place together with piloting. 5.2 (a) Concept further developed; training to occur together with piloting.	5.2 None. Additional activities in support of strengthening 119 call centers and communicating the COP concept to communities undertaken.
5.3 General Training Command is able to deliver some training needed for CPM roll out, but no comprehensive CPM capacity and training	5.3 Comprehensive capacity and training development plan is in place (Phase 2).	5.3 Consult with UNITAR on assessment.	5.3 ToR developed for consultant.	5.3 Decision taken not to use UNITAR, but independent consultant.

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

development plan exist (Phase 1).				
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Table 5: Progress towards targets for Output

III. GENDER SPECIFIC RESULTS

This section describes results and achievements of LOTFA in gender mainstreaming through initiatives and interventions which are complementary to the gender planning agreed by LOTFA, MOIA, and the international community within the AWP.

1. Sivas Training for Female Police Officers

LOTFA continued its support in preparation of sending 200 female cadets to attend the SPTC-A training in Turkey which will be from November 2014 through the end of February 2015. The 16-week training course will focus on basic knowledge and skills required for new police officers.

During the reporting period, MOIA has continued to discuss the recruitment, selection process and training curriculum for the female officers. In July and August, there were some doubts as to recruiting 200 qualified female candidates since the number of female personnel recruited on an annual basis are typically below 200. However, a strong push by MOIA through a media campaign and field missions resulted in 300 female candidates from approximately 20 provinces, with all of them being high school graduates.

The greater than expected number of initial candidates resulted in a selection process. Candidates were reviewed and the strongest candidates were selected by the MOIA. After narrowing down the candidates, pre-training sessions were conducted at the ANP police academy in Kabul with the assistance of other stakeholders, including the German Police, the Turkish Embassy and NTM-A.

Stakeholders continued planning through the reporting period, including completing the necessary paperwork for the candidates to attend the training session. LOTFA will report on preliminary and final results and outcomes related to this training according to the calendar agreed among parties.

The SPTC-A training for women police constitutes a result in terms of gender-related partnership building and offers the opportunity to generate synergies among MOIA partners to support women police professionalization, as ultimate outcome. (see also *VI. Partnerships*)

2. Korea residential training for MOIA/ANP

During this reporting period, two groups of police officers participated in the training program at the Korean Institute for Gender Equality Promotion and Education (KIGEPE).

Based on the positive results generated from last year training at the KIGEPE, the MOIA-Gender and Human Rights Department and LOTFA agreed to scale-up this residential training initiative and open it not only to new senior women officers, but also to male staff working for the Family Response Unit offices located across the country.

This year the KIGEPE training initiative started in August 2014 when 20 male staff left Afghanistan for Korea. They were followed later in September by 20 female police who started the training. Each training session is 18 days and uses the methodology and curriculum applied in the 2013 edition. The curriculum includes gender responsive policing, gender mainstreaming and gender-related practices of other countries. Participants of the training were primarily from Kabul.

The KIGEPE training is complementary to the SPTC-A trainings for 200 women police in its scope and trainee's profile: SPTC-A targets new recruits in order to increase the number of capable police officers, while KIGEPE targets relatively senior personnel with the aim to improve the quality and working conditions of women police serving the MOIA and ANP.

3. LOTFA Gender Responsive Budget

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

The third quarter review of GRB expenses at LOTFA reveals that all LOTFA development Outputs have recorded more than 11 percent GRB expenses (direct and indirect), except for the payroll output which constitutes of 1% GRB expenses only. Collectively the outputs position the Project above UNDP global target of 20 percent expenses.

4. Data on women in police

LOTFA continued monitoring the number of female police and CPD officers during the third quarter of the year.

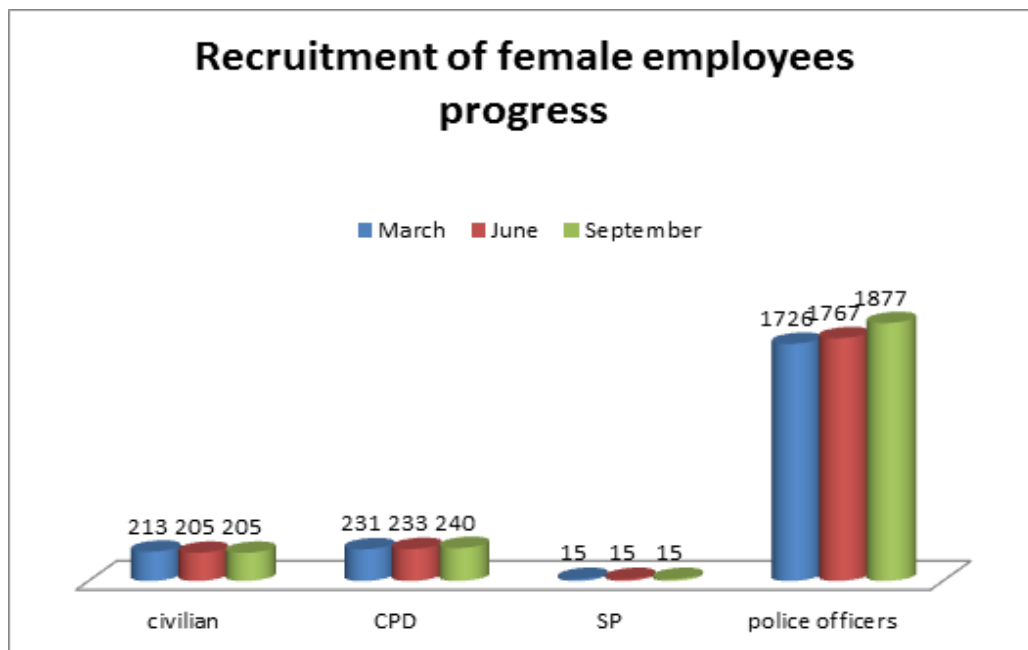


Chart 9: Number of female staff in MOIA, ANP, CPD, SP between Q1, Q2, Q3/2014. Source: LOTFA.

Currently there are 1877 female police officers in the ANP, 240 female personnel in CPD, 15 in the special forces and 205 civilians working for MOIA or ANP; the total number of female personnel under the MOIA is 2337 (Q2 2,220). Compared to Q2, this is an increase of 110 female officers in the ANP, while the total of CPD, SP and civilian personnel have roughly remained the same.

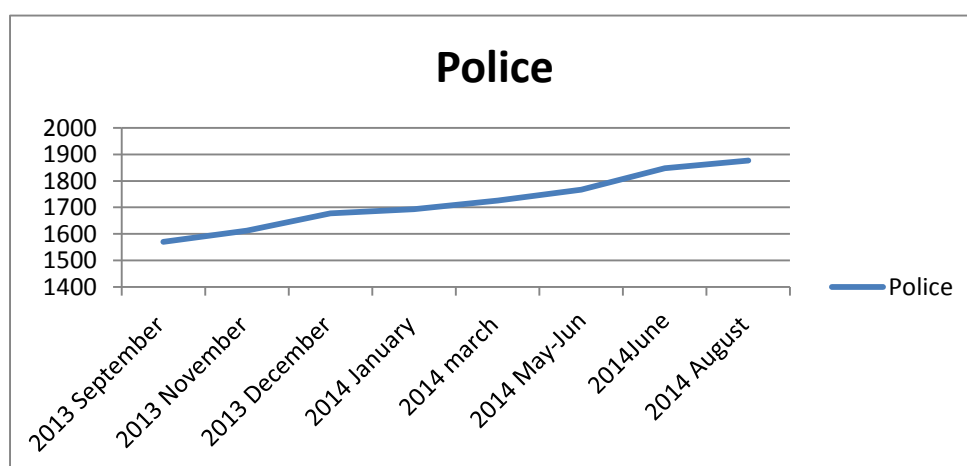


Chart 7: Number of female police officers Q3/2013-Q3/2014. Source: LOTFA

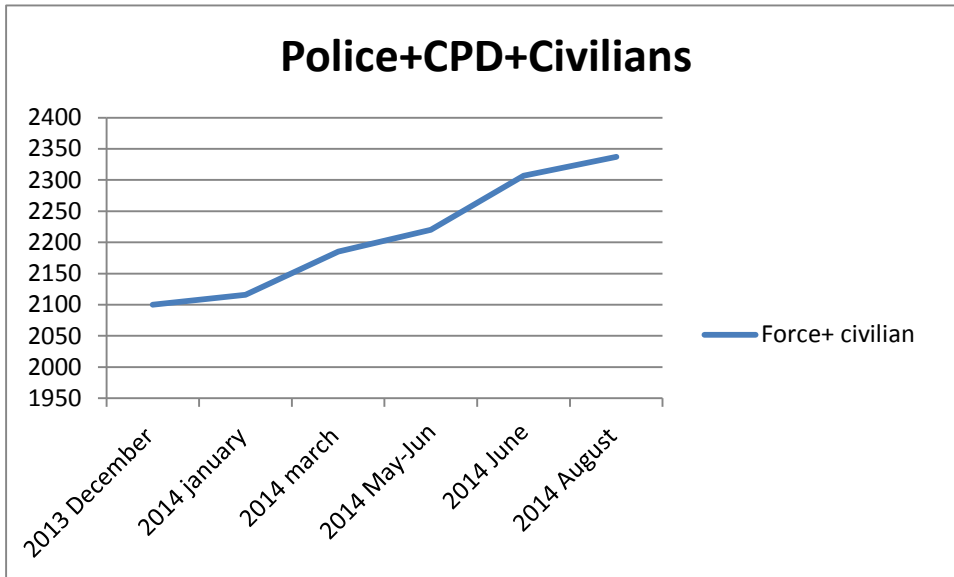


Chart 8: Number of females in ANP CPD personnel and civilians Q4/2013-Q3/2014. Source: LOTFA

When analyzing longer term trends, since January, the number of female officers has continued to increase. Since January there are 184 (see Chart 7) more female personnel in the ANP while the total of female ANP, CPD and civilian personnel has increased by 221 (see Chart 8).

Although the general trend is encouraging when analyzed solely as a percentage of existing female personnel (more than 10% increase), the total number of female personnel within the MOIA (ANP, CPD, civilians) is still less than 1.5% of the total personnel.

When viewed in this light, the new group of 200 female cadets being sent to SPTC-A is a landmark initiative. Following the completion of their training in February 2015, they will join as ANP staff, which by itself is a greater than 10% increase in the number of female personnel in the ANP (see also, “III. Gender Specific Results - 1. Sivas Training for Female Police Officers”).

Together with MOIA and other stakeholders, LOTFA will continue exploring new initiatives to increase the number of female personnel within both the MOIA, ANP and CPD in order to reach the target number of 5,000 female police recruits as indicated in the MOIA 10-Year Vision and National Police Strategy.

IV. PARTNERSHIPS

1. LOTFA partnership with MOIA

As the 'project implementing partner' of LOTFA, LOTFA's management and all pillars have continued to develop and strengthen relations with officials in the MOIA. LOTFA holds frequent TWG meetings and individual meetings with MOIA to constantly exchange information on the activities being implemented. LOTFA also supports all MoI lead coordination processes (International Gender and Policing Working Group and coordination meeting under DMPS) and provides necessary technical expertise to these national lead coordination efforts.

2. LOTFA partnership with OCB

The Oversight and Coordination Board (OCB) is a critical partner of UNDP and LOTFA because of its role in coordinating donor commitments under the 2012 NATO Chicago Summit Declaration. LOTFA is identified as one of the four Chicago funding channels overseen by the OCB (GIRoA, LOTFA, NATO ANA Trust Fund, and additional bilateral projects).

3. LOTFA partnership with IPCB

As the largest policing project in Afghanistan, LOTFA has continued to cooperate with the International Police Coordination Board (IPCB), which serves as the donor coordination body providing coherence to all international police development and MOIA institutional reform activities. LOTFA has, including in the reporting period, and will continue to attend and play an active role in all IPCB coordination meetings and initiatives.

4. LOTFA partnership with CSTC-A

LOTFA works closely with the Combined Security Transition-Afghanistan (CSTC-A) for Pillar 1. Currently, CSTC-A is the lead for contract management and system development of AHRIMS 1.2; the MOIA leads in operating the current identification card and human resource database; and LOTFA is the lead on the development and maintenance of EPS with support from the MOIA. An MOU will be finalized in the first quarter of 2015 with the goal of linking the EPS with the AHRIMS, AFMIS, and the biometric ID card database systems.

5. LOTFA partnership with EUPOL

LOTFA is increasing coordination with the European Police Mission (EUPOL) as EUPOL's mission will end in 2015. Currently, EUPOL has multiple activities with MOIA and ANP to promote civilian policing and criminal justice integration; UNDP and LOTFA are exploring activities to build on EUPOL's existing work.

6. LOTFA strengthened partnership with donors

LOTFA has continued to strengthen its relationships with donors during this reporting period, primarily through periodic technical working group meetings and regular information sharing.

Pillar 1 continues to hold technical working group meetings on a weekly basis where LOTFA provides updates to donors and participating parties frankly exchange ideas and raise concerns. The continuing success of implementing the EU-LOTFA Payroll Action Plan for the reform of the police payroll, is a good example of the benefits of this relationship.

The technical working groups for Pillars 2 and 3 are also scheduled to meet on a monthly basis, although during this reporting period, TWG's for these pillars have been held sporadically due to various reasons.

Additionally, as part of LOTFA's ongoing efforts to increase transparency and accountability, while further involving donors, two donor-led assessment missions have been conducted during this reporting period.

- The EU Mission which assessed MOIA's capacity with respect to four fields: (1) human resources, (2) finance and budget, (3) procurement and (4) logistics. (see 3.1); and
- The UK Embassy led Due Diligence mission, which assessed LOTFA's governance framework and financial rules and regulations.

7. Sivas Training: Japan, NTM-A, Turkey Cooperation

The SPTC-A trainings serve as a model for cooperation between LOTFA, Japan, NTM-A and Turkey. LOTFA has played a key role in organizing SPTC-A trainings for non-commissioned officers and female police officers. At SPTC-A, qualified police candidates are trained within the scope of a project with the close cooperation and coordination of Turkey, NTM-A and the Government of Japan. Japan's contributions have enabled the project to cover necessary expenses for both candidates and their trainers. Since 2011, more than 1500 policemen and 100 policewomen have completed SPTC-A trainings.

The SPTC-A trainings have been recognized by other partners for its quality of training services and was especially appreciated by the Afghan authorities for its cultural sensitivity towards Afghan policing candidates. Being fellow Muslims, the Turkish trainers at SPTC-A have shown a great understanding of Afghanistan's Islamic context and beliefs.

The SPTC-A initiative is a cost-sharing project in which the Government of Japan has contributed funds through LOTFA. Funding from Japan is complemented by NTM-A funding part of the organizational training costs. The training program is jointly organized by LOTFA and the NTM-A, with technical contributions from the Governments of Japan, which have in the past, assigned judo instructors, and Turkey, which provides over 200 police officers as trainers at the Sivas Police Training Centre for Afghanistan located in Sivas, Turkey. The SPTC-A itself also receives support from the United States.

Current activities during this reporting period were primarily focused on preparations for sending 200 female cadets who will be undergoing training from 3 November 2014-February 2015 (also see - III. *Gender Specific Results* for more information on activities during this reporting period).

8. LOTFA Project Board

The LOTFA Project Board convened on 23 July 2014. Stakeholders discussed the project's progress, key challenges and the next phase of LOTFA. Activities of all pillars were discussed at the meeting, but activities under the payroll received the most attention. The LOTFA Programme Manager outlined 10 payroll issues for consideration, including the need for greater accountability of salary payments via Trusted Agents and the complexities of ensuring only personnel within the approved MOIA Tashkil (staffing structure) were paid using LOTFA funds. Other payroll issues included the transition to use of EFT and the training of payroll officers. The committee also discussed involving other partners, such as the World Bank, Ministry of Defense and Ministry of Labour, Social Affairs, Martyrs and Disabled to jointly examine police officers' pension contributions. The Project Board will meet again in Q4 to discuss and hopefully endorse the LOTFA Phase Akheri.

V. ISSUES

The following section illustrates issues which have impacted LOTFA during the third quarter of 2014:

▪ Outcome of Presidential Elections

The outcome of the presidential elections overshadowed LOTFA's interactions with MOIA during the reporting period. The second round of elections was held on 14 June, with results to be announced in early July. However, allegations of fraud resulted in an election audit under UN supervision and the president was not sworn in until 29 September. Many of LOTFA's activities that require political support within MOIA were left pending until the outcome of the elections. Many of the officials in these posts were expected to change following the outcome of the elections, and stakeholders did not think it would be futile to proceed with serious discussions since anything agreed may be overturned with the appointment of new officials.

▪ Safety and Security

Security has worsened during the report period due to increased activity by the insurgents, creating challenges for LOTFA on a practical and strategic level. On a practical level, the worsening of security has made it difficult for all Pillars to work in those regions. For Pillar 1, worsening of security will make it difficult for commercial banks to operate in those regions, meaning payments will continue to be dependent on Trusted Agents. It will also mean it will be difficult to access those areas, limiting oversight by the monitoring agent and the providing of equipment and technical assistance in those regions, which are necessary for the continued expansion of WEPS. Pillars 2 and 3 will find it difficult to send assessment missions to those regions and implement activities in those areas. Furthermore, on a strategic level, a rise in insurgent activities will mean the MOIA will focus its attention and

resources in fighting the insurgents. This would result in greater challenges in undertaking ministerial reform and adopting a civilian model. It will also have a negative impact on addressing crimes, including GBV.

- **Flaws in Payroll Related Systems**

Essential flaws in the payroll system, such as payment verification after-the-fact, the lack of an authoritative master HR database to "feed" EPS, and decentralized HR management continued in Q3.

- **Approval Procedures within MOIA and Communication within MOIA.**

During the reporting period, Pillars 2 and 3 have continued to face delays due to administrative procedures requiring MOIA sign-off. Activities under Pillars 2 and 3 are undertaken in accordance with UNDP's National Implementation Modality, whereby the MOIA has ownership over implementation. However, MOIA has on several occasions attempted to implement activities in a manner that is not in accordance with the required rules. In addition, the multiple layers of approvals required have delayed the approval process for many activities. LOTFA, together with the UNDP Country office has initiated an assessment of the approval process in order to simplify and expedite the process.

- **Gap between immediate needs and the long-term strategy of the MOIA and ANP; Lack of Unified Vision between national and international partners.**

In the short term, the ANP has to address the security concerns of society with its limited resources; in the longer term, as set forth in its strategic documents, it should establish itself as a professional civilian police force. This gap is an issue faced by all pillars and impacts all activities dealing with policy and strategy, especially Pillar 2 which is undertaking MOIA ministerial reform.

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

Gender interventions require a long-term approach, especially in an organization such as the MOIA and ANP which historically has only a very limited presence of female officers. However, indicators commonly used are measured over a span of months or a few years at most; such indicators while necessary, may not necessarily be the best benchmark for the long term changes envisaged by the interventions.

At the same time, the use of specific indicators is a sensitive issue for gender in a country such as Afghanistan. Taking an overly eager approach in establishing a goal may succeed in the short term, but may risk alienating people within the organization and society and result in backlash in the future which may put people at risk.

- **Reviews/audits/addressing legacy**

During the reporting period, LOTFA has continued to be subject to reviews, assessments and audits. While these periodic reviews and audits are necessary given past incidents at LOTFA and the transition from LOTFA VI to its new phase, these exercises require additional time and resources, and have at times conflicted with the implementation activities, in particular during this reporting period.

Pillar 1 continued to work with MOIA to resolve outstanding questionable payments from 2013 and introduce into the system increased discipline concerning the recovery of ineligible payments. In line with this goal, Pillar 1 deducted \$2.8M for non-rectifiable, ineligible expenses of 2013 and \$92,860 for such charges originating in Q1/2014. Also, at the 23 July Steering Committee meeting, all parties, including donors, established a new, 60-day timeframe for MOIA to produce supporting documentation for questionable payments. LOTFA will follow this guideline in Q4 and 2015, as well.

VI. RISKS

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

- **Lack of Political Support**

With the election of Ashraf Ghani as the new president of Afghanistan, it will be necessary for LOTFA to have sufficient political backing. All Pillars of LOTFA are dependent of the backing of the MOIA and the government of Afghanistan.

- **Security Situation**

The security situation continues to be volatile. On a practical level, the security situation will influence the government and LOTFA's access and ability to implement activities in certain regions in Afghanistan. For example, on a strategic level, the security situation will impact priorities of MOIA and ANP. If the security situation worsens, the focus of MOIA/ANP and the international donors will be on fighting the insurgency and less on reforming the MOIA/ANP into an effective civilian police force. This will mean less political support and resources for LOTFA to implement Pillars 2 and 3.

- **Lack of Donor Support**

With the military presence of NATO forces greatly decreasing at the end of this year, many donors are decreasing their presence in Afghanistan, notwithstanding the challenges that directly result from the decrease of NATO forces. In addition, donors have at times disagreed on reaching a consensus on their approach to MOIA, ANP and LOTFA. While it is expected

that all donors will have their own views on LOTFA and its activities, differences have proven challenging at times, since the success of LOTFA is heavily dependent on the financial and political support of the international community.

VII. LESSONS LEARNED

▪ Importance of Developing Single Plan

As seen from the Payroll Action Plan and Gender Strategy, developing a single plan with support from all stakeholders greatly helps to make concrete progress in implementing activities. Although the development will require an initial investment in time and coordination and may delay the implementation of certain activities, in the long term by having a common strategy with clear achievable goals saves time by avoiding future disagreements. Such an agreement also reflect the commitment of all parties involved in achieving a certain goal.

▪ Improving Information Sharing

An issue common among all Pillar was the importance of information sharing. The importance of sharing information has been discussed in previous quarter reports as well, but all stakeholders will need to reassess their own internal information sharing mechanisms. Often times, in many larger organizations, there may be conflicting views within an organization. The lack of internal information sharing and coordination often leads to confusion with external partners and unnecessarily causes delays.

VIII. FUTURE PLAN

During the reporting period, UNDP continued to develop LOTFA Akheri – the successor programme of LOTFA phase VI. LOTFA Akheri is meant to be LOTFA’s final phase and is designed as a handover project. The MOIA has established a Task Force with representatives from each deputy minister department. Drafts of the LOTFA Akheri project document have been distributed to the Task Force as well as donors on a regular basis. The project document will require additional consultations with and thereafter, approval from donors and MOIA.

As for the Pillars, Pillar 1 will receive the Ernst and Young scoping mission team, who will perform an end-to-end review of the payroll process and make recommendations to improve the pay system. Although their recommendations, due in January 2015, will arrive after completion of the LOTFA Project Document, LOTFA will use existing governance mechanisms to propose their recommendations for approval by donors, in partnership with MOIA and MoF. In addition, LOTFA will add three new Pillar I staff: the international Pillar manager, a national M-16 voucher examiner, and a national Mobile Money officer, representing a 300% increase in Pillar I staff with financial backgrounds to complement the Pillar's IT expertise.

Pillar 2 will finalize preparations for the 200 female cadets going to S-CPTA, as well as a separate group of 30 female police officers who will receive a refresher training at S-CPTA. In addition, Pillar 2 will promote the UNITE campaign, which addresses gender-based violence and undertake a capacity assessment of DM Support staff. Separately, Pillar 2 will continue their work with the OIG and hold trainings in November.

Pillar 3 will continue their work on developing the Civilian Policing Model. Pillar 3 will continue with provincial consultations, develop the police-community governance mechanism, develop the monitoring framework and continue on their change management strategy in order to implement the CPM at the provincial and district level.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

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

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD						CURRENT YEAR-2014				FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected as at 31/12/2013 (b)	Expenses as at 31/12/2013 (c)	Other Revenue (Revaluation of Foreign exchange gain) (g)	IPSAS Adjustment (d)	Prior Period Adjustment Expenses of (PPE) (h)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Expenses (i)	Closing Balance J=(e+f+g+h - i)	Commitments (Unliquidated Obligations) (k)	Undepreciated of fixed Assets and Inventory (l)	(Future Due) M=(a-b-f)	(Past Due) (n)	Available Resources O=(j - k - l-n)
Denmark	2,923,348	2,923,348	2,923,348			-	-		-		-	-	-	-	-
	4,016,496	4,016,496	4,016,496			-	-		-		-	-	-	-	-
	4,362,843	4,362,843	4,336,873			-	25,970	25,970	-		-	-	-	-	-
	15,556,772	3,642,324				-	3,642,324	4,484,305	4,594,999	3,531,630	56,761		7,430,143		3,474,868
Canada (DFAIT)	12,337,397	12,337,397	12,337,209		-	188			188			-	-	188	
European Union	48,887,732	48,887,732	48,887,732			-	-		-		-	-	-	-	-
	48,717,641	48,717,641	48,716,415			-	1,226		1,226			-	-	1,226	
Finland	97,286,928					-	-	45,822,011	-	45,822,011			51,464,917		45,822,011
	5,396,578	5,396,578	5,396,575			-	3		3			-	-	3	
Germany	15,436,000	3,192,935	-	48,445		-	3,241,379	6,204,395	4,338,935	5,106,839	560		6,038,670		5,106,279
	72,626,280	72,626,280	72,626,280			-	-		-		-	-	-	-	-
	26,560,425	26,560,425	26,560,425			-	0		0			-	-	0	
	28,683,181	28,683,181	28,683,181			-	0		0			-	-	0	
Italy	17,663,043	17,663,043	4,979,319			-	12,683,724	12,683,725	(1)			-	-	(1)	
	1,225,014	1,225,014	664,537			-	560,477		560,477			-	-	560,477	
Japan	248,659,805	248,659,805	248,659,805			-	(0)		(0)			-	-	(0)	
	231,000,000	231,000,000	230,998,613			-	-		-			-	-	-	
	101,044	101,044	724,515		5,514,139	-	4,890,668	721,987	4,168,680			-	-	4,168,680	
	122,500,000	122,500,000	115,311,885			-	7,188,115	7,188,115	(0)			-	-	(0)	
	12,500,000	12,500,000	12,500,000			-	-		-			-	-	-	
	130,000,000					-	-	130,000,000	75,834,195	54,165,805	190,900		-	-	53,974,905
	2,000,000					-	2,000,000		2,000,000			-	-	-	

NOTE on EU Contribution: EU funds were received in July 2014; however, the LOTFA 2014 AWP revision to reflect additional resources was approved by UNDP and the MOI on the 5 November. Therefore, there were no expenditures against the EU contribution during the third quarter of 2014. Expenditure incurred during the fourth quarter of 2014 against EU funding will be reflected in the 2014 Annual Progress and Financial Report.

ANNEX 2: EXPENSES BY OUTPUT

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

Annex 2. Expenses by Output

Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-Jun 2014)	Expense (Jul-Sept 2014)	Commulative (Jan-Sept 2014)	Delivery Rate
Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely	550,534,513	227,687,942	132,718,341	360,406,282	65%
Sub-total Output 1	550,534,513	227,687,942	132,718,341	360,406,282	65%
Output 2 (00081409): Required Equipment and Infrastructure provided	12,384,628	653,195	1,162,274	1,815,469	15%
Sub-total Output 2	12,384,628	653,195	1,162,274	1,815,469	15%
Output 3 (00077274): Ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	7,825,890	3,753,526	783,723	4,537,249	58%
Sub-total Output 3	7,825,890	3,753,526	783,723	4,537,249	58%
Output 4 (00081410): Mol gender development capacities enhanced	6,903,920	119,714	584,415	704,129	10%
Sub-total Output 4	6,903,920	119,714	584,415	704,129	10%
Output 5 (00077275): ANP professionalised and capacitated and the Community for improved public safety and security	12,868,579	2,194,473	1,527,687	3,722,160	29%
Sub-total Output 5	12,868,579	2,194,473	1,527,687	3,722,160	29%
Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU)	7,360,286	1,866,452	954,723	2,821,175	38%
Sub-total Output 6	7,360,286	1,866,452	954,723	2,821,175	38%
Grand Total	597,877,816	236,275,302	137,731,163	374,006,465	63%

ANNEX 3: EXPENSES BY DONOR

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

Annex 3. Expenses by Donor

Donor	Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-Jun 2014)	Expense (Jul-Sept 2014)	Commulative (Jan-Sept 2014)	Delivery Rate	Remarks
UNDP Interest	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	70,941			-	0%	
Sub total		70,941	-	-	-	0%	
Czech Republic	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	47,014	47,014		47,014	100%	
Sub total		47,014	47,014	-	47,014	100%	
Demark	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	4,149,453	2,310,708	723,690	3,034,399	73%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	360,822	1,366,673	219,897	1,586,570	440%	
Sub total		4,510,275	3,677,382	943,587	4,620,969	102%	
Finland	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	5,016,008	1,748,021	1,456,000	3,204,020	64%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	1,688,531	56,193	416,343	472,536	28%	
	Output 4 (Output ID # 00081410): Moil gender development capacities enhanced	372,560	7,639	32,362	40,001	11%	
	Output 5 (Output ID # 00077275) ANP professionalized and capacitated and the Community for improved public safety and security	840,696	70,842	333,228	404,069	48%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	1,136,772	47,590	170,718	218,308	19%	
Sub total		9,054,568	1,930,285	2,408,650	4,338,935	48%	
Germany	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	12,683,725	12,683,725		12,683,725	100%	
Sub total		12,683,725	12,683,725	-	12,683,725	100%	

Italy	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	28,792			-	0%	
Sub total		28,792	-	-	-	0%	
Japan	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	129,509,427	78,322,057	(1,287,962)	77,034,096	59%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	3,209,888	3,255,646	590,831	3,846,476	120%	
	Output 4 (Output ID # 00081410): Mol gender development capacities enhanced	1,468,800		17,206	17,206	1%	
	Output 5 (Output ID # 00077275) ANP professionalized and capacitated and the Community for improved public safety and security	5,000,000	1,062,266	1,062,266	2,124,533	42%	
Sub total		139,188,114	82,639,969	382,341	83,022,310	60%	
Japan (DM Support)	Output 2 (Atlas ID # 00081409): Required Equipment and Infrastructure provided to Mol	4,571,661	363,123	358,865	721,987	16%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	318,332			-	0%	
Sub total		4,889,994	363,123	358,865	721,987	15%	
Japan (DIAG)	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	299,999			-	0%	
Sub total		299,999	-	-	-	0%	
Netherlands	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	12,689,051	8,527,632		8,527,632	67%	
	Output 5 (Output ID # 00077275) ANP professionalized and capacitated and the Community for improved public safety and security	747,657			-	0%	
Sub total		13,436,708	8,527,632	-	8,527,632	63%	

ROK	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	29,664,861	25,330,050	(531,730)	24,798,320	84%	
	Output 2 (Atlas ID # 00081409): Required Equipment and Infrastructure provided to MoI	7,812,967	290,072	803,410	1,093,482	14%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	1,237,600	441,688	(223,451)	218,237	18%	
	Output 4 (Output ID # 00081410): MoI gender development capacities	3,207,311	80,086	459,780	539,866	17%	
	Output 5 (Output ID # 00077275) ANP professionalized and capacitated and the Community for improved public safety and security	5,480,151	911,703	130,119	1,041,822	19%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	1,832,000	247,974	747,457	995,431	54%	
Sub total		49,234,889	27,301,573	1,385,585	28,687,158	58%	
SDC	Output 4 (Output ID # 00081410): MoI gender development capacities enhanced	155,249	31,988	75,068	107,056	69%	
	Output 5 (Output ID # 00077275) ANP professionalized and capacitated and the Community for improved public safety and security	800,074	149,662	2,074	151,736	19%	
Sub total		955,324	181,650	77,142	258,793	27%	
Norway	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	6,533,607			-	0%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	547,893			-	0%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	498,084	8,528		8,528	2%	
Sub total		7,579,584	8,528	-	8,528	0%	
UK	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	37,156	37,156		37,156	100%	
Sub total		37,156	37,156	-	37,156	100%	
USA/CSTC-A	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	307,982,086	97,413,344	132,358,343	229,771,687	75%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	-	195,687	(183,349)	12,337		

USA/INL	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	1,297,920	1,268,235		1,268,235	98%	
	Output 4 (Output ID # 00081410): Mol gender development capacities enhanced	1,700,000			-	0%	
Sub total		2,997,920	1,268,235	-	1,268,235	42%	
EU	Output 1 (ID# 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely.	40,924,206			-	0%	
	Output 3 (ID # 00077274): ministerial reform (policy and processes) effectively delivered for sustained and sustainable institutional change of the Ministry of Interior	423,913			-	0%	
	Output 6 (Output ID # 00078879): Project Management Support Unit (PMU)	3,532,609			-	0%	
Sub total		44,880,727	-	-	-	0%	
Grand Total		597,877,816	236,275,302	137,731,163	374,006,465	63%	

AWP Budget	632,445,259
Un-Programmed	34,567,443
Programmed	597,877,816

Notes:

* The adjustments for over expenses under Denmark and Japan are reflected in Q4.

** The negative expenses (adjustments) reflected under Japan and Korea are due to the apportionment of salary expense among donors in Q2.

ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	Lack of Political Support	3 rd Quarter of 2014	Strategic	High	Gather support within MOIA, government officials and the international community.	LOTFA	All Pillars	Increasing
2	Security Situation	3 rd Quarter of 2014	Strategic	High	See details at the "Risks" section.	LOTFA	All Pillars	Increasing
3	Lack of Donor Support	3 rd Quarter of 2014	Strategic	Medium	Continue communication with international donors. See details at the "Risks" section.	LOTFA	All Pillars	Same

ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	3 rd Quarter 2014	Pending outcome of Presidential Elections prevented implementation of strategic activities.	High	N/A	Pillar 2 and 3 managers.
2	Operational	3 rd Quarter 2014	Worsening security situation prevented activities in provinces	High	N/A	All Pillar Managers.
3	Operational	3 rd Quarter 2014	Flaws in payroll related systems	High	N/A	Pillar 1 Manager.
4	Operational	3 rd Quarter 2014	Complicated approval procedures and communication within MOIA delays activities.	Medium	N/A	Pillar 2 Manager, Pillar 3 Manager
5	Policy	2 nd Quarter 2014	Gaps between immediate needs of the MOIA and ANP, and the strategic long-term needs of the international community.	High	N/A	Pillar 2 manager.
6	Policy and Operational	2 nd Quarter 2014	Trade-off between short- and long-term results for gender policing.	High	N/A	Pillar 2 manager.

7	Operational	3 rd Quarter 2014 2 nd Quarter 2014	Resources dedicated to reviews/audits/questions addressing past issues limit implementation of activities.	Medium	N/A	Pillar 1 Manager, Pillar 2 Manager.
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