LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

SUPPORT TO PAYROLL MANAGEMENT and MOIA AND POLICE DEVELOPMENT Projects

Phase One (July – December 2015)

2015 ANNUAL PROGRESS REPORT

February, 2016

DONORS

Australia	Canada	Czech Republic
Denmark	Estonia	European Union
Finland	Germany	Hungary
Italy	Japan	Netherlands
New Zealand	Norway	Poland
Republic of Korea	Switzerland	United Kingdom
United States of America		

PROJECT INFORMATION

Project ID:	SPM (95495, 95840, 95844, 95849, 95846, 95848) MPD (95736, 95850, 95854, 95853, 95856, 95857, 95858, 95859)
Duration:	1 July 2015 – 31 December 2016
Contributing to NPP:	NPP1 Afghan Peace and Reintegration NPP5 Law and Justice for All
CPAP Outcome:	Trust in and access to fair, effective and accountable rule of law services is increased in accordance with applicable international human rights standards and the government's legal obligations.
UNDP Strategic Plan Component:	Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services (including rule of law (justice and security) services, health, education, water, sanitation, electricity, transport)
Total Budget:	US$ 883,561,564
Annual Budget:	US$ 300,772,662
Implementing Partner:	Ministry of Interior Affairs (MOIA)
Responsible Parties:	United Nations Development Programme (UNDP)
Project Manager:	Mr. Sainey Ceesay, Support to Payroll Management (SPM) Mr. Stephen Moore, MOIA and Police Development (MPD)
Chief Technical Advisor:	Mr. Ross Worthington, Institutional Development component, MPD Mr. Amod Gurung, Police Professionalization component, MPD
Head of ROL Programme Unit:	Ms. Dawn Del Rio
Responsible Senior Deputy Country Director:	Mr. Jocelyn Mason

Cover photo: Female cadets arrive in Kabul after 6-months SIVAS training in Turkey, December 2015 (MOIA)

ACRONYMS

ABP	Afghan Border Police
AFMIS	Afghan Financial Management Information System
AHRIMS	Afghanistan Human Resource Information Management System
ANP	Afghan National Police
APPS	Afghan Personnel and Pay System
AUP/AUCP	Afghan Uniform Police/Afghan Uniform Civilian Police
CEDAW	Convention to Eliminate All Forms Discrimination Against Women
CPD	Central Prisons Department
CSO	Civil Society Organization
CSTC-A	Combined Security Transition Command-Afghanistan
DM	Deputy Minister
DMPS	Deputy Minister for Policy & Strategy
DSSS	District Safety and Security Survey
EFT	Electronic Fund Transfer
EVAW	Elimination of Violence Against Women (EVAW)
EPS	Electronic Payroll System
ERP	Enterprise Resource Planning
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
GBV	Gender-based violence
GDPDC	General Directorate for Prison and Detention Centres
GIROA	Government of the Islamic Republic of Afghanistan
GPPT	German Police Project Team
HR	Human Resources
ISAF	International Security Assistance Force
LOTFA	Law and Order Trust Fund for Afghanistan
MA	Monitoring Agent
MIS	Management Information System
MOF	Ministry of Finance
MOIA	Ministry of Interior Affairs
MOU	Memorandum of Understanding
OD	Operational Directives
PeMD	Police e-Mardumi Directorate
PFO	Provincial Financial Officer
PMU	Programme Management Unit
PPHQ	Provincial Police Headquarters
QA/QC	Quality Assurance/Quality Control
SOP	Standard Operating Procedures
SPTC-A	Sivas Police Training Center of Afghanistan
TWG	Technical Working Group
TOR	Terms of Reference
WEPS	Web-based Electronic Payroll System

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I.   EXECUTIVE SUMMARY

BACKGROUND:

In April 2015, the Government of the Islamic Republic of Afghanistan (GIROA), UNDP and the donors supporting the Law and Order Trust Fund for Afghanistan (LOTFA) received H.E. President Ghani's approval to proceed with the restructuring of LOTFA and the development of a new programme document that included the design of a LOTFA Transition Plan to succeed the LOTFA *Akheri* beginning 1 July 2015. The LOTFA transition would ensure the full handover of the payroll functions to the GIROA and to develop national capacity for its effective, efficient and accountable management. They agreed on a three-phased, conditions-based transition period from July 2015 to December 2016, with clear targets and deliverables for each phase.

To allow for more targeted and streamlined support, two complimentary projects were formed, namely, the Support to Payroll Management (SPM) project which focuses on supporting MOIA payroll management and transition by December 2016; and the Ministry of Interior Affairs (MOIA) and Police Development (MPD) project, which focuses on developing national capacity for self-sustained reform and improvement of the MOIA as an institution, as well as police professionalization.

In the first six months of the implementation, the SPM and MPD projects made progress in implementing activities under Phase I (July – December 2015) of the 18-month work plan. Progress on SPM and MPD targets for 2015 shows that the milestones for Phase I have been largely achieved. The Government Transition team, MOIA, MOF, UNDP and LOTFA donors will hold a Phase I review at the end of February.

SUPPORT TO PAYROLL MANAGEMENT: KEY ACHIEVEMENTS AND PROGRESS:

The SPM project primarily focuses on developing the required capacity for MOIA to independently manage all payroll related operations and functions. This includes ensuring an enabling policy environment for the Afghan National Police (ANP) and General Directorate of Prisons and Detention Centers (GDPDC). The SPM project is developing capacity for independent payroll management within the MOIA, which will ensure the full transition of all existing LOTFA payroll capabilities to the MOIA by December 2016. Results at the end of Phase I (December, 2015) indicate that the SPM project is largely on track to achieve this goal.

The following summarizes progress on results on the six output areas.

MOIA policy development and implementation (Output 1):
The SPM project has met the Phase I targets as set out in the LOTFA Project Document. The review and analysis of key policies, legal instruments, pay entailments and deductions to the ANP recorded in the Electronic Payroll System (EPS) related to payroll, and the review of the existing HR, payroll and reconciliation process was accomplished. Support is being provided to the MOIA Policy Review Commission in the development of new streamlined Human Resources (HR) and finance policies. Findings and recommendations from these reviews are part of the on-going internal policy review process being led by MOIA. The SPM project provides technical support to the MOIA Policy Review Commission, which is mandated to lead the review.

UNDP, MOIA and LOTFA donors have endorsed the establishment of the Pay and Compensation Board, which is the mechanism for reviewing and making adjustments to the MOIA Police Pay structure. UNDP and UNDP, in collaboration with CSTC-A, are developing tools for the analysis of pay scales and incentive rates. The board is expected to be fully functional by end of February, 2016.

Since July 2015, the Monitoring Agent (MA) monthly visit coverage has expanded to all the 34 provinces. The main finding in 2015 has been the overpayment to reservist forces above Tashkeel approved numbers. UNDP has deducted the ineligible expenditures from LOTFA advances to the MOIA for the months of December 2015, January 2016 and February 2016. Other important findings include the lack of supporting documentation, invalid IDs and officers with invalid bank account numbers within the EPS database. It is important to state that the MOIA has resolved most of the findings. By end December 2015, only the January 2015 report had been finished. This is due to various reasons: a change of MA companies; the late start of the contract (signed in Feb 2015); the time needed to build-up a new MA team and the subsequent expansion of the new team to cover all 34 provinces from 6 initially (February-July 2015); the MA undergoing a learning process associated with implementing a new monitoring methodology over 34 provinces; the recruitment of the SPM Quality Assurance team to oversee the MA's work (July-October 2015) following approval of the new project as of 1 July 2015; late response from MOIA on findings which delayed the finalization of reports; a significant delay on behalf of the MA in the delivery of reports; and sustained discussions at political level to resolve the reservists' issues. The MA draft reports for February to June were under review by end 2015 with the MOIA, and in various stages of finalization. It is expected that by end of Q1 2016, all MA reports for 2015 will have been finalized, and the pending ineligible expenditures recovered.

Capacity building for payroll management (Output 2)
The SPM project presented an outline of the Payroll Unit plan to the MOIA. Consultations are still underway and this is largely work-in-progress. The overarching objective of this Payroll Unit plan is to guide the structured introduction of a full-fledged Payroll Unit within the MOIA.

In November 2015, SPM commissioned a Micro Capacity Assessment (MCA) on payroll functions within the MOIA. The draft report was presented to UNDP/LOTFA in late December 2015. The report found gaps in key policies, procedures and absence of capacities for payroll management. It is on the basis of these findings that SPM project is preparing the Payroll Unit plan to guide the establishment of a Payroll Unit within the MOIA. The MCA on payroll found the overall risk rating for MOIA's payroll capacity to be 'Significant.'[1] The assessment effectively sets the baselines for the payroll capacity development plan support to strengthen MOIA payroll capacities in 2016. The MCA on payroll is also part of the donor conditions for SPM. In compliance with the donor conditions and as a monitoring mechanism, Grant Thornton will also conduct the review of capacity development improvements against the set baselines at the end of Phase II (June 2016) and Phase III (December 2016).

Systems integration (Output 3):
SPM is well on course for hand-over of a well-functioning EPS to the MOIA by end 2016. With the advent of the Afghan Personnel and Payroll System (APPS) from CSTC-A, the SPM project shifted attention towards providing the necessary support to MOIA and CSTC-A in order to facilitate the implementation of APPS. Meanwhile, the SPM continued with data cleansing between EPS and AHRIMS. By end of December 2015, approximately 7000 invalid records had been cleansed. This will facilitate migration of EPS payroll data to APPS. The EPS will be fully transitioned to MOIA, as back-up system or, in the case of the eventuality of a delay in the implementation of the APPS, as the temporary main payroll system until the full functional roll-out of APPS.

The project has expanded national Electronic Fund Transfer (EFT) coverage from 85% to 86% by end of the Phase I. WEPS is now in 33 provinces. Outstanding is Nuristan which will be migrated once connected to MOIA Intranet. In addition, the MOIA, MOF and UNDP signed a Letter of Exchange on 17 December 2015, for a pilot mobile banking programme, initially targeting about 6000 police officers in 6 remote districts of Kandahar Province. This measure will support the MOIA to move police officers from the Trusted Agent mechanism onto EFT.

The system documentation assignment was completed and the project is currently implementing the recommendations. The implementation of recommendations will further improve the WEPS system as this will ensure delivery of full documentation of the design, architecture and functioning of EPS to MOIA.

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[1] This indicates an underdeveloped financial management system or control framework with a significant likelihood of potential negative impact on the IP's ability to execute the programme in accordance with the work plan (as stated in the MCA on Payroll, December 2015).

Systems infrastructure development (Output 4):

By the end of Phase I, the SPM had migrated 33 of the 34 GDPDC payroll station from the EPS stand-alone system to the WEPS centralized system, allowing for real-time verification of payroll data across these provinces. As short-term measure to ensure intranet connectivity to the GDPDC payroll stations, Virtual Private Network (VPN) – 3G dongle was installed. In the long-term, the SPM will install a wireless bridge to connect all 34 GDPDC payroll stations. WEPS coverage for ANP overall currently stands at 97%.

Progress in the implementation of the Disaster Resilience and Recovery (DRR) Plan remains limited largely due to uncertainties related to the change in location of the MOIA headquarters.

Funds transfer to MOF for police pay (Output 5):

The SPM project has disbursed funds to the MOF to ensure timely payment of ANP and GDPDC salaries, in accordance with the 2015 Commitment Letter. The 2015 Pay cycle closed with no reports of payment delays of ANP and CPD salaries and incentives, neither with any shortfalls at the end of December 2015.

During Phase I (July-December 2015), LOTFA SPM advanced to the MOF an amount of AFN 13,160,715,080 (USD 205,211,370). The amount of expenditures recorded in AFMIS stood at AFN 14,330,052,092 (USD 225,418,722), giving a delivery rate of 110% (due to low expenditures recorded in AFMIS for the period January-June 2015). The total amount of LOTFA SPM advances to MOF for the year 2015 was AFN 27,475,963,413 (USD 451,355,568), while the total annual expenditure recorded in AFMIS stood at AFN 26,923,616,434 (USD 442,476,891), giving a delivery rate of 98% at the end of year.

Deductions for ineligible expenditures for the period January – September (USD 3.23 million) were made from the December 2015 advance, while ineligible expenditures for the period October – December will be taken from the January 2016 advance (USD 0.99 million) and from the February 2016 Advance (USD 0.26 million).

MOIA AND POLICE DEVELOPMENT: KEY ACHIEVEMENTS AND PROGRESS:

The MPD project is designed to provide capacity responses to address challenges at the enabling environment (policy frameworks), organizational (business processes and management systems) and individual (training, education, and learning) levels within the MOIA. These levels are inextricably linked to create a change in MOIA's and ANP's performances in order to fulfill their mandates.

The following summarizes progress on results on the following output areas:

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COMPONENT 1: INSTITUTIONAL DEVELOPMENT

MOIA's capacity to lead and manage reform (output 1):

Key achievements under this Output include: a proposal to the DMPS for effective, multi-level change management governance and structure to sustain the transition and overcome challenges during the course of change process; implementation of capacity development assessments and formulation of capacity development plans for key Directorates/Departments including Personnel, Facilities, Logistics, Finance and Procurement; agreement reached with the DM Support to establish a "lead team" for the Capacity Development Unit to drive the process of capacity development; adoption of a unified M&E framework into the MOIA Strategic Planning Directive (SPD) which clearly instructs the M&E structure and reporting requirements; an initial outline of M&E database design, function and data flow to track M&E status and activities in the MOIA Directorates; and commencement of assistance to the Directorate of Aid Coordination of MOIA to transform the International Assistance Database into a comprehensive information depository tailored to the needs of the MOIA.

MOIA administrative and police support services (output 2):

Key achievements under this Output include: identification of performance problems and improvement targets of key business processes for reengineering; mapping of current ICT systems and challenges; joint SPM-MPD technical support provided to an MOIA-led policy review process, including reviews of Finance, HR and Personnel policies; development and endorsement of a Gender Workplan with an agreement to set up a committee to oversee the implementation; 1,500 male and female police officers joined the UNITE campaign for the International Day for Ending Violence against Women in 9 provinces with the main objective of improving the position of female police; and coordination established with key international partners and MOIA to assess training and capacity needs for programme budgeting.

MOIA internal control and accountability (output 3):

The MPD project is committed to working with the MOIA and international partners to establish transparent and accountable systems that can ensure efficient and effective use of resources as well as increase the trust, legitimacy and confidence of the MOIA/ANP, both within the institution as well as with the citizens of Afghanistan. One of the primary instruments for this is the Office of the Inspector General (OIG)[2], and more specifically, its internal audit and complaint mechanism functions and services. Key achievements for these result areas include: the completion of a comprehensive analysis of existing complaints mechanisms with a particular focus on female police complaints and clear practical short- and medium-term action points

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[2] The OIG is charged with internal audit functions, including inspectorate of administrative and financial procedures across all of the administrative and support functions of the MOIA, including budget and finance, procurement, logistics, facilities, personnel, ICT and similar directorates and departments.

agreed with the MOIA; and commencement of technical support to improve the internal audit functions and capacity as well as a more coordinated approach to the whole internal control and accountability system.

COMPONENT 2: POLICE PROFESSIONALIZATION

MOIA police legislative, regulatory and policy framework (output 1):

Since the project inception, a series of consultations have been conducted with key stakeholders to share ideas and best practices and to identify priority areas of amendment and crosscutting priorities. These identified priority areas will be discussed extensively among MOIA and Police experts, judges, prosecutors, legal professionals, representatives from relevant ministries, and CSO representatives during a national consultative workshop to be organized in January 2016.

MOIA training and leadership development (output 2):

Key achievements in 2015 under this Output include: conclusion of the assessment of national universities to identify potential partners to develop and implement a Master's programme in Police Education. The American University of Afghanistan (AUAF) has been identified, and negotiations are underway to formalize the partnership; a blueprint for an accelerated Future Leadership Programme; commencement of a training capacity and needs assessment at the institutional level as well as reviews of HR development path and promotion policies/process; completion of Sivas training for 325 female police cadets and close follow-up for their deployment to ANP services; and establishment of South-South cooperation with the Indonesian National Police (INP).

MOIA community partnership approaches (output 3):

This output supports efforts that are already in place to enhance collaborative approaches on community safety and security with community stakeholders. It focuses on the expansion and strengthening of selected key initiatives to improve police accountability and transparency mechanisms in order to enhance the public trust and confidence of the police. Crucially, they serve as external accountability mechanisms which can provide stakeholder feedback for policy guidelines and operational procedures of MOIA/ANP.

Key achievements under this Output include: an agreement with MOIA on a workplan and lists of provinces to support these community partnership initiatives; a 10-day Community Orientated Policing (COP) Foundation Training was developed and piloted in 3 provinces; The second national Conference on Police Women Council (PWC) was successfully convened and an action plan of priorities was developed to make PWC more effective and better able to improve the position of female police; and the District Safety and Security Survey (DSSS) has been completed and specific recommendations are to be used in identifying police priorities by the respective districts and the MOIA in general.

PHASE ONE: PROGRESS SUMMARY

This report provides a progress update against Phase I targets at the output level under both SPM and MPD projects. The following table provides an executive overview of the status of implementation of Outputs:

Outputs:	On-track	Off-track
Support to Payroll Management (SPM) Project		
Output 1: MOIA policy development and implementation	✓	
Output 2: Capacity building for payroll management	✓	
Output 3: Systems integration	✓	
Output 4: Systems Infrastructure development	✓	
Output 5: Funds transfer to MOF for police pay	✓	
Output 6: Project management support	✓	
MOIA and Police Development (MPD) Project: Institutional Development component		
Output 1: MOIA capacity to lead and manage reform	✓	
Output 2: MOIA administrative and police support services	✓	
Output 3: MOIA internal control and accountability	✓	
MOIA and Police Development (MPD) Project: Police Professionalization component		
Output 1: MOIA police legislative, regulatory and policy framework		✓
Output 2: MOIA training and leadership development	✓	
Output 3: MOIA community partnership approaches	✓	
MOIA and Police Development (MPD) Project: Project Management Support		
Output 1: Project management support	✓	
Output 2: Construction		✓

GENDER SPECIFIC PROGRESS:

LOTFA is making investments to strengthen its efforts to mainstream gender within the work of both the MPD and SPM projects. Through the MPD project, LOTFA has adopted a two-pronged strategy to support the implementation of MOIA's Ten-Year Vision for the ANP. The first strategy centers on the advancement of enabling organizational culture and capacity to change discriminatory attitudes of police personnel and to improve the organizational capacity of the MOIA/ANP to fulfill and perform its functions in light of its gender responsibilities and obligations. The second strategy centers on the advancement of effective gender-sensitive policing services through support for women's entry into police services and capacity building of female police officers to carry out their respective roles and responsibilities.

The gender specific results include: i) integration of gender perspective in reviewing MOIA legislative and policy framework; ii) development of a broader Gender Workplan focusing on meeting MOIA's existing gender obligations in each of the four national/institutional policy documents including the National Action Plan for Women of Afghanistan (NAPWA), the National Action Plan for United Nations Security Council Resolution 1325 (UNSCR 1325), the MOIA 3-Year Strategic Plan, and the Strategy for the Management of the Affairs of Female Personnel (SMAFP); iii) successful completion of Sivas female police training and close follow-

up on their deployment which increased the number of female police officers from 2,145 in April 2015 to 2,630 officers in December 2015; iv) successful organization of the second PWC National Conference which has developed an action plan to improve the position of female police; v) completion of a comprehensive study on female-related complaints mechanisms with agreed short- and medium-term measures to improve accountability and transparency in handling female-related complaints; and vi) enhancement of the gender aspect of the current administrative data collection and reporting for more informed policy responses in gender equality and empowerment of women.

PARTNERSHIPS:

With regards to LOTFA partnerships, the SPM project is implemented through strong partnerships between MOIA, MOF, CSTC-A and UNDP. At the strategic level, the Donor Conditions Document, endorsed by the President on 21 November, 2015, provides the overarching partnership framework agreed between the partners for the full transition of all payroll management functions to MOIA.

The SPM project has strong partnerships with MOIA across all the project's functional areas. The Capacity Building team works closely with Policy Review team in executing its mandate. SPM project works closely with the MOIA Budget & Finance and HR Directorates on payroll capacity development. The project also works with the MA and MOIA in order to resolve findings from the field.

The MPD project has continued to develop and strengthen the partnerships with the MOIA as well as with other key stakeholders, including international partners, donors, academic institutions, law enforcement agencies in the region, and local authorities and communities. More specifically, the MPD project is working closely with EUPOL to establish working procedures for transitioning in light of its drawdown. Areas that EUPOL focus on and which require further international support to engage with the MOIA include community policing, female police, international coordination and police-prosecutor coordination and aspects related to Human Rights.

ISSUES AND RISKS:

Project implementation during the period was met with some issues and risks. For the SPM project the main issues were: the overpayment of police reservists (ineligibilities), the delays in the implementation of the Disaster Recovery and Resilience plan, and the difficulties around obtaining access to AHRIMS data for the MA. The MA identified that the MOIA had overpaid reservists' forces a total of US$ 4.48 million using LOTFA funding, for the period January - December 2015 (MA draft report for month 12 not yet ready). UNDP would deduct the ineligible expense in three tranches, from December 2015, January 2016 and February 2016 advances.

Two risks highlighted during the reporting period include the impact of security conditions on the payroll process and the identification of personnel with the required capacities within MOIA for payroll training. Security remains high risk and has adversely impacted on several planned

activities for the project. The Kunduz incident of 28 September 2015, in which all ICT equipment within the PHQ was destroyed, and commercial banks were closed, was a critical reminder on the urgent need to implement the DRR plan. The other significant risk has been the difficulty for the MOIA to identify personnel with the required knowledge, skills, and abilities for tailored payroll training. The micro capacity assessment report for payroll management rated this risk for the MOIA as 'Significant.' Programmatic risks are being regularly monitored through TWG meetings where mitigation measures are proposed.

The MPD project also faced with some issues and risks, including the unclear organizational structure in provision of police training and education which presents challenges to ensure a sound approach for the future direction of police training and education activities; the weak legal and policy framework to provide authority and legitimacy for the ANP to perform its functions in light of its new roles and responsibilities; the weak practical implementation to adopt gender friendly police services; support, management and supervision of ICT (operations and MIS) are mainly in the hands of international partners; the need to put in place a more reliable system to track attrition rates and assess implications on the police reform efforts; and challenges in managing change.

LESSONS LEARNED:
From the implementation of the SPM project, three lessons emerged. First, Government leadership, ownership and commitment is central to the successful realization of intended results. Government leadership in the civilianization process, facilitation of discussions and consensus building on the donor conditions, and the overall guidance of the Deputy Minister Support, has been very effective. Secondly, the need to have an updated business continuity plan in place all the time has become clearly evident, especially in view of the Kunduz incident. Thirdly, in view of the protracted discussions on the overpayment of reservists, it has become clear that there is a need to engage concerned stakeholders at an early stage to help avert and resolve problems and issues.

The lessons for MPD emerging from this period point towards the recognition of government leadership and commitment as being crucial to steering the programme interventions. For this reporting period, one key lesson learned for the MPD project has been the engagement with stakeholders during the M&E system development process. The appropriate MOIA leadership was supported with sound technical expertise and advice from the project, and the role of national staff in guiding and explaining to MOIA staff the different elements of M&E framework, which created stronger credibility and buy-ins to the exercise.

FUTURE PLANS
For Q1 2016 the three main objectives for the SPM project are: 1) the finalization, approval and roll-out of the Payroll Unit Plan; 2) establishment of the new MOIA Pay Board with technical support from UNDP; and 3) finalization of the outstanding 2015 MA reports ensuring that 2016 reporting is on schedule. In addition, the SPM project would also continue to collaborate with CSTC-A and the MOIA to support the WEPS-APPS transition including data cleansing and documentation. The project will also introduce new validation controls in WEPS, for example

biometric ID cards, bank account and gender data to improve the quality of data, as well as putting more controls on payroll transactions, new system generated automatic notifications on ANP/CPD personnel on the status of the persona details in the WEPS (e.g. ID cards expiry date), and the use of Geographical Information Systems (GIS) in WEPS to enhance payroll planning processes, which will support the expansion of the EFT and monitoring of WEPS.

For the MPD project, substantial progress is expected in Phase II across all outputs, leading to improvements at all levels – individual, organizational and the enabling environment. The MPD project implementation will continue to focus on the four core drivers of capacity: institutional arrangements, leadership, knowledge and training, and accountability and voice mechanisms. The work on Business Process Development and ICT/MIS/ERP Development will move into full implementation, covering those directorates and departments that the MOIA prioritizes together with UNDP. Programme budgeting services are also expected to be in full implementation.

Joint SPM-MPD efforts will continue on the policy work, particularly on the development of HR Policy/Staff manual as well as the establishment of a South-South cooperation agreement. Continuation of support for the implementation of the MOIA Gender Strategy is expected to yield new opportunities for increased capacity development. On the leadership capacity, Change Management and Capacity Development units will be established and provided with human resources and expertise to drive and coordinate the reform. Further support will be provided to the Aid Coordination Department in the area of aid effectiveness/aid coordination.

Under the Police Professionalization component, the review of applicable legislation, regulations, and policies will have been completed in Phase II, allowing legislative, regulatory or policy drafting and review of policing standards and approaches to begin. The assessment of current training and education needs, together with an assessment of MOIA trainer capability will be completed. A Memorandum of Understanding (MoU) with the American University of Afghanistan (AUAF) will be concluded to establish the Master's programme in Police Education. Donor approval will be sought to ensure long-term sustainability. With regard to police accountability and voice mechanisms, various Action Plans will be implemented in Phase II to establish 12 Police e-Mardumi units and lead to 40% of the target Police e-Mardumi committees and 20 new information desks being "functional". Expansion in the functionality of Police Women Councils and of 119 provision, and the completion of capacity building to allow for DSSS expansion will also be evident.

PROJECT MANAGEMENT SUPPORT FOR BOTH SPM AND MPD PROJECTS:
The SPM and MPD projects have efficiently and effectively implemented its activities. By end of December 2015, UNDP had largely put in place the project teams to manage both projects. During the reporting period a total of 27 (19 for SPM and 8 for MPD) Technical Working Group meetings were held. UNDP also organized five meetings to facilitate donor discussions in relation to the NTA functional review, the CBR mechanism, MCA and HACT assessment, the LOTFA Oversight sub-Committee, as well as the 2016 AWP planning process and approval. The LOTFA Project Board meeting was held on 12 December 2015, in which the 2016 Annual Work Plan was approved.

The project has also facilitated data collection for monitoring and reporting purposes, documentation for audits, and the Micro Capacity Assessments (MCA) for both the MOIA and its payroll management functions. The project has enabled a LOTFA Donor Work space on SharePoint, which will facilitate information exchange between the SPM and MPD projects and LOTFA partners, by uploading all relevant project documentation for immediate consultation and sharing with donors.

FINANCES:
The budget for SPM project, Phase I (July – December 2015) is US$283,692,093. Financial execution reported for this period is US$237,051,422. The budget for MPD project, Phase I is US$17,080,571. Financial execution reported for this period is US$6,269,770. The delivery rates for SPM and MPD projects during the period stand at 84 per cent and 37 per cent, respectively.

II.   INTRODUCTION

Completion of Phase I (July-December 2015):
The period July-December 2015 marks the conclusion of Phase I for the hand-over of payroll management responsibilities from LOTFA SPM to the MOIA. Progress on SPM targets for 2015 shows that the milestones for Phase I have been largely achieved. The LOTFA Annual Progress Report (APR) covers the period of Phase I (July-December 2015). LOTFA is set to initiate Phase II in January 2016.

The Donor Conditions paper was sent to H.E. President Ghani on 29 September 2015 and was approved by the Presidents' Office on 21 November 2015. The Government Transition team, MOIA, MOF, UNDP and LOTFA donors will hold a Phase I Review at the end of February.

The following table gives an overview of the status of implementation of the various Outputs of both SPM and MPD projects, with UNDP's assessment whether they are considered to be "on-track" or "off-track."

Details on progress for each of the specific Outputs is provided within the sections on results for both SPM and MPD projects. These updates on status of implementation are regularly shared within the TWGs, where progress is also further analyzed and discussed.

Outputs	Progress Phase I (July – December 2015)	Status
Support to Payroll Management (SPM) Project		
Output 1: MOIA policy development and implementation	✓ Comprehensive review and mapping of the existing HR, payroll and reconciliation processes completed ✓ Legal analysis of pay entitlements and deductions and recommendations presented to MOIA & TWG ✓ Posters on benefits and entitlements distributed to provinces ✓ UNDP, MOIA and LOTFA donors have endorsed the establishment of the Pay and Compensation Board	*On-track*
Output 2: Capacity building for payroll management	✓ MOIA has dedicated staff to support SPM in data cleansing between EPS and AHRIMS ✓ The MCA on Payroll concluded in December 2015, informs the level of capacity needs for MOIA payroll ✓ A training workshop for PFOs in all the 34 regions conducted on 21 November ✓ Outline of the Payroll Unit plan presented to the MOIA ✓ Supporting MOIA in strengthening capacities for data collection, analysis, development of payroll reports	*On-track*
Output 3: Systems integration	✓ Migrated 33 PHQs to WEPS - Nuristan to migrate once connected to MOIA Intranet ✓ EFT expansion increased from 85% to 86% ✓ Increase from 65% to 86% of police supported by WEPS ✓ SPM and CSTC-A support data cleansing and reconciliation between EPS & AHRIMS; 7,000 invalid records have been rectified by end December 2015 ✓ System documentation on EPS completed; findings and recommendations shared with MOIA & TWG ✓ Letter of Exchange to support mobile banking pilot programme signed between UNDP, MOIA and MOF	*On-track*
Output 4: Systems Infrastructure development	✓ 33 out of 34 GDPDC payroll stations migrated from EPS stand-alone system to WEPS centralized system ✓ Virtual Private Network (VPN) connectivity established for CGDPDC payroll stations ✓ WEPS coverage for ANP stands at 97% ✓ Disaster Recovery/Business Continuity Plan developed but not yet implemented	*Off-track*
Output 5: Funds transfer to MOF for police pay	✓ SPM disbursed funds to the MOF ensuring timely payment of ANP and GDPDC pay ✓ No reports of payment delays, nor fund shortfalls at the end of December 2015 ✓ Under the CBR arrangement, 19 positions were approved for MOIA, 14 have already been recruited. ✓ UNDP/LOTFA developed operational guidelines for MOIA regarding CBR	*On-track*
Output 6: Project management support	✓ All project management staff recruited and the remaining technical positions are in progress ✓ 30% project implementation rate end of December against the Phase 1 target of 33%. ✓ A total of 19 TWGs were held out of target of 24 ✓ 7 out of 11 Due Diligence Recommendations Implemented ✓ New data collection & monitoring methods developed and implemented ✓ Facilitated a follow-up audit (by OAI) of UNDP's oversight of the MA function. 100% implemented	*On-track*

Outputs	Progress Phase I (July – December 2015)	Status
MOIA and Police Development (MPD) Project: Institutional Development component		
Output 1: MOIA capacity to lead	✓ Unified M&E framework developed and adopted into the MOIA Strategic Planning Directive (SPD)	*On-track*

and manage reform	✓ Discussions ongoing with MOIA leadership for establishment of Change Management and Capacity Development units	
Output 2: MOIA administrative and police support services	✓ Identification of performance problems and improvement targets of key business processes for reengineering ✓ Joint SPM-MPD technical support provided to MOIA-led policy review process of HR and Finance policies ✓ Endorsement of a Gender Workplan with an agreement to set up a committee to oversee the implementation ✓ Coordination established with key international partners and MOIA to assess training and capacity needs for programme budgeting	*On-track*
Output 3: MOIA internal control and accountability	✓ Completion of a comprehensive analysis of existing complaints mechanisms with clear practical short- and medium-term action points agreed with the MOIA ✓ Commencement of technical support to improve the internal audit functions and capacity as well as a more coordinated approach to the whole internal control and accountability system	*On-track*
MOIA and Police Development (MPD) Project: Police Professionalization component		
Output 1: MOIA police legislative, regulatory and policy framework	✓ Consultations have been conducted with key stakeholders to share ideas and best practices and to identify priority areas of amendment and crosscutting priorities	*Off-track*
Output 2: MOIA training and leadership development	✓ Establishment of academic partnerships with Afghan Universities ✓ Development of a Master's programme in Police Education and a blueprint for Future Leadership Programme ✓ Commencement of a training capacity and needs assessment at the institutional level and reviews of HR development path and promotion policies/process ✓ Completion of Sivas training for 325 female police cadets and their successful deployment to ANP services ✓ Establishment of South-South cooperation with the Indonesian National Police (INP)	*On-track*
Output 3: MOIA community partnership approaches	✓ Agreement with MOIA on workplan and lists of provinces to support these community partnership initiatives ✓ 10-day Community Orientated Policing (COP) Foundation Training developed and piloted in 3 provinces ✓ Second national Conference on Police Women Council (PWC) successfully convened and an action plan developed ✓ District Safety and Security Survey (DSSS) completed and specific recommendations used in identifying priorities	*On-track*
MOIA and Police Development (MPD) Project: Project Management Support		
Output 1: Project management support	✓ Nearly all project management staff recruited and the remaining technical positions in progress ✓ Achieved 10% and 15%, respectively, project implementation rate for the Institutional Development and Police Professionalization components, at the end of December against the Phase 1 target of 33%. ✓ A total of 8 TWGs were held out of target 6 ✓ 7 out of 11 Due Diligence Recommendations Implemented ✓ New data collection & monitoring methods developed/implemented ✓ Facilitated a follow-up audit (by OAI) of UNDP's oversight of the MA function. 100% implemented	*On-track*
Output 2: Construction	✓ Assessment of structural integrity concerns for the construction of DM Support building completed and the work resumed in the Q3 2015; establishment of female police toilets and dressing rooms in 39 locations	*Off-track*

Supporting the MOIA civilianization process through the Capacity Building for Results (CBR) mechanism:

As part of the civilianization process, 14 out of 71 positions have now been recruited. This includes positions at the level of Deputy Minister, Director General and Directors. Recruitment is currently ongoing for 34 Deputy Provincial Police Commander positions and 4 more Director level positions (Director of IT, Deputy Inspector General, Deputy Director on Logistics and Director Finance).

These and future civilian positions will be recruited under the MOIA 'off-line' CBR mechanism, following the guidelines UNDP developed for the CBR Human Resources Planning, Recruitment and Management of the MOIA, as approved by H.E. Minister Olomi and UNDP, and endorsed by the World Bank, MOF, MOIA and all LOTFA partners.

LOTFA donors remained committed to further supporting the MOIA in its civilianization process through the approval of sustained funding within the SPM 2016 Annual Work Plan. UNDP also remains committed to this important undertaking with the continued provision of its oversight role on behalf of donors to ensure the recruitment of civilians are in line with the MOIA 'off-line' CBR arrangements and follow the due process that has been established for this purpose.

The civilianization process is being supported in parallel with the drawdown of the National Technical Advisors (NTA) positions within the MOIA. LOTFA donors on 10 December 2015 informed H.E. Minister Olomi that funding for NTA positions would be discontinued in 2016, and that current positions would be phased out completely by 20 March 2016.

Assessment of MOIA capacities for project implementation and management of payroll functions:

In October 2015, UNDP conducted a MCA, part of the UN Harmonized Approach to Cash Transfer (HACT) framework, on the MOIA as Implementation Partner of LOTFA. The purpose of the MCA is to determine and provide an overall risk rating of MOIA's financial management and implementation capacity and review funds flow, staffing accounting policies and procedures, internal and external audit, reporting and monitoring and information systems.

UNDP contracted Grant Thornton (GT) to conduct the MCA. The MCA assigned a 'Moderate' risk rating to the MOIA. This will have implications on the cash transfer modality to be used by UNDP for LOTFA. The MCA also highlighted the areas of MOIA in need of capacity development support during the duration of the project.

In addition, GT conducted in November 2015 the MCA on Payroll within the MOIA, focusing on capacities specific to managing payroll-related functions. The MCA was one of four UNDP conditions and sets the baseline for the MOIA donor conditions and highlighted the needs for further capacity development work to be undertaken in 2016 as part of building the MOIA Payroll Unit and strengthening MOIA's payroll management capacities. The draft MCA report was presented to UNDP at the end of December 2015. It will be shared with the MOIA and donors, and will be used to prepare the MOIA Payroll Unit Plan in Q1 2016.

Strengthening oversight and accountability:
The MA has continued to perform independent assurance services on the use of LOTFA funds for payroll. In October 2015, the capacity of UNDP to manage and oversee the work of the MA was assessed by UNDP's Office of Audit and Investigation (OAI), as part of a follow-up audit from October 2014, and determined that all the recommendations had been implemented satisfactorily, or were otherwise considered to be resolved. This evidences the significant efforts made by the UNDP Country Office in 2015 to strengthen systems and processes to ensure quality and control over the work of the MA.

The main finding from the work of the MA in 2015 has been the issue of reservists, which evidenced the overpayment of reservists' forces beyond the Tashkeel-approved levels eligible under LOTFA funding. This issue was resolved following extensive analysis and discussion between MOIA, UNDP and donors in Q4 by processing deductions for ineligible expenses made in overpayment of reservists' forces and MOIA's response by restructuring the reservists' forces and moving eligible officers onto Tashkeel. This restructuring process will be concluded by Q1 2016. The MOIA's response to this issue has demonstrated a resolve towards greater transparency within the police's force management and a commitment to accountability towards UNDP and donors over the use of international funding per the established commitments.

The LOTFA Oversight sub-Committee, which was approved by MOIA and UNDP on 30 June 2015 as part of the LOTFA governance structure in the Project Document, will initiate its work in January 2016. This responds to the UK Due Diligence assessment, which recommended the establishment of an 'audit' committee. The LOTFA Oversight sub-Committee will be mandated to provide external, independent, senior-level advice to the LOTFA Project Board regarding the functioning of oversight in LOTFA, reviewing internal and external audit and oversight matters, and reviewing financial reports. The LOTFA Oversight sub-Committee will consist of a total of five members: one representative from the MOIA (Office of the Inspector General), one representative from UNDP (Chief Financial Officer), and three representatives from LOTFA donors (the European Union, the United Kingdom and the United States of America). During the first meeting in January 2016, the TORs of the Oversight sub-Committee will be revised and a workplan will be established for 2016.

Policy and legislative review:
During July-December 2015 LOTFA has initiated the review of the Police Inherent Law, its bylaws, acts and other corresponding frameworks that regulate ANP in order to address capacity gaps in the organizational structure and foundational frameworks, such as enhanced MOIA structures and processes that can effectively coordinate and facilitate all efforts pertaining to police professionalization, with improving the Police law, and operational directives.

The MPD project has engaged with the Reform Commission and the legal department of MOIA, along with focal points from various departments, in order to conduct a deeper assessment of the current regulatory framework. In 2016 this support will continue to identify broad areas of reform, conduct gap analysis in current in policy and legislative documents, and offer recommendations to the MOIA leadership (when accepted by the MOIA these recommendations can then be translated into legal provisions). The MPD project plans to

provide technical support and advisory assistance to the Commission undertaking the legal reviews, and to coordinate, facilitate and provide solid guidance to relevant discussions. The comprehensive revision is expected to ensure a proper legal statutory basis for the ANP. This will allow the ANP to function as a law enforcement entity in accordance with relevant human rights and professional policing principles.

Mainstreaming Gender within LOTFA:

LOTFA has supported further gender mainstreaming within its work. Both SPM and MPD projects have strengthened their monitoring framework and have defined gender-specific indicators which will help UNDP to measure progress and impact of its gender related work within the MOIA and ANP.

In 2015, LOTFA supported relevant initiatives to increase the voice and participation of women within the police. UNDP continues to support the Police Women Councils (PWC) as formal forums for female police to come together and raise their issues to management and address their professional development priorities and contribute to policy formulations. In November 2015, MPD trained 270 female police officers to develop an Action Plan to implement the PWC mandate. In 2016 the MPD project will support the PWC in development of toolkits to promote women's recruitment, retention, leadership and visibility. LOTFA also supported, from 2 June to 2 December 2015, the third cohort of 325 female police officers, who graduated from the SIVAS training in December 2015.

In order to strengthen gender responsive policing and strengthen women's access to justice, UNDP will undertake a maturity assessment of the Family Response Unit (FRU) to identify gaps and challenges in its functioning, and provide guidance on the short and longer term support that will be essential to improve the FRU's operational effectiveness and contribute to access to justice for victims of SGBV. MPD has worked with 110 officers from the FRU to plan UNDP support to strengthen gender responsive policing and access to justice to victims of SGBV. The MPD project will also provide support to the police complaints mechanism to make it easier for women's concerns to be raised and addressed by training new female personnel in the OIG for analysis and processing of complaints related to female police officers or female-related complaints from 119 Call Centers. This support will also include assisting the MOIA in developing Female police Training facilities and in-house training capabilities in order to reduce the external dependency on the female police trainings.

In support of implementation of the National Action Plan on 1325, UNDP supports the MOIA in creating gender sensitive and better working conditions for female police officers through the provision of female changing rooms and other spaces in police premises/training institutions.

Supporting human rights within the MOIA:

UNDP remains committed to ensuring that LOTFA support to the ANP furthers human rights mainstreaming and that ANP police professionalization strategies and programmes are compliant with international human rights standards, alongside international accepted policing standards. The Universal Periodic Review (UPR) on Afghanistan's human rights' compliance, held in January 2014, also evidenced that important compliance gaps remain with regards to the functioning and performance of the ANP and Afghan Local Police (ALP). UNDP in Q4 2015 commissioned a Human Rights Due Diligence Assessment in order to inform UNDP on the organizational risks involved with engaging with the ALP, and the mitigation measures to put in

place. The assessment report was in the process of finalization in December 2015, and will be shared with LOTFA partners early 2016 when the report becomes available.

The SPM and MPD project have strengthened the monitoring frameworks to include human rights-specific indicators which will permit UNDP to monitor more closely LOTFA's progress on closing these compliance gaps. The MPD Human Rights specialist (to come on board in Q1 2016) will provide policy and programme support to streamlining human rights within LOTFA's support to ANP police professionalization.

III.   SUPPORT TO PAYROLL MANAGEMENT PROJECT

A.   Output 1: MOIA Policy development and implementation

Output 1 entails having in place an updated legislative, policy and regulatory framework and business processes, implemented and functional in support of independent MOIA payroll management. To achieve Output 1, five Activity Results were developed as indicators of progress toward achieving the Output, with each Activity Result having a set of activities to be implemented.

By the end of Phase I, the SPM project had completed the technical analysis as part of its support to the MOIA review process of Human Resources (HR) and Finance policies and procedures, as well as the legal analysis of entitlements and deductions. Focus is now on implementation of the findings and recommendations. The study on the sustainability of the pay structure is still pending, to be implemented in Q1 2016. However, there is still need to carry out the review of the administrative requirements of the payroll units, as well as the review of the current time and attendance procedure. The project is now supporting the MOIA Policy Review team in the development of new streamlined HR and finance policies.

In Q3 of 2015 the SPM project completed the legal review and analysis of pay entitlements and deductions to the ANP recorded in the EPS and the policy review of the existing HR, payroll and reconciliation processes. This involved mapping of HR processes related to payroll and analysis of HR processes related to the ANP at the district and provincial levels. From the legal review and analysis, some of the important findings were that the Police Inherent Law did not capture some of the policies and incentives, for example, cadre incentives. Furthermore, there were also some incentives in the Police Inherent Law not captured in the EPS, for example, incentive pay during appointment and employment, contract renewal incentive, and educational diploma Incentive. In addition, there were inconsistencies and ambiguities identified with regards to relevant laws, rules, and regulations. Findings from the review of the existing human resources, payroll and reconciliation processes reveal some shortcomings in HR and reporting processes, as well as variances in reconciling the EPS and the Afghan Financial Management Information System (AFMIS).

Following these reviews, several meetings had been held between LOTFA and the Policy Directorate of MOIA during Q4 of 2015, in order to discuss the findings and recommendations of the reports, which have been subsequently fed into the internal policy review process led by the MOIA.

The MOIA Policy Review team, headed by the Director for Research & Policy, in Q4 of 2015, initiated a policy review process on key policy areas for the MOIA. This included the review of

the financial and HR policies, which are directly critical to the work of the SPM project. The new finance policy will bring together and streamline a large number of existing policies on payroll, benefits & entitlements and mobile banking. SPM project staff have supported the MOIA Policy Review team with advice and technical support on these two key policy areas. At the start of 2016, a Legal Reform specialist will be on-board to further support the MOIA in this process.

UNDP, MOIA and LOTFA donors have established the mechanism, including the development of procedures and tools, for reviewing and making adjustments to the MOIA Police Pay structure. This mechanism, the Pay and Compensation Board (the "Pay Board"), will be part of the LOTFA governance structure. The Terms of Reference (TOR) for the Pay Board were agreed by LOTFA members in the TWG meeting of 16 November 2015. The TORs outline the mechanisms for a structured and systematic bi-annual review of MOIA pay scales and incentive rates, ensuring that changes to the pay structure will not compromise the sustainability of the ANP and GDPDC pay structure. The Pay Board is mandated to carry out reviews of the LOTFA-funded donor pay budget of the ANP and the CPD, consider all changes proposed to the use of LOTFA funding such as modification of incentives, study the current pay structure with a view of making recommendations for reform, review of Ministry of Interior Affairs (MOIA) annual spend plans and make recommendations to the Project Board. Where necessary, the Pay Board will prepare proposals for adjustments to the annual work plan relating to pay, for approval by the Project Board. The Board will comprise representatives from LOTFA donors, MOIA, MOF and UNDP. The Board is expected to be fully constituted and functional by end of March 2016, when it will convene its first meeting.

Through the support of the MA (Moore Stephens LLP), the MOIA continues to strengthen its internal control framework and improve the accuracy of its current payroll and payment systems. The MA's findings, derived from expenditure verification, physical verification and system's findings through data interrogation, are supporting the MOIA in improving its internal controls capabilities. During the period July – December, 2015, the MA visited 33 provinces every month. Only Nuristan could not be visited due to security reasons. The main finding during 2015 has been the overpayment to Reservists forces above the approved Tashkeel numbers. UNDP has deducted the amount of USD 4.48 million for ineligible expenditures from LOTFA advances to the MOIA for the months of December 2015, January 2016 and February 2016. Other important findings include the lack of supporting documentation, invalid IDs and officers with invalid bank account numbers within the EPS database. It is important to state that the MOIA has resolved most of the findings. By end December 2015, only the January 2015 report had been finished. This is due to various reasons: a change of MA companies; the late start of the contract (signed in Feb 2015); the time needed to build-up a new MA team and the subsequent expansion of the new team to cover all 34 provinces from 6 initially (February-July 2015); the MA undergoing a learning process associated with implementing a new monitoring methodology over 34 provinces; the recruitment of the SPM Quality Assurance team to oversee the MA's work (July-October 2015) following approval of the new project as of 1 July 2015; late response from MOIA on findings which delayed the finalization of reports; a significant delay on behalf of the MA in the delivery of reports; and sustained discussions at political level to resolve the reservists' issues. The MA draft reports for February to June were under review by end 2015 with the MOIA, and in various stages of finalization. It is expected that by end of Q1 2016, all MA reports for 2015 will have been finalized, and the pending ineligible expenditures recovered. The MA's work in 2015 has been considerably strengthened by the introduction of the use of data interrogation

software, which permits the identification of duplicated data such as ID-numbers, bank accounts, etc. within EPS database.

In 2016, the SPM project will continue to provide the required technical support to the policy review process, led by the MOIA. The policy review process is a critical step for MOIA to streamline and rationalize its policies and therefore eliminate existing gaps between the policies and the Laws.

Table 1: Summary of Progress on Output 1 Indicators as of December 2105

Indicator	Baseline (As per the AWP)	Phase I targets (Jul-Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Extent of alignment between current applicable Government policy, legislation or regulation and payroll practices	Partial alignment (approx. 33%)	Partial alignment: mapping under way	Mapping underway	This work is in progress and is on-track. Recommendations have been formulated, translated (into Dari) and shared with MOIA for implementation as part of the MOIA policy review on Financial and HR policies.
B: Policies and procedures document developed and in use by applicable MOIA staff at national and sub-national level and made available to all personnel for reference	Nil (None are in place)	Document in preparation	Financial and Human Resource policies under review	This work is in progress and is on-track. Financial (including Payroll) and Human Resource policies' reviews are currently being undertaken by MOIA Policy Review Team (led by the Director of Research & Policy)
C: Percentage of valid complaints handled in compliance with policies and procedures, including adherence to agreed timetables and follow-up and outcome reporting (disaggregated by complaints coming from male and female complainants)	5% (estimated)	5%	No information available yet.	SPM project has not yet set up a system with MOIA OIG to measure this. Complaints received by the MA are shared with the MOIA. The SPM project through the Help Desk support to provincial payroll stations handles complaints and records the numbers of complaints received per month. However, there is need to work with the MA and MOIA Office of the Inspector General to follow-up on these complaints. Information on complaints received through the SPM help desks and the MA is shared with the MOIA to take immediate action to address these.
D: Percentage of MOIA personnel in receipt of monthly pay slips and current annual pension statement (disaggregated by gender)	Nil (0%)	Nil (0%)	Nil (0%)	This is off-track. No progress has been made as yet. Even though WEPS/EPS allows the printing of individual and bulk pay slips for all payroll stations, the MOIA is facing difficulties to implement a regularized process for printing pay slips. The MOIA has identified challenges relating to the costs of MOIA stationery for printing, equipment, as well as the logistics to distribute the salary pay slips.

B.   Output 2: Capacity building for payroll management

Output 2 entails MOIA personnel (in Payroll, Human Resources, Finance and Budget as appropriate) being able to independently undertake all payroll inputs, processing and validation tasks to agreed and measurable standards, using the reliability, accuracy and timeliness of personnel data and payroll to support improved evidence-based planning, prioritization and decisions. This Output has three Activity Results to be achieved.

By the end of 2015, the SPM project had presented the initial outline of the plan for the establishment of a Payroll Unit within the MOIA. A fully developed Payroll Unit Plan (including description of functions, TORs, organizational structure and legal basis) will be developed in consultation with the MOIA leadership and presented in early March 2016 to initiate the institutional decision-making process on the formal establishment of the Payroll Unit in its suggested or amended form. The plan will propose a payroll structure within the MOIA, and iteratively amend it, ensuring that the proposal is applicable under existing Afghan legal provisions and regulations. The overarching objective of the plan is to guide the structured introduction of a Payroll Unit within the MOIA.

The SPM project, in line with its responsibilities under the donor conditions, commissioned a Micro Capacity Assessment for Payroll (MCA) within the MOIA, which effectively sets the baselines for the payroll capacity development plan to strengthen MOIA payroll capacities during 2016. The draft report was presented to UNDP in December 2015. The report found gaps in key policies, procedures and absence of capacities for payroll management. It is on the basis of these findings that SPM project is preparing the plan to guide the establishment of a Payroll Unit within the MOIA. The MCA report found the overall risk rating for MOIA's payroll capacity to be 'Significant.'[3]

Grant Thornton (the audit firm contracted to conduct the MCA) will also conduct two more assessments, against the set baselines, at the end of Phase II (July 2016) and Phase III (December 2016), in compliance with the established donor conditions.

The MA's work serves as a capacity building mechanism for MOIA staff to improve internal controls, through the engagement with the MA's findings. The MA also shares field level information and issues which also help SPM and MOIA to identify gaps in processes and procedures, and further enhance internal control processes. Some of the major findings between July-December 2015 include the ineligible expenditures related to over payment of salaries to reserved forces, police personnel without proper documentation and incomplete HR

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[3] Indicates an underdeveloped financial management system or control framework with a significant likelihood of potential negative impact on the IP's ability to execute the programme in accordance with the work plan.

records pertaining to transferred or terminated officers appearing in WEPS. The MA has also identified invalid IDs and officers with invalid bank account numbers within the EPS database. The MA, MOIA and LOTFA/SPM hold joint weekly meetings to resolve these findings. Some of the resolved issues include the overpayment of reservists' forces, ineligible payment of food allowances, professional cadre payments, salaries paid without approval letter, tax calculated incorrectly, terminated staff included in WEPS of the following month, staff on temporary duty or operations without supporting letters, lack of documentation related to employee transfer, etc. The payment of food allowances, lack of proper documentation or supporting letters, and officers with duplicate IDs are among the most frequent cases identified. By end 2015, approximately 69% of identified findings had been either recovered or resolved, covering the period January-December 2015. The remaining identified findings will be reviewed as part of the ongoing MA exercise following a due process, and will result in either resolution or further deductions.

MOIA has assigned four dedicated staff (2 from finance department and the other 2 from personnel department) since October 2015 to work with, and receive on-the-job training from the SPM project staff in data cleansing between AHRIMS and EPS. As a result of this joint activity, the team accomplished data reconciliation and validation in 3 locations (i.e. PD7, PD10, Hisa-awal Kohistan in Kapisa province) as a pilot. The team found that almost 90% of data from two Police Districts matched in both systems, while the rest (10%) showed variances. The findings from this exercise were reported through a letter to AHRIMS department for correction. Since the piloting data cleansing in the 3 locations mentioned above, the joint team on data cleansing/reconciliation has intensified and re-strategized their efforts to ensure that data in EPS can fully match the data in AHRIMS. This collaborative effort has been bolstered with technical support from the SPM Systems Integration team and the WEPS consultant. This will be the ideal state at which the APPS could be loaded with legacy data from both applications (AHRIMS and EPS). The SPM projects has taken various steps to facilitate and speed-up the data cleansing exercise (see Feature story under Output 3).

Overall, the SPM project is on-track for hand-over of all payroll management functions to the MOIA by December 2016. The establishment of a full-fledged Payroll Unit within MOIA will ensure that SPM capacity development support is to dedicated staff who will be mentored and trained in performing independently, under direct MOIA authority, all non-fiduciary functions in payroll management as currently being done by the SPM project.

Table 2: Summary of Progress on Output 2 Indicators as of December 2015

Indicator	Baseline (As per the AWP)	Phase I targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Percentage of staff at national and sub-national level able to independently undertake assigned payroll management tasks (disaggregated by male and female staff)	Nil (0%)	Assessment tool developed and applied to nominated payroll unit staff, with targeted training under implementation	The assessment tool (MCA on Payroll) has been developed and applied in 5 provinces (Kabul, Balkh, Kandahar, Herat and Nangarhar).	The implementation of the recommendations of the MCA will be part of the Payroll Capacity Development plan in 2016.The MCA on Payroll was conducted in November/December 2015 and the draft report has been presented to UNDP. The report concluded that MOIA lacks capacity to independently manage the Payroll and rated the overall risk as Significant due to underdeveloped financial management system or control framework. In Q4, SPM conducted WEPS (refresher) training for 130 MOIA staff and capacity development support on payroll is continuing to be provided to MOIA on day-to-day basis.
B: Percentage of staff at national and sub-national level able to independently conduct internal validation and reconciliation tasks (disaggregated by male / female staff)	Nil (0%)	Assessment tool developed and applied to nominated payroll unit staff, with targeted training under implementation	The assessment tool (MCA on Payroll) has been developed and applied in 5 provinces (Kabul, Balkh, Kandahar, Herat and Nangarhar).	Four members of the MOIA are working in a joint-team with SPM capacity building team in data cleansing and reconciliation. These staff have received orientation on all aspects of SPM activities.
C: Percentage of time and attendance processes that meet agreed standards, being applied at national and sub-national level	Nil (0%)	Time and attendance processes documented	SPM has documented existing processes and procedures for time and attendance.	The report has been translated (into Dari) and shared with MOIA for implementation as part of the MOIA policy review on Financial and HR Recruitment policies.
D: Percentage of relevant time and attendance processes with gender markers	Nil (0%)	Assessment process under way	Baseline study has been carried out	The consultancy has revealed current time and attendance processes and procedures do not include any gender segregated data. Therefore, this will be included as one of the main recommendations as SPM works with MOIA on strengthening these procedures.
E: Percentage of personnel in AHRIMS matching personnel in EPS (disaggregated by gender)	24%	24% of men and of women	24%	A joint team has been established and work is progress.
F. Percentage of provincial payroll reports including gender-disaggregated data	Nil (0%)	25%	No information as yet	This could not yet be established at this stage. Work on this has not yet started and is off-track.

C.   Output 3: Systems integration

Output 3 covers MOIA's payroll systems which should electronically be linked with HR systems, implemented and operational nationwide, and should cover all pertinent and validated personnel data. Three interconnected Activity Results are to be achieved for the overall achievement of this Output.

With the implementation of the Afghan Personnel and Payroll System (APPS), currently under development by CSTC-A in collaboration with MOIA, the SPM project has shifted efforts from securing electronical interlinkage between EPS and AHRIMS towards ensuring a cleansed EPS, to the extent that data in EPS matches data in AHRIMS. This will ensure that sanitized data are migrated to APPS. SPM project also endeavors to provide the necessary support to MOIA and CSTC-A in order to facilitate the implementation of APPS. Parallel to this support, the SPM project has continued to improve the WEPS and MOIA capacities to use it, in compliance with H.E. President Ghani's instruction to hand-over payroll management responsibilities by the end of 2016. The WEPS will be fully transitioned to MOIA, to be used as back-up system or, in the case of the eventuality of a delay in the implementation of the APPS, as the temporary main payroll system until the full functional roll-out of APPS. By end 2015, the data cleansing exercise has resulted in the rectification of approximately 7,000 invalid records.

SPM project has also provided support to the MOIA ICT department in detailing the technical requirements for the APPS, which will form part of the Memorandum of Understanding (MOU) to be signed between MOIA and CSTC-A . This is part of the donor conditions for both the MOIA and CSTC-A which was agreed by Government in a letter from the President dated 21 November, 2015.

The SPM project has enhanced efforts to ensure that W/EPS is functional nationwide. EFT expansion increased from 85% to 86% by the end of Phase I. WEPS is currently operated in 33 provinces. The remaining province of Nuristan will migrate once connected to MOIA Intranet. Percentage of police supported by WEPS increased significantly from an estimated 65% to 86% by 31 December, 2015, thus surpassing the Phase I target of 80%. In addition, to further minimize the use of Trusted Agent mechanism, the MOIA, MOF and UNDP, in Q4, and in line with the donor conditions, formalized a three-party cooperation to support mobile banking. The three parties signed a Letter of Exchange on 17 December 2015, for pilot mobile banking for around 6,000 ANPs in ten provinces.

The SPM team conducted a 5-days WEPS refresher training (from 21- 25 November 2015) in Kabul for 56 Police Headquarter (PHQ) end-users (Provincial Finance Officers) from all 34 Provinces. The training provided extensive opportunity for knowledge sharing and is expected

to produce improvements to end-user interfaces with the payroll system and therefore enhance overall performance of the WEPS system. WEPS initial user and domain specific trainings were also given to 33 of the 34 Provincial Central Prison Department (CPD) Finance Officers. By the end of December 2015, 33 provinces had received training for end users of GDPDC. Only Paktika province remains to be trained. Overall, during the period under review, a total of 210 PFOs from all the provinces (i.e. 80 in Q3 and 130 in Q4 respectively) were trained by the SPM project staff.

The SPM project has completed the systems documentation[4] of EPS by end 2015 and has shared the report with both MOIA and CSTC-A (this will further inform APPS' systems design and architecture, where appropriate). The system documentation of EPS was necessary given that the system had been designed incrementally over the years and by different individuals and that there had not existed a single document covering the whole system aspects, vis-à-vis the design, architecture and functionality of WEPS. It is expected that as the SPM project hands the WEPS to the MOIA in December 2016, there will have been in place a single up-to-date document, encompassing all the need-to-know aspects of the system. The systems documentation produced some 10-points recommendations which are supposed to further improve the systems capabilities and auditability. As highlighted above, the whole report (including the recommendations) was shared and discussed with the MOIA and the Systems Integration Sub-Technical Working Group. Of the 10 recommendations, four (4) have either already been implemented or are being implemented and another four (4) will be implemented in the coming months. The WEPS team noted that 2 of the 10 recommendations might not be implementable within this transition period, for the fact that their implementation would span further than December 2016. The two recommendations are (i) designing WEPS in Object Oriented Programming (OOP) manner; and adopting Software Development Life Cycle (SDLC) methodologies for WEPS. As the WEPS gets handed to the MOIA in December 2016, a full status report will be prepared to apprise and guide the MOIA with any outstanding work to be undertaken by then.

The EPS team carried out two provincial monitoring visits; one to Balkh (Mazar province-was a joint mission with Capacity Building team) from 29 August to 2 September 2015, and the other to Herat from 3-8 November 2015. Their findings were shared at the Systems Integration Sub-TWG. Key highlights emerging from these visits were that in a couple of PHQs the Server rooms were in a state of disrepair or the cooling systems were inadequate. Another issue related to expired ID Cards for the ANP. The team found that many officers were holding expired ID Cards, with many of the Cards having expired for more than 2 years. The Sub-TWG invited the Civilian Deputy Director of Personnel and the head of the ID Cards unit to shed light on the matter. They acknowledged the situation but indicated that there were logistical challenges but they were nonetheless in consultation with CSTC-A for funding the replacement of all expired ID Cards.

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[4] Basically, System Documentation is written information that explains what the system does, how it does it, how it is composed (designed), how it is developed, and a description of the technical components that make up the system including the database, the deployment environment, the tools and languages used to develop the system

Similarly, the Quality Assurance team also undertook a joint mission with MOIA's DG-Finance to Mazar province (Balkh) from 14-18 November 2015 to monitor and evaluate the MA's work in the region. They visited Balkh PHQ, CPD, Border Police and ANCOP. The mission found out that the MA had performed their duties according to the standards and agreed terms and conditions and reported their findings accordingly in their monthly reports.

The SPM project, the MOIA Systems Development Office and CSTC-A continue to work closely in order to ensure full support to the APPS development process. SPM is on-track for hand-over of a well-functioning EPS, with detailed systems documentation, including ensuring that MOIA staff are trained and up-to-date on its use.

Feature story: LOTFA supports implementation of the Afghanistan Personnel and Pay System (APPS) through "Data cleansing"

As the APPS will become the main payroll system to be used within the MOIA from 2017 onwards, LOTFA has halted in 2015 activities to secure systems integration between EPS and AHRIMS. However, the SPM project is committed to support CSTC-A in the development and implementation of APPS, where this falls within the mandate and workplan of the SPM project. One such area is the migration of EPS payroll data to APPS. CSTC-A requested UNDP to reconcile EPS payroll data with AHRIMS personnel data in order to determine the accuracy and veracity of the data contained in AHRIMS and to migrate relevant payroll data (e.g. 135,000 bank accounts) to APPS. As a first step, UNDP reviewed the recorded biometric ID-numbers as a common unique identifier, which is the basis for comparison between both systems, but it became clear that this would result in low comparison results due to the incorrect recording of biometric ID-numbers by Provincial Financial Officers (PFO) in the EPS database, affecting about 75% EPS personnel data.

SPM staff has undertaken a "data cleansing" exercise since December 2015 to correct these wrongly recorded biometric ID-numbers in EPS. This entailed running a SQL script which would automatically correct those biometric ID-numbers which contained invalid characters, spaces and other patterns that could be corrected systematically. This step corrected instantly approximately 6,000 biometric ID-numbers. Subsequently, SPM staff developed a web-based tool which automatically identifies and highlights for the PFO's within the EPS database those wrongly recorded biometric ID-numbers to be corrected. All 34 PFO's were recently trained in November 2015 on how to correct the wrongly recorded ID's. A cypher was sent from the MOIA to all PFOs to reinstate the urgency of this issue, and the SPM help desk has been following-up with PFO's on a weekly basis in order to accelerate this process.

By December 2015, 7,000 of ID-numbers have been corrected, representing 4.67% of total EPS personnel data so far.

Table 3: Summary of Progress on Output 3 Indicators as of December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul-Dec 2015) (As per the AWP)	2015 Actual	Comments
A. Number of Provincial Headquarters with WEPS capability	32	33	33	Target for Phase I has been reached. Only Nuristan Provincial Police Head Quarters is currently still using EPS stand-alone version.
B: Percentage of data fields in EPS automatically fetched from AHRIMS data	Nil (0%)	Nil: MOU between MOIA, MOF, RS/CSTC-A established; MOIA, UNDP and RS/CSTC-A establish common data fields needed for sharing	The MOU has not been prepared.	The overall indicator is no longer valid for SPM as the CSTC-A will develop APPS to replace EPS. The Donor Conditions Document has defined that an MOU between MOIA and CSTC-A for APPS should be established instead. SPM project also supported the MOIA-ICT in detailing the technical requirements for the APPS. SPM and MOIA staff also perform data cleansing between AHRIMS and EPS.
C: Number of data fields pushed by AHRIMS to EPS	None (0)	UNDP contract with Netlinks established; MOIA, UNDP and RS/CSTC-A establish common data fields needed for sharing	The contract with Netlinks has not been established.	The overall indicator is no longer valid for SPM as the CSTC-A will develop APPS to replace EPS. The SPM project will no longer secure that data fields are pushed by AHRIMS to EPS.
D: Percentage of WEPS users with updated user guides	Nil (0%)	User guides in the process of updating	The user manuals have been updated and are at printing stage	This is on track. User guides have been translated into Dari and have been printed.
E: Percentage of Sustainment Plan implemented	Nil (0%)	Sustainment Plan to establish help desk ticketing system, strengthened transaction auditing system, and coding configuration management developed for approval	The Sustainment Plan has not been developed	This no longer falls under the direct responsibility of SPM, as this will largely need to conform to the timeline for full implementation of APPS.
F: Percentage of personnel paid by EFT (disaggregated by gender)	85% (estimated as equally applicable to men and women)	85% men and of women; MOIA and MOF plan for EFT expansion developed and approved	86%	Target for Phase I has been reached.
G: Percentage of police supported by WEPS (disaggregated by gender)	65% (estimated as equally applicable to men and women)	80% of men and of women	84%	Target for Phase I has been reached.

D. **Output 4: Systems infrastructure development**

Output 4 covers the provisions of the necessary infrastructures to support the full functionality of MOIA payroll systems during and after the SPM project. Two very important Activity Results will need to be achieved for this output, namely the provision of intranet connectivity and the establishment of a business continuity/disaster recovery plan.

The SPM project in 2015 had expanded the systems infrastructures for the MOIA to support the full functioning of the MOIA payroll stations. These infrastructures will facilitate the seamless nation-wide functioning of EPS and when APPS is implemented they could leverage such facilities as well.

By the end of December 2015, the SPM project had accomplished migrating 33 of the 34 GDPDC payroll stations from the EPS (i.e. stand-alone system) to the WEPS centralized system, allowing for real-time verification of payroll data across these provinces. Such connectivity was achieved through a temporary intervention, by the use of Virtual Private Network (VPN) as a stop-gap measure. For a more long-term solution, the SPM project will install a wireless bridge to connect all 34 GDPDC payroll stations, to be implemented in 2016. In addition, the SPM project had provided the required training on VPN and WEPS to the PFOs from the 33 GDPDC stations.

WEPS coverage for ANP overall (this includes ANP PHQ, ANCOP and ABP payroll stations) by end 2015 stands at 97%. This ensures CPD payroll offices' access to centralized WEPS.

The installation of fibre within the MOIA compound to enhance intranet connectivity has not progressed as the procurement process has been halted, pending the outcome of the HACT assessment.

Progress on the implementation of the Disaster Resilience and Recovery (DRR) Plan between July-December 2015 has been slow due to uncertainties related to the change in location of the MOIA headquarters, which will inevitably impact on the installation of fibre at the new MOIA headquarter site, including on the timeline to achieve this.

Out of three potential sites for the Disaster Resilience and Recovery (i.e. eTazkira Complex, New MOIA Compound, Major Crimes Task Force (MCTF) Bunkers), the SPM assessed and concluded that the eTazkira Complex offers the ideal site for DRR, as it is specifically designed and constructed for a data center), but requires extension of grid power to the nearest power junction (which would involve additional funding estimated at USD120,000). The SPM project raised this issue in the TWG meeting held on 7 December 2015 seeking donors' guidance and assistance. Some donors have indicated interest in funding this important activity. The SPM has strongly appealed to all stakeholders, especially the Government on the urgent need to expedite implementation of the DRR Plan by quickly allocating a site.

Overall, implementation of Output 4 is off-track, although all milestones can still be achieved by end 2016.

Feature Story: Kunduz incident and SPM Response:

On 28 September 2015, Anti–Government Elements (AGE) took control of Kunduz city, including the Police Headquarters (PHQ). In the attack, all the PHQ ICT equipment was either destroyed or badly damaged. The Kunduz General Directorate of Prisons and Detention Centers (GDPDC) also had its ICT equipment set on fire. Furthermore, the Ministry of Finance (MOF) - Mustofiat ICT equipment was also damaged, thereby affecting the AFMIS functionality. Fortunately, the Afghanistan Central Bank branch in Kunduz had transported the physical cash through Afghan National Army (ANA) Air Support before the incident.

As a result of this incident and the damages caused, the salary payment process was seriously affected. Up to 2560 ANP and 136 CPD were affected by the incident. The Kunduz PHQ and GDPDC experienced serious delays in preparing the time and attendance reports. Hence, it was difficult to report on active and inactive personnel including in detention centers and at the district. The MOF – Mustofiats were unable to enter M16s into AFMIS and issue the pay bill for disbursement. The branch of the Central Bank in Kunduz and the commercial banks closed due to insufficient cash and also were unable to access the core banking system (CBS).
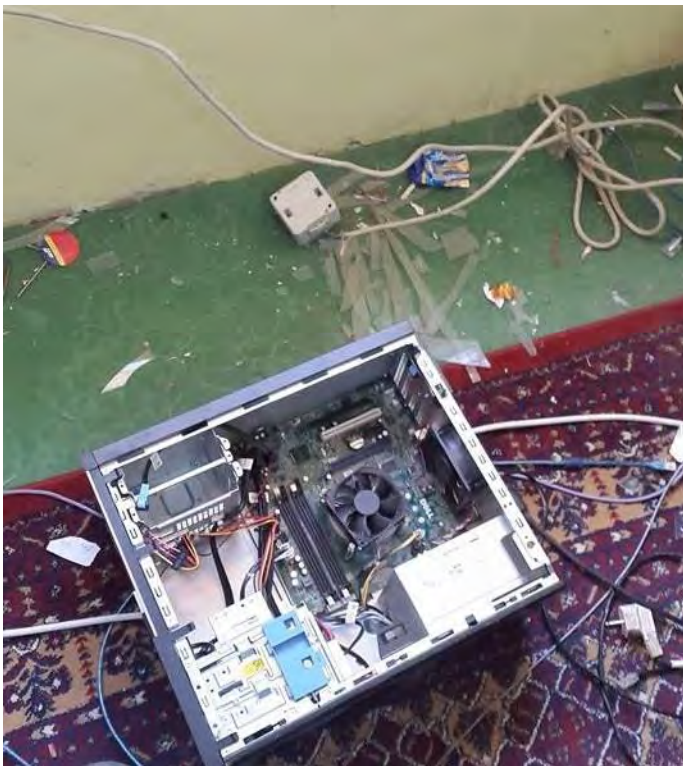
In response to the devastating effects of the incident, within two weeks the SPM had swiftly taken a number of steps to handle the matter and bring the system at least to a minimum of operation. The LOTFA SPM project arranged meetings with the MOIA ICT Director and MOIA Finance and Budget Director to find a way forward. The Help Desk also communicated with the commercial banks to establish the number of commercial banks operating in neighboring provinces with a view to use them for payment of salaries. The SPM restored the Kunduz GDPDC data. New computers were issued by GDPDC in Kabul. MOIA ICT partially replaced the ICT equipment to keep the network temporary functional. To this effect the MOF AFMIS is temporarily functional. To date, the operations have normalized but there continue to be potential security risks in the city and the region.

The next steps are to procure scanner and/or portable digital scanning devices; train the WEPS users on various aspects of the systems; and provide both the PHQ and GDPDC in Kunduz with 3G dongle and Internet Services so they can access WEPS from anywhere in case the MOIA network is not available.

Learning from this experience, the urgent need for a business continuity plan became critically evident. This reinforces the need to implement the DRR Plan as a matter of urgency as part of a business contingency plan.

Table 4: Summary of Progress on Output 4 Indicators as of December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Percentage of ANP payroll stations with MOIA intranet connectivity.	90%	90%	97.3%	On track. Only Nuristan PHQ and Helmand ABP and ANCOP payroll stations are currently not connected to MOIA intranet.
B: Percentage of GDPDC payroll stations with fixed MOIA intranet connectivity.	Nil (0%)	25%	Nil (0%)	A short-term alternative connectivity solution was used to connect all 34 GDPDC stations (100%) through VPN – 3G dongle. The TWG approved this alternative connectivity solution on 30 March. For a more permanent solution, the SPM project will install a wireless bridge to connect all 34 GDPDC payroll stations, to be implemented in 2016.
C: Number of monthly MOIA-NOC helpdesk calls due to inability to connect to the MOIA intranet	16	Monthly helpdesk call rate established	On average 9 monthly calls received by helpdesk	Total of 53 calls were received by helpdesk for Q3 and Q4.
D: Percentage of DRR Plan under implementation	Nil (0%)	DRR Plan contracting follows MOIA-ICT guidance on building relocation plan	7% (figure derived from the Implementation Plan for this activity)	Implementation of the DRR Plan awaits MOIA confirmation on identified locations

E. Output 5: Funds transfer to MOF for police pay

Output 5 entails the transfer of funds, on a timely and regular basis, to MOF for Police Pay. There are twelve Activity Results (i.e. covering all pay and incentives to ANP and CPD), plus 3 additional Activity Results dealing with quality assurance of the expenditures (Monitoring Agent), fund financial management and reporting, and support to the Capacity Building for Results (CBR) mechanism and National Technical Assistance (NTA)-civilianization of MOIA.

As per the LOTFA 2015 Commitment Letter, the SPM project had disbursed funds to the MOF, to ensure timely payment of ANP and GDPDC salaries and incentives. In accordance with the established MOIA processes for salary payment, ANP and CPD officers received their salaries and incentives between the 25-30th of each month. The 2015 Pay cycle was closed at the end of December without reports of fund shortfalls and with resolution of all pay delays.

Table 5 below shows the advances paid by LOTFA and the expenditures recorded in AFMIS for payment of salaries and incentives for ANP and GDPDC for the period January- December 2015. The total LOTFA SPM advances transferred to MOF at the end of the year stood at AFN 27,475,963,413 (USD 451,355,568). The total annual expenditure recorded in AFMIS stood at AFN 26,923,616,434 (USD 442,476,891). This gives an annual delivery rate of 98%.

Table 5: LOTFA SPM advances and expenditures (recorded in AFMIS):

Period	Advanced		Expenditure	
	USD	AFN	USD	AFN
Jan	40,927,470	2,354,966,624	3,535,484	203,431,743
Feb	45,333,147	2,596,682,687	32,847,365	1,890,037,363
Mar	37,869,609	2,186,969,900	74,098,647	4,256,935,909
Apr	27,691,080	1,603,867,354	38,775,945	2,243,582,431
May	51,684,813	3,031,314,282	38,898,398	2,279,519,408
Jun	42,638,079	2,579,177,399	28,902,331	1,720,057,488
Sub-total (Jan-Jun 2015)	246,144,198	14,352,978,246	217,058,170	12,593,564,342
Jul	39,546,893	2,394,564,389	49,374,432	2,987,876,688
Aug	26,420,054	1,673,446,220	32,661,230	2,015,031,121
Sep	36,921,801	2,354,872,468	42,108,061	2,679,924,499
Oct	31,357,767	2,017,872,306	29,899,116	1,919,544,445
Nov	27,964,880	1,862,181,359	31,346,652	2,066,564,591
Dec	42,999,975	2,857,778,338	40,029,231	2,661,110,748
Sub-total (Jul-Dec 2015)	205,211,370	13,160,715,080	225,418,722	14,330,052,092
Grand total for 2015	451,355,568	27,513,693,326	442,476,892	26,923,616,434
Note: As per AFMIS Record , GMS not included				

Pay for ANP and GDPDC during this period included all Object Codes approved for MOIA as part of the 2015 LOTFA Commitment Letter and the AWP for 2015. The full list of Salaries and incentives paid in 2015 is given in the table below:

Table 6: Salaries and incentives paid in 2015

No	Fund Code	Description
1.	21102	ANP salaries for Non-Commissioned Officers
2.	21136	Patrolmen
3.	21103	Temporary Pay Increase
4.	21132	Hazard/Regional Pay
5.	21610	Aviation Incentive
6.	21620	ANP Elite Police Incentive
7.	21630	ANP Medical Incentive
8.	21640	ANP Engineering & Demining Incentive
9.	21650	Special Duty and Other Incentives
10.	21102	GDPDC Police Officers' salaries
11.	21103	GDPDC Armed forces (patrolmen) salaries
12.	21132	Hazard/Regional Pay for GDPDC
13.	21136	Temporary Pay Increase to GDPDC

Other than salaries, the SPM project has also paid incentives according to the four approved categories, namely: cadre, medical, engineering and special operations incentives. Records for the period August to December 2015 (when incentives were formally recorded in the WEPS), show that a total of AFN 263,256,829 was paid as incentives. The majority (81%) of this was special operations incentives (please see Table 7 below).

Table 7: Incentive payments:

Month (2015)	Type of Incentive paid (AFN)				Monthly total
	Cadre	Medical	Engineering	Special Operations	
August	1,682,250	4,736,083	1,818,667	38,405,305	46,642,305
September	1,622,450	4,776,875	2,489,167	38,400,057	47,288,549
October	1,617,300	4,852,959	2,506,000	34,488,810	43,465,069
November	1,587,000	4,588,958	3,077,673	37,473,355	46,726,986
December	1,888,525	4,739,375	7,392,000	65,114,020	79,133,920
Total	**8,397,525**	**23,694,250**	**17,283,507**	**213,881,547**	**263,256,829**

Deductions for ineligible expenditures for the period January – September (USD 3.23 million) were made from the December 2015 advance, while ineligible expenditures for the period October – December will be taken from the January 2016 advance (USD 0.99 million) and from the February 2016 Advance (USD 0.26 million).

Table 9: Summary of Progress on Output 5 of SPM Project as December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comment
A: Percentage of financial reports finalized on time	90%	100%	92%	11 out of 12 financial EPS and AFMIS expenditure reports were produced and discussed at TWG meeting. The outstanding is the December 2015 report.
B. Extent to which operations manual describing fund policies and procedures is implemented (3 point scale)	Zero (manual still to be developed)	One (manual drafted and coordinated with donors and Government)	The manual has not been finalized. (All fund operations follow the corporate UNDP Programme and Operations Policies and Procedures)	
C. Percentage of police paid within 7 days of close of solar month	90%	90%	90%	The WEPS final Pay Cycle for December 2015 closed on 28 December with no delays in salary payment, no complaints from ANP and CPD officers and no budget/allotment shortfall reported by PFOs/system users.

F.   Output 6: Effective and efficient implementation of SPM project

UNDP has almost completely put in place the SPM project team. By end of October 2015 UNDP had almost completely put in place the SPM project team. This includes the positions of the SPM Project Manager, Human Resources and Payroll Specialist, Project Management Specialist, the Planning, Monitoring and Reporting Specialist, the Quality Assurance Specialist, Systems Integrator, Human Resources officer, Finance Officer, Coding specialist, Coordination Officer, and Administrative Officer.

For the period July-December 2015, 79% (19 out of a possible 24) of the Technical Working Group meetings were held. Five meetings were held for each of the Sub-Technical Working Groups (Systems Integration, Monitoring and Reconciliation, and Pay and Budget) and four meetings for general TWGs. The main agenda items included the ineligible expenditures related to the overpayment of reservists, the extension of NTA contracts and the consultations on the 2016 AWP. The TWG meetings monitored the implementation of the AWP on an ongoing basis, and analyzed and discussed issues and risks affecting progress in the realization of planned results.

In addition, the UNDP also organized 5 meetings (on 18 August, 2 September, 22 September, 29 November, and 12 December–the LOTFA Project Board Meeting) to facilitate donor discussions in relation to the NTA functional review, the CBR mechanism, MCA and HACT assessment, the LOTFA Oversight sub-Committee, as well as the 2016 AWP planning process and approval. The 2016 AWP was approved during the LOTFA Project Board meeting on 12 December 2015.

On top of the TWG meetings, to ensure implementation of activities, the SPM project also held regular technical level meetings with its counterparts and stakeholders. These included the regular bi-weekly meetings between the Capacity Building team and MOIA-Finance and Personnel Directorates to work and improve the policy environment, consultation on the Payroll Unit plan, as well as the AHRIMS and EPS reconciliation and verification processes. The Quality Assurance team held regular weekly coordination meetings with the MA and MOIA to discuss and resolve the MA findings. The EPS Database team participated in the Personnel to Pay Working Group meetings, on average on a bi-weekly basis, to discuss matters related to systems integration, data cleansing, and updates on the APPS.

The SPM project has developed a monitoring tool for the implementation of the AWP, which is being updated by the staff on a monthly basis. The SPM project has also strengthened its monitoring framework by reviewing the current indicators and designing complementary, working-level indicators to strengthen the evidence-base of SPM's work. To improve information sharing internally and externally, the project, in collaboration with UNDP, regularly updates the Donor Workspace on SharePoint. Donors can now access relevant LOTFA documents from the Donor Workspace from January 2016 onwards.

The SPM project also supported and facilitated data collection and documentation in preparation for the follow-up audit on the Desk Review of UNDP Afghanistan's Oversight of the Monitoring Agent, the HACT assessment, and preparations for the Micro Capacity Assessment

for Payroll. The SPM had also been working to implement the remaining recommendations from the 2014 DIM audit, the Country Office Support Services to LOTFA audit and UK Due Diligence assessment. As of December 2015, 6 of the 11 recommendations of the UK Due Diligence assessment have been implemented and five remain under implementation. The LOTFA Oversight sub- Committee and is scheduled to hold its first meeting in January 2016.

Given the increased security threats for the UN and operating from the LOTFA building within the MOIA compound, a decision was taken by UNDP to recruit an international field security specialist to strengthen security in and around the LOTFA office premises. This position will be on board in Q1 of 2016. Furthermore, LOTFA has taken measures to improve transport arrangements and strengthen internal office security system.

Table 9: Summary of Progress on Output 6 of the SPM Project as of December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul- Dec 2015) (As per the AWP)	Actual	Comments
A: Percentage of project implementation rate	Percentage of project implementation rate: 0%	100 % of phase I implemented (or 33% of the overall project implementation)	91% of Phase I implemented (or 30% of the overall project implementation)	On-track.
B: Number of Project Board and SPM TWGs organized	Number of Project Board and SPM TWGs organized: Zero	24 TWGs	19 TWGs	On–track. The remaining TWGs were rescheduled due to security conditions, which prevented SPM to hold these on the planned dates and according to the established schedule.
C: Rate of donor satisfaction with timeliness and quality of donor reports	Rate of donor satisfaction with timeliness and quality of donor reports: To be established	Between 7 and 10 on a 10 point scale	LOTFA Q3 and Annual Report were finalized and distributed to LOTFA partners	A donor survey will be developed for this purpose in Q1 of 2016. The survey will be administrated in Q1 2016 for both Q3 and Annual Reports.
D: Number of UK Due Diligence recommendations implemented	Number of UK Due Diligence recommendations implemented: 6 out of 11	11 out of 11	6 recommendations implemented	Five remaining UK DDA recommendations are under implementation.
E: Percentage of audit recommendations that is on schedule for implementation	Percentage of audit recommendations that is on schedule for implementation: 75% (6 out of 8 implemented)	100% (8 out of 8 implemented)	6 out of 8 implemented	6 out of 8 implemented
F: Extent to which data collection methodologies for indicators are implemented	Extent to which data collection methodologies for indicators are implemented: Baselines and data collection methodology yet to be confirmed/developed for each indicator.	Data collection methodology developed and implemented for Phase I	A data monitoring tool has been developed for the SPM and is being used to collect data on a monthly basis.	Complementary, working-level indicators have been formulated to strengthen the evidence-base for reporting on results.

IV.   MOIA AND POLICE DEVELOPMENT PROJECT

Component 1: Institutional Development

A.   Output 1: MOIA capacity to lead and manage reform

Institutional development interventions in the MPD project are based on lessons learned from institutional development assessments and three strategies developed by MOIA with support from LOTFA "Akheri" in the first half of 2015: a comprehensive MOIA capacity development strategy, and a mutually reinforcing monitoring and evaluation (M&E) and partnership strategy for the MOIA. These three overarching strategies form the core of the interventions and activities in Output 1 with a particular focus in the following areas: i) change management, ii) capacity development to improve functional performance, iii) strategic-level monitoring and evaluation; and iv) aid coordination.

From the project's inception in July 2015, the MPD project has engaged in discussions with MOIA leadership regarding the establishment, governance and structure of the Change Management and Capacity Development units to manage and support the institutional reform. At the same time, capacity development assessments and plans have also been successfully formulated for key Directorates/Departments including Personnel, Facilities, Logistics, Finance and Procurement. A unified M&E framework has been developed and adopted into the MOIA Strategic Planning Directive (SPD) which clearly instructs the M&E structure and reporting requirements. With assistance of the MPD project, the Directorate of Aid Coordination of MOIA is in the process of transferring and defining further requirements for the International Assistance Database to ensure its transformation into a comprehensive information depository tailored to the needs of the MOIA. More specific details of these results are further elaborated below.

The structure of M&E is now an inherent part of the MOIA, following the approval of the SPD. The SPD is one of the foundational strategic documents which outlines the MOIA's overall strategic planning process. The M&E methodology, framework, system, and processes are detailed in the SPD, providing greater clarity on the role of the General Directorate for Monitoring and Evaluation (GDM&E) as well as mechanism to coordinate and communicate with all M&E partners/stakeholders at national, provincial, and district levels.

The GDM&E has the responsibility to build the M&E network, knowledge of and commitment to M&E and the M&E system among management, staff and implementers within MOIA. However, the General Director of GDM&E has no staff to support him in carrying out these M&E responsibilities. While waiting for the Tashkeel positions for the GDM&E to be approved, the MPD project is providing a national consultant to provide support in implementing the M&E function at the strategic and operational levels.[5]

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[5] The consultant will work closely with the MPD's M&E Officer and International Expert to assist the General Director of M&E to further develop the M&E framework, ensure that overall M&E is carried out and that specialized services and departments of the MOIA have an M&E function harmonized with the overall

In addition, the MPD's M&E Officer has also been providing mentoring support to MOIA Directorates/Departments to ensure buy-in and acceptance of M&E at the department/directorate level. Currently, eight directorates have successfully developed their M&E and Implementation Plans (Finance, Procurement, ICT, Personnel/Human Resources, Facilities, Logistics, Communications, and Health). The MPD's M&E Officer has been working closely with these Directorates, and in the process, champions have been identified to support and authorize M&E activities, creating a suitable enabling environment for a further roll-out of M&E to more directorates/departments as well as a pilot province in 2016.

Furthermore, initial consultations with the GDM&E on M&E database design, function, and data flow have also commenced. The plan is to have an individual database established for each Directorate to track their activities. There will also be a Master Database to hold the overall status of all activities which will be done by each directorate. Connectivity between local databases in the Directorates and Master Database must exist while synchronizing the data to generate a cumulative report.

On Change Management, a concept note, together with a best practice paper, has been developed and discussed with the Deputy Minister on Policy and Strategy (DMPS). It explains what the change means for the MOIA and how they can sustain the transition and working to overcome any challenges involved. Oftentimes, constraints embedded in bureaucratic systems, organizational culture and the structure of human interactions, can be a stumbling block to bring about a successful change. Thus, effective change management governance and structure has been proposed to i) provide direction and overall oversight for the change process, ii) ensure that the process remains aligned with the MOIA's strategic vision, iii) convey clear and consistent messages in order to build commitment for the change, iv) develop and implement the change management plan, and iv) put in place regular and open stakeholder consultations during the course of the change process.

The proposed Change Management structure is multi-level, entailing a Change Management Steering Committee (Minister and DMs) which is to be supported by the Change Sponsor Team (DMPS as the Head), Change Agents at Directorate level, Change Agents' Teams, and Work Stream Owners. It is expected that a defined governance structure with clear roles and responsibilities will be finalized at the beginning of Q1 2016.

For the Capacity Development unit, the MPD project members have conducted initial consultations with the DM Support and his staff and agreed that a "lead team" will be created with "focal points" in the respective directorates and departments to drive the process and achieve a "critical mass" of capacity development. The LOTFA MPD project uses a three-pronged strategy to build the MOIA's current capacities toward desired future capacities: i) review of policies, ii) mapping, re-designing and digitization of work processes, and iii) development of matching knowledge and skills among employees who have to implement the changed processes. In this context, the Capacity Development unit is expected to perform the following roles and responsibilities: i) engagement with

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framework, with specific components suited to their functions. The consultant will also assist in carrying out a needs assessment of the staff members of the GDM&E, develop a training curriculum and materials for M&E staff, leading toward their improved capacity to use the M&E framework and implement the M&E plans.

concerned directorates on the Capacity Development plans; ii) networking and convening of CD service providers to align CD with MOIA reform initiatives and strategies; iii) oversight and quality assurance of capacity assessments, capacity data and analyses as well as formulation and implementation of capacity development responses; iv) documentation and sharing of good practices and development of knowledge platform; and iv) articulation of common Implementation Framework/M&E and management of capacity development process to facilitate stakeholder collaboration. The recruitment of consultants for the lead team is underway and the team will be established in Q1 2016.

Areas of technical support were discussed and agreed with the General Directorate for International Cooperation and the Directorate of Aid Coordination of MOIA. These include technical services related to information technology needs, oversight of database transfer, transformation of the database into a comprehensive information depository tailored to the requirements of the MOIA, and training on-Tashkeel MOIA personnel in all aspects of database maintenance and development. In addition, MPD project is to provide further support in the area of aid effectiveness/aid coordination. This could include support in areas including, the New Deal Engagement on Fragile States (of which Afghanistan is a pilot country), budgeting and planning to ensure inclusion of ODA to MOIA as part of the broader fiscal planning process.

Overall, the progress for Output 1 of the Institutional Development component is largely on track with slight delays in the establishment of the Change Management and Capacity Development units to be completed in early 2016.

Table 10: Summary of Progress on Output 1 of the Institutional Development Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Maturity rating of Office of DM Policy and Strategy	2.63 [out of 5]	Not further measured during this Phase	Not further measured during this Phase	Assessment planned in July 2016.
B: Extent to which Change Management, Capacity Development, Aid Coordination units and M&E systems are established and functional	Approval for M&E systems in place	Policy approved for Change Management, Capacity Development and Aid Coordination, with ToR developed and staff assigned; M&E Procedures and Tools templates developed	The SPD has been revised and approved with the inclusion of the M&E methodology, framework, system, processes, procedures, tools, and templates. Plans are in place to ensure adequate number of staff with the required skill set to efficiently carry out M&E responsibilities. Change management governance with appropriate roles, responsibilities has also been proposed, and recruitments of international and national technical experts are underway. Capacity Development "lead team" will be created under the supervision of DM Support with "focal points" in the respective directorates and departments to drive the process and achieve a critical mass of capacity development.	Partially achieved, pending guidance and agreement from MOIA leadership on change management governance.
C: Percentage of women personnel in Aid Coordination Directorate	0% women personnel in Aid Coordination Directorate	Not less than 25 per cent of transferred-in uniformed staff and new civilian recruits are female	Database expert is on board and providing technical services related to information technology needs. Discussions ongoing to recruit female personnel for the new Aid Coordination Directorate.	

B. Output 2: MOIA administrative and police support services

In addition to the capacity to lead and manage reform, the MOIA has agreed to work with the MPD project to improve performance of the following administrative and support areas which are critical for the functioning of the police services and for the safety of police personnel: i) streamlining MOIA's organizational structure and better business processes, ii) a comprehensive review and development, as needed, of human resources policies, iii) optimization of existing ICT assets and scoping for Enterprise Resource Planning (ERP); implementation support for the MOIA Gender Strategy; support to programme budgeting use.

Key achievements from the implementation of activities in these key result areas include: identification of performance problems and improvement targets of key business processes for reengineering; mapping of current ICT systems and challenges; joint SPM-MPD technical support provided to an MOIA-led policy review process, including reviews of Finance, HR and Personnel policies; development and endorsement of a Gender Workplan with an agreement to set up a committee to oversee the implementation; and coordination established with key international partners and MOIA to assess training and capacity needs for programme budgeting. Specific details of these key result areas are given below.

With support from the MPD project, MOIA identified performance problems and improvement targets of key business processes for reengineering. The MPD project staff provided a briefing on BPR concept and approach to the targeted Directorates/Departments[6] in November 2015, and requested each of them to report back on performance problems and improvement targets of key business processes proposed for reengineering. Box 1 below provides a case for Business Process Reengineering (BPR) from the General Directorate of Health. At the TWG meeting, held on 27 December 2015, Mr. Sabir Hazratzai, System Development Director, MOIA also emphasized the need to consider replacing outmoded work processes with streamlined ones that would enable MOIA to reduce costs, improve performance, and meet its strategic goals. He also mentioned the effects of improved efficiency extended beyond obvious cost-saving factors - higher efficiency in public sector organizations improved government image and legitimacy in public eyes. The MPD project is finalizing the selection process of a consulting firm to work on the BPR and work is expected to start in earnest in January 2016.

> **Box 1:** A business case for BPR from the General Directorate of Health, MOIA
>
> Dr. Saifullah Samim, Deputy Director, General Directorate of Health, MOIA proposed a process in his General Directorate for reengineering. First, he mentioned that the "clients" for the Health Directorate included MOIA staff, family members, heirs of martyrs and disables veterans and their families. He has proposed reengineering of Hospital Information System (HIS) which included various processes from patient registration to patient discharge. He

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[6] Finance and Budget, Procurement, Logistics, Facilities, ICT, Health, and Personnel

outlined key performance problems of the current system and processes which included: lack of soft copy of data, duplications, misuse of medication and resources, difficulty to identify patients, overuse of human resources, and overprinting. He also highlighted the business case for his selection: "The MOIA Health Directorate is having a lot of problems in generating accurate data, proper identification of patients and clients, verification the duplicated data, misuse of medications and overuse of printing of laboratory tests and X-ray films. With BPR of the above system, the Health Directorate will be able to overcome most of the mentioned problems."

He also outlined some key performance targets that the reengineered processes aim to achieve: i) better control of personal data, utilities, stock amounts, patient information, patient medical history, prescriptions, operations and laboratory test results, ii) improved monitoring of medication usage and study of effectiveness, and iii) enhanced information integrity, and reduction in transcription errors and duplication of information.

Mapping of current ICT systems is underway to understand the degree of system interoperability within the MOIA. MOIA's ICT infrastructure is relatively strong, but not fully utilized to support its business processes and/or operations. Different platforms are used in different systems. This has presented challenges, particularly when considering integration of the systems and applications. Currently, support, management and supervision of ICT (operations and MIS) are mainly in hands of CSTC-A and partially LOTFA SPM. To optimize the existing ICT assets and organizational performance, the MOIA will need to be in a position to govern the ICT systems by developing organizational structure to support the management of ICT, human resource capacity as well as new policies and processes to support infrastructure and MIS development. The MPD project is in the process of selecting an IT consulting firm to work with MOIA in this area and to engage CSTC-A in planning and implementation.

Joint SPM-MPD technical support has been provided to an MOIA-led policy review process, including reviews of Finance, HR and Personnel policies. At the TWG meeting held on 25 November 2015, Mr. Reza Kateb, Director General for Planning, Policy and Research explained to the participants that there were over 100 different policies in MOIA and some of them are outdated, not well written and overlapping and need revisions. The policy review working group so far has classified them into different thematic areas and expects to redraft and merge some of them to reduce the number from over 100 to 35. Finance, HR and Personnel policies are among the areas under review.[7] SPM and MPD project staff have

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[7] **HR policies** under review include: Incentives, bonuses, and award pay; Deductions; Special categories of Police: Very Important Person Protection (VIPP), Afghan Public Protection Force (APPF) and other special categories of forces; Special statuses of Police (Reserve, retired, in training, cadet); On-Tashkeel, off-Tashkeel, and over-Tashkeel; Recruitment; Hiring; Termination; Vetting; Time and attendance; and Issuance and control of identification cards. **Personnel policies** under review include: Policy of Recruitment and Reassignment; Policy on Observing National and Religious Holidays; Procedure on Leaves of National Police; Policy on Attitude of Police ID Card; Guideline on Assignment of Officers and Sergeants of National Police; Policy on Performance Evaluation of National Police; Policy on Prevention Recruitment of Juvenal under Age of (18); Procedure of Commander's Leave; Policy of general Directorate of Recruitment. **Finance polices** under review include: Policy of received and payment for expenditure of hide money; Policy of National Police salary reimbursement and other privilege cash; Policy on distribution of Afghan National Police salary by Mobile

provided technical support to the review process. Specific recommendations and key legal observations from the team have been submitted to the MOIA for consideration.

Following the policy review work, the MPD project will start developing a unified Staff Manual which will be a comprehensive collection of HR/personnel policies. The work will be participatory in nature and will involve classification of subject areas to be included in a Staff Manual, and any other subject areas relevant for the MOIA to administer and manage the personnel of a modern Ministry and police forces. The MPD project will work closely with the MOIA to align conditions of service between uniformed and civilian personnel and recommend transition modalities for implementing the Government policy on civilianization.

On gender mainstreaming, a broader MOIA Gender Workplan was developed to assist the MOIA with the year-1395 implementation. Previously, the MOIA developed and approved the Strategy for the Management of the Affairs of Female Personnel (SMAFP) in April 2014, after which an implementation plan (SMAFP-IP) was developed and approved on 13th August 2014. The SMAFP-IP includes 47 objectives and a total of 186 tasks. This document was considered difficult to implement for a number of reasons[8], and so a simplified version of the SMAFP-IP document was prepared and the content was reduced to only 15 objectives and 30 tasks, but it has not yet been approved.

In close consultation with the MOIA Deputy Chief of Staff, it was decided that rather than wait for the more practical condensed version of the SMAFP-IP to be approved, the best approach would be to develop the broader Gender Workplan focusing on meeting MOIA's existing gender obligations in each of the four national/institutional policy documents that have already been approved: the National Action Plan for Women of Afghanistan (NAPWA); the National Action Plan for United Nations Security Council Resolution 1325 (UNSCR 1325); the MOIA 3-Year Strategic Plan; and the Strategy for the Management of the Affairs of Female Personnel (SMAFP).

The 1395 Gender Workplan was developed based on extensive consultations with MPD staff, MOIA officials, and international partners. It includes 16 highest priority gender tasks that address key constraints to gender institutional mainstreaming and was presented and endorsed at an MOIA roundtable meeting in November 2015. Given the generally low level of awareness of MOIA's gender responsibilities and commitments, it was also agreed to set up a Gender Workplan Committee to oversee the implementation of the Workplan. This committee would be responsible for the allocation of responsibilities for each of the activities, preparing M&E and Implementation plans, identifying any data needs, raising awareness of the reporting obligations associated with each of the activities, and assessing the supporting policy and legal framework needed for implementation of the Workplan.

Banking; Policy on rewards (in-cash) of Police Forces; New Procedure on expending operational money; Policy of General Directorate of finance and budget.

[8] **Feasibility:** the number of objectives (47) and tasks (186) to be implemented is unrealistic; **Overlapping Priorities:** the four priorities in the approved SMAFP Implementation Plan overlap; **Redundancy:** many tasks are duplications; **Unnecessary Level of Detail:** for some objectives, the tasks are in fact a list of all the steps needed to complete a single task; **Clarity:** the wording of many tasks is vague so it is not clear what is to be achieved; **M&E:** there are no indicators in the document yet these will be needed for reporting purposes; **Timeframes:** most activities do not have a timeframe attached, and those timeframes that are included in the document have already expired; **Funding:** there is no specific budget available – (Shawe, 2015).

The "16 days of activism"[9] campaign was successfully implemented in 9 provinces to mark the International Day for the Elimination of Violence against Women and strong support and commitment from MOIA leadership at both national and provincial levels witnessed. The campaign was jointly undertaken by the MPD project staff and the MOIA Directorate of Human Rights, Women Affairs and Children. The campaign aimed to i) promote greater acceptance of women as equal and valued colleagues within the ANP, and ii) change attitudes towards female police personnel among the police hierarchy to achieve high-level commitment to reduce incidences of violence against female police personnel and improve prospects for the professional development and advancement of female police personnel. It was a mix of outreach events at MOIA headquarters and Provincial Police Headquarters and the dissemination of information to police as well as to political, religious and community leaders in Kabul, Herat, Mazar, Bamyan, Paktia, Kandahar, Parwan, Kapisa and Nangarhar. "This campaign is very useful to raise awareness of policemen concerning the elimination of violence against women and women rights", said 1st Sergeant Zahra Khudabakhsh working in the 4th Police District of Herat city.

Coordination has been established with key international partners and MOIA to assess training and capacity needs for the implementation of programme budgeting. The MPD project staff held consultations with the MOIA Programme Budget Department to discuss potential areas for support which include capacity building of provincial budgeting teams to better identify provincial needs/preferences for incorporation in the MOIA's budget submission, planning, and budgeting as well as appropriate implementation of MOF Programme Budgeting Manual and the Budget Circular 1 and 2 forms. The Programme Budget Department also requested the MPD project to support them in conducting extensive needs assessment and capacity building trainings at provincial level in order to get the program budgeting reform successfully implemented across the board. The MPD project staff also met with SSMI and RS colleagues to establish coordination in relation to assistance on programme budgeting to MOIA. Based on these discussions, an action plan for conducting capacity building workshops will be developed for 2016 implementation.

Overall, the progress for this Output 2 of the Institutional Development component is slightly behind schedule. The plan was to begin the three-step capacity development approach (business process redesign, on-the-job training and process digitization) in designated pilot directorates and have the international consulting firms for BPR and ICT/MIS/ERP on board by the end of 2015. However, as no consulting firm responded to the call for Expression of Interest (EOI) initially, the deadline for EOI submission had to be extended to allow for better targeting of potential firms. In the end, bid proposals were received and evaluated and the firms are expected to be on board and commence the work in the early part of Q1 2016.

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[9] The "16 Days of Activism" related to UN Resolution 1325 and Elimination of Violence Against Women Day (25 November) and Human Rights Day (10 December). Campaigns and activities are organized to galvanize action to end violence against women and girls around the world between these two important dates. The international campaign originated from the first Women's Global Leadership Institute coordinated by the Center for Women's Global Leadership in 1991.

Table 11: Summary of Progress on Output 2 of the Institutional Development Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul- Dec 2015)	2015 Actual	Comments
A: Percentage of national and sub-national business processes requiring improvement that have been improved after review	Nil	10 per cent of reviewed business processes improved	Performance problems and improvement targets of key business processes for reengineering identified. No improvement has yet been achieved.	Initially, no consulting firm responded to call for EOI. The deadline was extended to allow targeting of potential firms. Work to begin in early Q1 2016.
B: Number of directorates participating in the improvement process	Nil	3	4 (Health, Procurement, Personnel, and Budget and Finance have agreed to participate.	MPD project staff are due to have follow-up meetings with Logistics and Facilities)
C: Number of ANP personnel policies reviewed, developed, approved and under implementation at national and sub-national level	Nil	1	8 Personnel policies and procedures reviewed.	
D: Degree of connectivity among Kabul deputy ministries	Isolated	Limited: assessment started	Mapping of current ICT systems and challenges are underway.	An IT consulting firm is expected to be on board in February 2016
E: Degree of preparation for Enterprise Resource Planning	None	None: assessment started	None. Assessment has not yet started.	An IT consulting firm is expected to be on board in February 2016.
F: Percentage of implementation of the Gender Strategy at national and sub-national level	Low level of awareness of MOIA's gender responsibilities and commitments	10 percent increase over baseline	A Gender Workplan which contains 16 highest priority tasks has been developed and endorsed by MOIA for 1395 implementation. Agreement reached to set up a gender workplan committee to oversee the future implementation of and reporting on these activities.	The current implementation plan for Gender Strategy (SMAFP-IP) includes 47 objectives and a total of 186 tasks and is considered difficult to implement.
G: Percentage of deputy ministries applying Programme Budgeting	Nil	20 percent	Discussions are ongoing with the MOIA and key international partners to link the development of programme budgeting to the larger institutional reform framework.	
H: Percentage difference in budget execution between Programme Budgeted spending and non-Programme Budgeted spending	Nil	Nil	As above	

C. **Output 3: Internal control and accountability**

The MPD project is committed to working with the MOIA and international partners to establish transparent and accountable systems that can ensure efficient and effective use of resources as well as increase the trust, legitimacy and confidence of the MOIA/ANP, both within the institution as well as with the citizens of Afghanistan. One of the primary instruments for this is the OIG[10], and more specifically, its internal audit and complaint mechanism functions and services. Key achievements for these result areas include: the completion of a comprehensive analysis of existing complaints mechanisms with a strong focus on female police complaints and clear practical short- and medium-term action points agreed with the MOIA; and commencement of technical support to improve the internal audit functions and capacity as well as a more coordinated approach to the whole internal control and accountability system. Specific details of the key results are provided below.

On the complaints mechanisms, short-term and medium-term actions points to improve the complaints process were discussed and agreed with the MOIA. Following the completion of a study on existing complaints mechanisms, a roundtable meeting was organized in November 2015 with relevant MOIA officials to discuss findings and proposed action points. The analysis takes an integrated approach and considers the whole system, taking into account the policy and legal framework as well as institutional arrangements for handling complaints; effectiveness of decision-making and enforcement, independence of oversight structures; efficiency in procedures regarding case registration and categorization, case management process and system; and budget and capacity issues, particularly the need to strengthen staff skills to match future functional requirements and to implement the improved complaints mechanism. Some of the key findings include:

- The existing policy and legal framework is incomplete and does not provide sufficient guidance for decision-making;
- The way that complaints are handled is constrained by the highly fragmented nature of the mechanism which operates in silos; and
- The categorization of general complaints is not standardized and some units in MOIA that receive complaints do not use any categories at all.

The MOIA will need to be prepared to adopt new practices and a more streamlined process, but a balance needs to be reached between the practical and the ideal. Accordingly, the following short-term and medium-term action points were proposed and agreed:

Short-term action points (next 6 months)

- Map of how complaints move through the system;
- Analyze policy and legal support for complaints mechanism (i.e. policy and legal needs assessment, database, and alignment with obligations);

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[10] The OIG is charged with internal audit functions, including inspectorate of administrative and financial procedures across all of the administrative and support functions of the MOIA, including budget and finance, procurement, logistics, facilities, personnel, ICT and similar directorates and departments.

- Improve trust and confidentiality (e.g. survey to obtain user-feedback on reasons for non-reporting to ensure system is more responsive to their needs, and adopting the use of unique case numbers);
- Create a harmonized set of complaints categories & sub-categories;
- Agree on appropriate internal and external oversight mechanisms.

Medium-term action points

- Create an integrated data management system for complaints;
- Finalize the draft Disciplinary Regulation;
- Train female case analysts, employ more female call takers, and create private interview rooms; and
- Draft Complaints Policy and Policy on handling cases of Sexual Harassment.

Going forward, the recently established MOIA Transparency Working Group and Transparency Committee could be used to oversee any changes in the complaints process. In addition, the proposed Integrated Complaints Data Management System could be combined into the National Information Management System (NIMS) which is already in use in other Ministries, such as MOF, and is being used in MOIA by 31 units including the Directorate of Police Intelligence, the CID, the Chief of Staff Office, and various Police Districts for police and traffic incident reporting. It will soon be installed in the 119 call-center, the OIG and the Counter Terrorism Department. If feasible, this database should also be linked to the Case Management System (CMS) which is being used by the MOIA Police Prosecutor's Office and by the Attorney General's Office (AGO).

On the internal control functions, technical support has commenced and discussions are underway with the MOIA to ensure a more coordinated approach to the whole internal control and accountability system. An international expert has been recruited to assist the MOIA to review and improve its internal audit functions as well as develop internal audit capacity. The work on improving the MOIA's internal audit procedures and capacity will also be coordinated with the Ministerial Internal Controls Program (MICP) at Resolute Support which is working to ensure that processes within MOIA are mapped, risks are identified and internal controls are in place in order to enhance efficiency and minimize possibilities for corruption within the MOIA.

Overall, the progress for this Output 3 of the Institutional Development component is on track. Clear progress will be demonstrated in reviewing, upgrading and applying improved functions and mechanisms, with improved staff capacity being built in 2016.

Table 12: Summary of Progress on Output 3 of the Institutional Development Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul-Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Number of internal control mechanisms reviewed, developed, approved and under implementation, at national and sub-national level	None	Assessment started	Initial discussions started and assessment will start in January 2016.	
B: Percentage of staff at national and sub-national level able to independently apply new and improved control mechanisms (disaggregated by sex)	Nil	To be determined from assessment	As above	
C: Percentage of gender-related complaints addressed with the involvement of women OIG staff	Nil	Nil	Action point agreed to build greater gender sensitivity into the mechanism by using female call-takers and analysts for female complaints and creating private interview rooms for female complainants.	Currently, there are only 8 (8%) female staff out of a total of 97 staff who work at the various 119 call-centers in Afghanistan. These 8 female staff all work at the Kabul 119 call-center and so there are no female staff working in the provinces.

Component 2: Police Professionalization

D.   Output 1: Police legislative, regulatory and policy framework

The Output 1 of the Police Professionalization component provides technical support and advisory assistance to the MOIA to undertake legal reviews and conduct an in-depth assessment of the current legal and regulatory framework and to offer recommendations to the MOIA leadership. With strong engagement of the legal department, along with focal points from various departments, the comprehensive revision is expected to ensure a proper legal statutory basis for the ANP. This will allow the ANP to function as a law enforcement entity in accordance with relevant human rights and professional policing principles.

Since the project inception, a series of consultations have been conducted with key stakeholders to share ideas and best practices and to identify priority areas of amendment and crosscutting priorities. These identified priority areas will be discussed extensively among MOIA and Police experts, judges, prosecutors, legal professionals, representatives from relevant ministries, and CSO representatives during a national consultative workshop to be organized in January 2016.

The identification of key priority areas of reform in Police legislative framework was done in coordination with the MOIA Reform Commission, the Legal Reform Sub-Committee, the Legal Department, the Legal Advisory Board and the General Directorate for Planning, Policy and Research. Based on extensive discussions and subsequent agreement with the abovementioned offices, the following key priority areas have been identified:

Priority areas:
- Police within the overarching National security architecture - National security strategy;
- Elements of democratic policing (responsive, representative and accountable)/ Human rights elements/Sharia reference;
- Police service vs Police Force;
- Police duties and power
  - Law and order maintenance
  - Criminal investigations
  - Disaster management and civil defense functions
  - Miscellaneous
- Organization and Command of police;
- Technology in police/law enforcement functions;
- Coordination and collaborations; interdepartmental, interagency, regional and international law enforcement networks.

Police Inherent Law, issues for considerations:
- Personnel management: recruitment, training, placement, promotion and retirement;
- Police remunerations and conditions of service/staff and family welfare;
- Professional standards: discipline and criminal liabilities, procedures.

To discuss and agree on the priority areas of amendment and crosscutting priorities, the MPD project is working closely with MOIA to prepare for a national consultative workshop, which is to be organized in January 2016, bringing together MOIA and Police experts, judges, prosecutors, legal professionals, representatives from relevant ministries, and CSO representatives. The National Conference is scheduled for early March 2016. The objectives of the workshop are threefold: i) to identify policing priorities and the corresponding statutory arrangements; ii) to discuss and identify key gaps to ensure police can fully function as an professional institution with full respect to human rights and professional standards of policing; and iii) to initiate cross-cutting discussions so as to ensure functional coherence and collaborations for the rule of law regime. The MPD project will also provide relevant legal frameworks from other countries in the region and beyond so that participants can avail of applicable international good practices when considering an appropriate framework for the ANP.

Overall, the progress of Output 1 of the Police Professionalization component is off track, mainly due to a delay in identifying a qualified international consultant to conduct an in-depth assessment of the current legal and regulatory framework. The recruitment has now been finalized and the assessment is expected to be completed by the end of Q1 2016.

Table 13: Summary of Progress on Output 1 of the Police Professionalization Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Extent of completion of agreed legislative, regulatory and policy drafting (disaggregated by agreed gender and human rights related recommendations)	No review and re-drafting process of legislation, regulation, and policy in place	Consultation under way and review frameworks drafted and approved by MOIA	Key priority areas of reform in Police legislative framework have been identified. Preparations are underway for a national consultative workshop to agree on priority areas of amendment and crosscutting priorities.	
B: Extent of completion of Afghanistan-applicable policing standards and approaches	Nil	Review under way.	As above	
C: Percentage change in the number of women police officers at national and subnational level	2,200 women police officers at national and subnational level	Averaged 5 per cent increase: 2,500	2630	

E. Output 2: MOIA training and leadership development

This Output seeks to strengthen national capacity for enhanced police training and education, while at the same time promote an environment where female and male police officers are supported in advancing their careers through training and education. It aims to invest in MOIA trainers and educators through partnerships with educational institutions, and South-South cooperation with regional training institutes. Particular emphasis is placed on potential future police leaders and female personnel. Technical support and expertise is being provided to the Ministry's Training and Education General Command in curriculum development and upgrading. In particular, it will help the Police Academy with the development of a Masters-level police degree course, and also support in the area of admissions of police to the Academy and training courses. More importantly, a comprehensive review and restructuring of the MOIA's Training and Education General Command will be recommended, so that future training interventions are durable and sustainable, especially as regards quality control and maintenance of training standards by the Academy.

Key achievements in 2015 under this Output include: the completion of assessments of national universities for the development of a partnership to design and implement a Master of Police Education. The American University of Afghanistan (AUAF) has been identified, and negotiations are underway to formalize the partnership; the development of a blueprint for an accelerated Future Leadership Programme; commencement of a training capacity and needs assessment at the institutional level as well as reviews of HR development path and promotion policies/process; completion of Sivas training for 325 female police cadets and close follow-up for their deployment to ANP services; and establishment of South-South cooperation with the Indonesian National Police (INP). The proceeding paragraphs describe these specific results in greater detail.

The acquisition of Master's level postgraduate qualifications for ANP participants is important for two primary reasons. Firstly, the Afghan National Police Academy (ANPA)'s inaugural four year Bachelor program for ANP Commissioned officers is not meeting a Ministry of Higher Education requirement, because the instructors of the Bachelor Program do not possess requisite postgraduate qualifications. Secondly, the ANPA instructors are relying on short-term "Train-the-Trainer" instructional skills activities, usually delivered by international specialists, and involving translation. These have not provided sufficient, deeper level, theoretical underpinnings towards the attainment of knowledge, and has resulted in minimal behavioral change for participant instructors. This presents clear needs and benefits for the organization to possess internally higher level skills in teaching its workforce. In this regard, an MOIA commission, comprising expert teachers of Training General Command, Police Academy and Staff College, has been established for consultation and oversight of the Programme design and development. Many discussions were held with a number of Afghan universities and due considerations - such as ability to achieve academic outcomes, value for money, faculty staff, institutional resources, and MOIA buy in - were given to assess and select partner universities to work together on developing the Programme. The MPD project has been working closely with the training units of MOIA in the last three months. The outline of the curriculum and programme package had been developed and submitted to the MOIA leadership for endorsement. The enrollment of the first batch of 25 eligible instructors is expected to start in January 2016.

A blueprint for an accelerated Future Leadership Programme for the ANP has been developed and discussed with MOIA. The MPD project has been working closely with an MOIA commission to undertake the joint analysis and design of the Future Leadership Programme. The blueprint suggests an approach of a three to four year program of predominantly workplace based teaching and learning activities, augmented with postgraduate studies across a range of relevant supervisory, legal, and administrative management disciplines. The Programme is in response to the future leadership gap within the ANP – some 400 Generals, and some ten times that number of Colonels are due to retire from 2016 to 2021. The issue of police leadership is of vital importance to the transformation of the ANP into a dynamic police service that can meet complex police challenges. Re-institutionalizing of effective leadership is critically fundamental in the context of restructuring the entire police force.

A dedicated expert review to articulate a deeper understanding of training capacity and needs at the institutional level is underway. The study will involve assessing capacities of the existing institutional arrangements, including their legal and policy frameworks. The assessment will strive to identify whether or to what extent DM Administration and Training General Command is capable of: i) providing administration, coordination and technical support services to the police training institutions and all other training activities within the organization; ii) identifying and clarifying required service standards of ANP, and the expected behavior models to meet those standards; iii) designing and developing the curriculums, lesson plans and other material for pre and in-service training activities; iv) designing and developing methodologies and tools for testing and certification of the trainees at various levels; v) designing and implementing the appropriate selection processes (recruitment) for each level of entry to the organization as well as in-service training courses; vi) designing and providing the required learning environments and equipment; vii) having a comprehensive Training and Education Strategy on all technical and functional areas required for ANP and MOIA staff; and viii) having assessment strategy for the effectiveness of training activities. The study will also assess the training institutions, namely, Police Academy, Police Staff College, regional training institutions and other thematic training institutions, whether they are having the physical capacity for providing acceptable quality of training, and capable of providing the appropriate instruction, practical training and testing activities.

Reviews of HR development path and promotion policies and existing provisions are underway. This work is closely linked with the work on HR policy review under Output 2 of the Institutional Development component, and coordination has been established to maximize synergies. The MPD project staff have provided technical support to the MOIA-led policy review process and specific recommendations have been submitted to the MOIA for consideration. The plan is to subject all promotions to successfully undergoing and passing mandatory training programmes and criteria to be developed for promotion eligibility lists.

The third cohort of Afghan female police cadet training in Sivas Training Academy has been successfully completed with 80% deployment of graduates. The MPD project has provided technical assistance and support to ensure effective implementation of the Sivas training programme. The training of 325 new female cadets and 10 instructors in Sivas Police

Academy in Turkey was from 2 June to 2 December 2015. The training programme aims to provide basic skills and understanding for these women to perform police duties in a wide range of subjects, such as police law and practices. The programme consists of two courses (basic and advanced) in which 487 and 449 hours, respectively, are required for their completion over the 6-month duration. Substantial gaps have been noticeable in terms of skills, knowledge and the behavior between the Sivas graduates and the other female police who only received MOIA's in-house trainings. Currently, the deployment of Sivas graduates stands at 80%, and the MPD project staff is following up on the deployment of the remaining graduates.

A regional collaboration with the Indonesian National Police (INP) is established to enable direct engagement and network development between the ANP and INP senior leadership. With similar policing histories and ideologies and a shared veneration of the religion of Islam and legal interpretations aligned with Sharia precepts, the MPD project - with assistance from the Indonesian Ambassador to Afghanistan, His Excellency Anshory Tadjudin - supported a study visit to Indonesia from 17 to 25 October 2015. In consultation with the MOIA, seven senior officers including a female officer with decision-making and operational support responsibilities have been selected to participate. The Afghan delegation visited police education and higher education centers of Indonesia, Human Resource Department, Police General Command of Indonesia and all its departments, the Jakarta Centre for Law Enforcement Cooperation (JCLEC), Staff College, and INTERPOL National Central Bureau for Indonesia. Upon their return, post-visit discussions were arranged and proposals were developed and submitted to the MOIA leadership. The proposals contain several areas for potential collaboration with the INP, including i) invitation to INP delegation consisting of Training and Education, Staff College, General Police Command, CID, Quick Reaction Forces (QRF) and Interpol to Afghanistan to provide support on training and police professionalization; ii) a partnership with JCLEC for Police Professional Courses on various subjects for a number of Afghan Executive Level Officers; and iii) capacity building of ANP with traffic police, CID, Interpol (Cybercrime), professional firearm classes and Riot Control in Jakarta.

Overall, the progress of this Output 2 of the Police Professionalization component is on track and plans are in place for 2016 to roll-out training and capacity development activities as well as establish benchmarks to assess the overall impact. The MOIA training, education and trainer capacity building requirements will be introduced into the initial round of budget preparation (BC1) for 1396 (2017), and the Future Leaders Programme and Instructor Development Programme will commence.

Table 14: Summary of Progress on Output 2 of the Police Professionalization Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Extent to which MOIA training and education provision and resources meet current and projected police priorities at national and subnational level (disaggregated by gender and human rights related recommendations)	Limited extent of MOIA training and education provision and resources meet current and projected police priorities at national and subnational level	Draft assessment of current provision and training needs completed	Assessment commenced.	Delays caused by lack of suitable candidates in the first round of recruitment. Consultant commenced work in mid-December 2015
B: Extent to which MOIA trainer capacity meets MOIA's expanded requirements at national and subnational level (disaggregated by gender and human rights related recommendations)	MOIA trainer capacity does not meet MOIA's expanded requirements at national and subnational level	Improvement in relation to current requirements	The outline of the Master's level Instructor Development Programme curriculum has been developed and submitted to the MOIA leadership for endorsement.	
C: Extent to which middle-rank officers (male and female) have visible leadership development opportunities that are consistent with MOIA's needs	Middle-rank officers (male and female) have limited leadership development opportunities that are consistent with MOIA's needs	Future Leaders Programme curriculum, standards and governance arrangements in place; potential candidates identified and vetted	MOIA Commission established and a blueprint for an accelerated Future Leadership Programme for the ANP has been developed and discussed with MOIA	
D: Extent to which current and new training and evaluation approaches feed directly into Human Resources staff development and promotion policies and decisions	Current and new training and evaluation approaches do not feed into Human Resources staff development and promotion policies and decisions	Assessment of requirements and policy mapping under implementation	Assessment of requirements and policy mapping underway	
E: Percentage change in the representation of women police officers at all ranks, including analysis at provincial level	2,200 women police officers	Averaged 5 per cent increase across all ranks	2630	

F.   Output 3: ANP community partnership approaches

This output supports efforts that are already in place to enhance collaborative approaches on community safety and security with community stakeholders. It focuses on the expansion and strengthening of selected key initiatives to improve police accountability and transparency mechanisms in order to enhance the public trust and confidence of the police. Crucially, they serve as external accountability mechanisms which can provide stakeholder feedback for policy guidelines and operational procedures of MOIA/ANP.

Key achievements under this Output include: an agreement with MOIA on a workplan and lists of provinces to support these community partnership initiatives; a 10-day Community Orientated Policing (COP) Foundation Training was developed and piloted in 3 provinces; The second national Conference on Police Women Council (PWC) was successfully convened and an action plan of priorities was developed to make PWC more effective and better able to improve the position of female police; and the District Safety and Security Survey (DSSS) has been completed and specific recommendations are to be used in identifying police priorities by the respective districts and the MOIA in general.

A workplan and lists of provinces was agreed with MOIA to strengthen and expand these community partnership initiatives. MOIA's intent to make the police more civil and functional in accordance to the needs of the community and for the community is gradually gaining its momentum through several piloted activities. The MPD project is working with the MOIA to: i) improve functionality of these key initiatives through development of policy and operational frameworks as well as training and capacity development activities to improve their service standards; and ii) expand these initiatives to more provinces. The MPD project staff held a number of consultations with MOIA counterparts responsible for these initiatives to discuss and agree on the lists of provinces to implement these initiatives. The list below shows the lists of provinces and the workplan for implementation in 2016 of the following agreed activities:

- Support the expansion of Police-e-Mardumi provincial offices in 12 provinces;
- Support and expansion of Police and Community Partnerships committees in 17 provinces;
- Support in-country exchange visits for COP Officers and Police Community Partnership Committees members in 3 provinces;
- Support MOIA in the organization of 3rd Police Women Council (PWC) annual conference and training workshop from all the existing 18 provinces that MPD project engages plus 12 others;
- Identify and support 48 MOIA Police Information Desks in 15 provinces;
- Support the renovation/expansion of 119 Emergency Call Centers (ECC) in 6 provinces and the establishment of 2 new 119 ECC in 2 provinces;
- Support the expansion of DSSS in 2 districts of each 12 provinces; and
- Undertake full scoping of FRU needs and challenges to operationalize FRU centers in 12 provinces.

A 10-day Community Orientated Policing (COP) Foundation Training was developed and piloted in Kabul, Herat, and Mazar and to be rolled out to more provinces. Presently, there has been limited training for members of ANP/PeM with regard to COP. Thus, there is a need

to develop more generic as well as in depth training for the ANP on the essentials of 'Community Policing' in order to support them to re-develop their 'Policing of Communities' skills as well as re-skill in policing basics, including communication skills, dealing with conflict, conflict resolution, decision making, problem solving, time management, etc. This has led to the development of the 10-day COP Foundation Training focusing on the aforementioned skills. The training was conducted in Kabul, Herat, and Mazar in November 2015. The trainees, 97 in total, were a mix of non-commissioned officers and high ranking officers. An assessment test was also given to each participant at the end of the training and the average score was 64% in Kabul, 65% in Herat, and 59% in Mazar. In the process, 4 officers have also been identified to have the potential to be developed into training cadre to roll out this COP Foundation Training to new officers resuming their roles in the new PeM units to be established in 12 provinces.

The second national PWC Conference was successfully convened and an action plan of priorities was developed to make PWC more effective and better able to improve the position of female police. The Conference provided an opportunity for PWC members from 30 provinces to assess the existing institutional capacity to harness the potentials of its women workforce in respect to human rights, access to justice for female victims of crimes, and community empowerment for justice, safety and security. The conference explored issues on structured advocacy campaigns for the recruitment of women, equal opportunity for career development, improved working and service conditions and strong protection measures against workplace violence and discrimination. The conference also extensively looked into how women police could contribute to institutional initiatives to improve trust and confidence building to enhance overall safety and security perceptions. More importantly, the conference also focused on the Women Police action plan and the directives. Based on a 3-day consultation, the following four key priorities were identified:

i)   The formation and strengthening of women police network to improve the status of women in the ranks of the Afghan National Police;
ii)   Support for women police to create better working environment, and elimination of all forms of sexual harassment in the ANP;
iii)   Promote a learning environment and professionalization of women police of Afghanistan; and
iv)   Sustain and accelerate the work of women police employees and the recruitment of more women into the ranks of the ANP.

The action plan to support these priorities is being finalized with specific indicators and assigned responsibilities.

The DSSS has been completed and specific recommendations are to be used in identifying police priorities by the respective districts and the MOIA in general. The DSSS was initiated during LOTFA Akheri and has successfully been completed in 15 districts within eight

provinces. The survey focuses on trends of crime, security concerns, and public perception on police service delivery. The survey results show that:

- Out of 1883 respondents who received police services, 46.5% are very satisfied 45% are rather satisfied and 3% rather dissatisfied;
- 65% of 5,850 surveyed adults believe the security in their districts has improved, while around quarter (26.7%) of them have seen considerable changes;
- Only 7.5% or 440 of the respondents think that the security has deteriorated in last 12 months; and
- A positive trend for women with 75.5% of 5643 out of 7458 respondents think it is necessary to have women police. 55.1% respondents of both male and female have no problem if one or some of their female family members become police officers while 38% disagree.

The outcome of the survey highlights some specific recommendations to be used in identifying police priorities by the respective districts and the MOIA in general. The MPD project staff are meeting district police chiefs in the survey pilot provinces to communicate the survey results and assist in its use to plan district police operations. In addition, the MPD project staff are working to further improve the survey framework for its upcoming survey exercise in additional districts in 12 additional provinces as identified by MOIA.

Overall, the progress of Output 3 of the Police Professionalization component is on track. In 2016, the expansion and functionality improvement plans for the selected initiatives will be implemented in the targeted provinces. The annual conducting of the DSSS in an expanded number of districts will commence. Community policing as a general policing approach is anticipated to be increasingly adopted, showing the tangible results of enhanced trust and confidence.

Table 15: Summary of Progress on Output 3 of the Police Professionalization Component of MPD project as of December 2015

Indicator	Baseline	Phase I Targets (Jul- Dec 2015) (As per the AWP)	2015 Actual	Comments
A: Percentage of 40 Police-e Mardumi (safety and security) committees (2 each in 20 provinces) that are fully functional (disaggregated by those that have female community member participation)	10%	Same as baseline	COP Foundation Training provided to ANP/PeM in Kabul, Herat, and Mazar and to be rolled out to new PeM units in 12 provinces.	
B: Percentage of established Policewomen's Councils that are fully functional	10%	Same as baseline	The second national Conference on Police Women Council (PWC) was successfully convened and an action plan of priorities was developed to make PWC effective and better able to contribute to police professionalization.	
C: Percentage of 40 new information desks in 12 provinces that are fully functional (disaggregated by those that have female staff)	31 Information desks in 3 provinces are functional	Same as baseline	Consultation with MOIA conducted for the establishment of 40 new Information Desks. Terms of Reference for the establishment and training of 390 Information Desk Police Officers developed and at the review stage	Pending discussion on implementation modality
D: Percentage by which the national 119 service has been expanded through increased facilities and staff capacity (disaggregated by those that have female staff	TBD (percentage of staff/hours providing a live call response)	Same as baseline	119 service in Kandahar has been reactivated. MOIA requested also the reactivation of Helmand. Capacity development is yet to be started. Two provinces for 119 service expansion to be agreed by MOIA.	
E: Extent to which preparations for annual District Safety Security Surveys (DSSS) in 20 provinces (40 districts) are in place	No preparation for expansion of annual District Safety Security Surveys (DSSS) in place	Requirements identified, expansion programme and Action Plan agreed	Requirements identified and list of additional districts and provinces for expansion agreed by MOIA.	
F: Extent to which DSSS findings are analyzed and visibly used to inform strategic planning, programming and service delivery	DSSS findings are not used to inform strategic planning, programming and service delivery	Training needs mapping and assessment of potential for expanded use of RoLIS indicators underway; 2014 survey data analyzed for scope to inform strategic planning, policymaking, programming and service delivery	DSSS completed and specific recommendations to be used in identifying police priorities by the respective districts and the MOIA in general	Delay in completing the DSSS

Project Management Support

A.   Output 1: MPD project implementation

A significant investment of time went into human resource restructuring during July-December 2015 to ensure new talents were identified and recruited. Some positions and consultancies were re-advertised due to unsuitable candidates. This process was led by UNDP Rule of Law and Human Security Unit with support from the UNDP Country Office Human Resource department, and included recruitments for new and existing positions, and changes to previous structures.

Specifically for MPD, this has included the positions of the new Project Manager, the Chief Technical Advisor for the Institutional Development Component, the Planning, Monitoring and Reporting Specialist, Institutional Development Specialist, Organizational Development Specialist, Monitoring and Evaluation Officer, Programme Budgeting Officer, IT System Officer, Database Specialist, Accountability Officer, Internal Audit Specialist, Construction Manager, Coordination Officer, Administrative Officer and two translators. All Terms of Reference were reviewed for relevance and revised as needed. In addition, the bidding processes of two consultancy services for MOIA – i) Business Process Development, and ii) ICT/MIS/ERP Development – have been completed. The bid evaluations are underway and the successful firms are expected to start the work in Q1 2016.

For the MPD project, an MS Project implementation plan was developed and revised for 2016 to define specific responsibilities at project-team level for implementation of the activities detailed within the AWP. The project implementation rates for the Institutional Development and Police Professionalization components were at 10% and 15% respectively by the end of December 2015. Recruitment has become more challenging due to the deteriorating security situation. Therefore, UNDP is undertaking more targeted strategies and efforts to ensure that information on job openings and procurement notices are distributed through UNDP's professional networks in order to reach potential, interested candidates. In addition, the Project will more strongly rely on UNDP's global and regional rosters to avert further delays.

These challenges and information on the activities being implemented were regularly communicated to MOIA and partners through regular joint TWG and Sub-TWG meetings. In total, 5 Sub-TWG and 3 TWG meetings were organized in 2015 for the MPD project: 3 Sub-TWG meetings for the Institutional Development component (29 July, 30 September 2015, and 10 November); 2 Sub-TWG meetings for the Police Professionalization component (14 October and 11 November); and 3 joint Technical Working Group meetings (26 August, 25 November, and 27 December 2015).

In November, the project progress for 2015 was discussed and revisions to 2016 AWP were consulted. Based on these discussions, the 2016 AWP was finalized and presented to the donors on 29 November, and subsequently validated by the Project Board on 12 December 2015.

Discussions to strengthen the MPD's monitoring indicators and establish pending baselines are ongoing, alongside the work to develop data collection methodologies for these indicators. The list of indicators for the six outputs of MPD project and their specific qualitative criteria were presented at the 27 December TWG meeting. Once finalized, the baselines and targets for these indicators will be discussed and agreed by the MOIA. It is important that the MOIA leadership communicates clear and consistent messages regarding the needs for capacity development and change process. The Project's indicators and targets should be realistic and reflect the extent of change that the MOIA and MPD Project have agreed. The methodologies for data collection and means of verification form an important part of these discussions, and will be further rolled out in Q1 2016.

LOTFA MPD has also been working to implement the remaining recommendations from the 2014 DIM audit, the Country Office Support Services to LOTFA audit and UK Due Diligence assessment. As of December 2015, six of the 11 recommendations have been implemented and five remain under implementation. One of the recommendations currently in progress is the setting up of the LOTFA Oversight sub-Committee. Its composition and governance structure was discussed with donors in December 2015. The LOTFA Oversight sub-Committee and is scheduled to hold its first meeting in January 2016.

Given the increased security threats for the UN and operating from the LOTFA building within the MOIA compound, a decision was taken by UNDP to recruit an international P3 security specialist. This position will be on board in Q1 2016. Furthermore, LOTFA has taken measures to improve transport arrangements and strengthen internal office security measures.

B.   Output 2: Construction work carried over from LOTFA Akheri

An assessment of structural integrity concerns for the construction of DM Support building has been completed and the work resumed in the Q3 of 2015. Previously, the construction work had been halted since the fourth quarter of 2014 due to some structural integrity concerns. Based on the assessment finalized by a UNDP engineer in May 2015, the construction work was found to be "sound" and UNDP has recommended the construction work to resume. A no-cost extension request to 31 March 2016 for construction work and quality assurance & control activities has been approved by the donor, i.e. the Embassy of Japan, on 28 October 2015. The construction work is in progress and its completion stands at 75%.

Table 16: Summary of Progress on Output 1 of the Project Management Support of MPD project as of December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul-Dec 2015) (As per the AWP))	2015 Actual	Comments
A: Percentage of project implementation rate	0%	30%	10% for Police Professionalization component and 15% for Institutional Development component	
B: Number of Project Board and MPD TWGs organized	0	12 Sub-TWGs and 6 TWGs	5 Sub-TWGs, 3 TWGs, and 1 Project Board meeting	
C: Rate of donor satisfaction with timeliness and quality of donor reports	To be established	Between 7 and 10 on a 10 point scale	LOTFA Q3 and Annual Reports finalized and distributed among LOTFA partners	A donor survey will be administered in January 2016
D: Number of UK Due Diligence recommendations implemented	6 out of 11	11 out of 11	6 out of 11	Five remaining UK DDA recommendations are under implementation
E: Percentage of audit recommendations that is on schedule for implementation	6 out of 8 implemented	8 out of 8 implemented	6 out of 8	
F: Extent to which data collection methodologies for indicators are implemented	Data collection methodology yet to be established	Data collection methodology developed and implemented for Q3 and Q4 reports	Data collection methodology developed	Data collection methodology to be implemented for Q1 2016 report

Table 17: Summary of Progress on Output 2 of the Project Management Support of MPD project as of December 2015

Indicator	Baseline (As per the AWP)	Phase I Targets (Jul-Dec 2015) (As per the AWP)	2015 Actual	Comments
Percentage completion of contract on DM Support Building between the DM and the contractor	55%	85%	75%	
Percentage completion of female police toilets and dressing rooms in 39 locations	5%	20%	Same as baseline	Pending completion of HACT assessment to determine procurement modality. To be completed in January 2016.

V.   GENDER SPECIFIC RESULTS

LOTFA is making investments to strengthen its efforts to mainstream gender within the work of both SPM and MPD projects. The SPM project is working with the MOIA to strengthen the collection and analysis of gender-disaggregated data. This, for example, should be achieved by including data on gender within time and attendance sheets. Other gender specific data fields should be directly included at the design stage into APPS (and pulled from AHRIMS). Such data could be used for subsequent gender monitoring, policy formulation and programming. Currently, this data however is not yet available as MOIA staff do not routinely capture this within the payroll process. Another opportunity for gender mainstreaming within the SPM project is to encourage MOIA, where possible, to include women police among the MOIA staff targeted for capacity building training for payroll management.

Through the MPD project, LOTFA has adopted a two-pronged strategy to support the implementation of MOIA's Ten-Year Vision for the ANP. The first strategy centers on the advancement of enabling organizational culture and capacity to change discriminatory attitudes of police personnel and to improve the organizational capacity of the MOIA/ANP to fulfill and perform its functions in light of its gender responsibilities and obligations. The second strategy centers on the advancement of effective gender-sensitive policing services through support for women's entry into police services and capacity building of female police officers to carry out their respective roles and responsibilities.

The MPD project takes a cross-cutting approach to actively promote gender and human rights. It is also designed to support the Ten-Year Vision for the Afghan National Police: 1392-1402 which includes among its aims increasing female personnel in the ANP and the MOIA, with the goal of having women comprise 10 per cent of both institutions by 2023. The Vision also aims to prevent gender-based harassment and the MOIA plans to further increase the leadership roles of female employees and strengthen gender-responsive policing violence of female staff.

To this extent, gender and human rights are mainstreamed in the MPD Project and gender specific activities and actions are included in the results framework. Gender responsive indicators are also included to adequately monitor progress against gender and human rights, and the gender specific results for 2015 are summarized as follows:

Gender mainstreaming in the MOIA legislative and policy framework

The MOIA internal Legal Review Commission has been set up to assess the level of conformity of the Police and relevant laws, regulations, and standards with the prevailing constitutional values, national human rights and legal obligations in relation to gender and the criminal justice system. In addition, an MOIA-led Policy Review process has also been initiated to examine over 100 different policies in the MOIA to assess their quality, relevance, and consistencies. MPD project has provided technical support to these legal and policy review processes to ensure that the gender perspective is integrated. Specifically, technical assistance has been provided to i) the formulation of the MOIA Gender Policy to guide decision making, and ii) the development of the MOIA Gender

Workplan and Implementation Plan focusing on meeting MOIA's existing gender obligations in each of the four national/institutional policy documents that have already been approved: the National Action Plan for Women of Afghanistan (NAPWA); the National Action Plan for United Nations Security Council Resolution 1325 (UNSCR 1325); the MOIA 3-Year Strategic Plan; and the Strategy for the Management of the Affairs of Female Personnel (SMAFP).

Female police professionalization through the Sivas Police Training initiative

In 2015, two batches totaling 580 female police officers were trained in the SIVAS Police Academy in Turkey. The first batch completed the training in February 2015 with 100% deployment upon their return while the second batch which returned in December 2015 had a deployment rate of 80%. The training in the Sivas Police Academy in Turkey aimed to provide basic skills and understanding for these women to perform police duties in a wide range of subjects, such as police law and practices. Substantial gaps have been noticeable in terms of skills, knowledge and the behavior between the Sivas graduates and the other female police who only received MOIA's in-house trainings. The successful training and deployment of the Sivas graduates has contributed positively to the trend of female police officers which increased from 2,145 officers in April 2015 to 2,630 officers in December 2015. The increases are evident both in low and officer ranks.

Strengthening the Police Women Council to improve the position of female police

Despite continued support to improve overall professional status of the police women, the situation is still very challenging. One of the challenges to improve the status of female police was the absence of a forum for them to raise their concerns collectively at an appropriate level and with a mechanism for follow-up and resolution. With support from LOTFA and other international partners, the Police Women Council was created to help improve the position of female police. Currently, a National PWC and 74 provincial ones have been established, except in four provinces of Panjsher, Laghman, Konar and Nuristan due to the lack of female officers and the prevailing security situations. The first national PWC Conference was organized in October 2014 and the Code of Conduct was developed and approved. The second national PWC Conference was successfully convened in November 2015, and followed by a workshop to train 270 female police officers to develop an Action Plan to implement the PWC mandate. The Action Plan aiming to make PWC more effective and better able to contribute to police professionalization has 4 key priority areas: i) structured advocacy campaigns for the recruitment of women, ii) equal opportunity for career development, iii) improved working and service conditions, and iv) strong protection measures against workplace violence and discrimination. The workshop also extensively looked into how women police could contribute to institutional initiatives to improve trust and confidence building to enhance overall safety and security perceptions. In 2016, MPD will support the PWC in development of toolkits to promote women's recruitment, retention, leadership and visibility.

Accountability and transparency in handling female-related complaints

More transparent, effective and accountable MOIA complaints mechanisms will deter actions and crimes related to abuse, harassment and exploitation of police women and women in general. A situational analysis of blockage and gaps of the complaints mechanism as well as detailed analysis of existing categories and sub-categories for

recording complaints have been completed and presented to relevant MOIA counterparts. Overall, the accountability and transparency of the existing MOIA complaints mechanism will need to be improved by developing a harmonized and standardized complaints process. Short- and medium-term action points have been proposed and agreed with the following specific recommendations concerning handling of female-related complaints: i) establishing a legal definition of the term sexual harassment and a policy on the handling of cases of sexual harassment, ii) complaints about the police by Afghan women and by female police, should be dealt with by female call takers and analysts, iii) disaggregation of complaints data by gender and into professional issues and family or other private issues, iv) developing a communication strategy for the police complaints mechanism to raise the awareness of the support available to female police in particular, but also to male police and the public, v) and providing services, possibly through outsourcing, that are outside the scope of MOIA's current responsibilities and capacity, such as specialist counselling, psychosocial, legal and other needed support to female police complainants. The MPD project Annual Work Plan for 2016 will take these recommendations forward and will also conduct a users' feedback survey to understand why female police are reluctant to report complaints and remedial steps will be recommended. MPD will also support the MOIA to train new female personnel in the OIG for analysis and processing of complaints related to female police officers or female-related complaints from 119 Call Centers. MPD has worked with 110 officers from the Family Response Units (FRU) to plan UNDP support to strengthen gender responsive policing and access to justice to victims of SGBV.

UNITE advocacy campaign to end violence against women

The UNiTE to End Violence against Women campaign was organized to mark 16 Days of Activism against Gender Violence from 25 November 2015 – the International Day for the Elimination of Violence against Women – until 10 December 2015 – International Human Rights Day. The campaign was successfully implemented in 9 provinces and strong support and commitment from MOIA leadership at both national and provincial levels was witnessed. More importantly, the campaign was designed as part of a medium-term plan with activities aimed at influencing the policy environment and public opinion to improve the position of police women. Particularly, the campaign aimed to i) promote greater acceptance of women as equal and valued colleagues within the ANP, and ii) change attitudes towards female police personnel among the police hierarchy to achieve high-level commitment to reduce incidences of violence against female police personnel and improve prospects for the professional development and advancement of female police personnel. The campaign's Opening Ceremony was presided by the First Lady Rula Ghani and the Interior Minister Olomi and over the course of 16 days it has reached out to more than 1,500 people, including police officers of low and high ranks, religious leaders, elders, and community members in 9 provinces. Key messages that are linked to these structural and cultural issues were developed and delivered by the MOIA leadership to ensure maximum effect and visibility.

VI. PARTNERSHIPS

The SPM and MPD projects collaborate with other parties and stakeholders for a harmonious project implementation. Such partnership arrangements create synergies which benefit the project not only by way of results, but also efficiency gains.

Internally, the two projects SPM and MPD are mutually reinforcing. The MPD's institutional development component is intended to help the MOIA develop the capacity to conceptualize, lead and manage reform, while at the same time improving administrative and support services' performance and accountability, which are also critical expectations from the SPM project. Thus the MPD intends to ensure national and self-sustained capacity development to achieve a "critical" mass of capacity so that MOIA can independently take forward implementation its functions.

Engagement with partners within the framework of the Donor Conditions

For the SPM project, the Donor Conditions Document, approved by the President on 21 November 2015, provides the overarching partnership framework. It outlines the consensus reached by the MOIA, MOF, CSTC-A and UNDP and the responsibilities of each to deliver an integrated human resources and payroll system. With the advent of the APPS, delineating clear roles and responsibilities between UNDP, MOIA, MOF and CSTC-A becomes even more critical, as LOTFA prepares for hand-over at the end of 2016.

MOIA as the key implementing partner has the prime leadership and ownership for the realization of full transition by December 2016. It leads the policy development and implementation, capacity building, facilitates and supports the development of Afghan Personnel and Pay System (APPS), and facilitates and provides the enablers for the achievement of the transition process as a whole in line with donor expectations.

All LOTFA partners closely monitor the conditions that have been agreed upon between UNDP, MOIA, MOF and CSTC-A. Fulfilment of these conditions will be assessed at the end of each phase by an independent third party (Grant Thornton). The outcome of these assessments will be used as part of the end-of-phase reviews, upon which decisions will be made to move towards a new phase.

Partnerships with the international community

Coordination with international partners has been done regularly on various topics to ensure coherence between SPM and MPD project activities and international community initiatives to strengthen MOIA and the Rule of Law in Afghanistan. These relevant bodies include, but are not restricted to, the Secretariat of the International Police Coordination Board (IPCB-S), the European Union Police Mission in Afghanistan (EUPOL), the Combined Security Transition Command – Afghanistan (CSTC-A), the Strategic Support to the Ministry of Interior Programme (SSMI), the Resolute Support Mission (RSM), the German Police Project Team (GPPT), the United Nations Assistance Mission in Afghanistan (UNAMA), United Nations agencies and other multilateral organizations.

More specifically, the MPD project is working closely with EUPOL to establish working procedures for transitioning in light of its drawdown. Areas that EUPOL focuses on and requires further international support to engage with the MOIA, include community policing, female police, international coordination and police-prosecutor coordination and in aspects of Human Rights.

Partnerships with educational institutions and South-South Cooperation

The MPD project's capacity development tools and approaches include investing in MOIA trainers and educators through partnerships with academic institutions and South-South cooperation. With support from the MPD project, the Training and Education General Command (TGC) has successfully established partnerships with Afghan universities to provide services and expertise for the higher education provision.

A regional collaboration with the Indonesian National Police (INP) is also established to enable direct engagement and network development between the ANP and INP senior leadership. The MPD project supported a study visit to Indonesia from 17 to 25 October 2015, and the team that went to Indonesia has submitted their proposals on collaborative areas to the MOIA leadership for consideration. Further assistance will be provided to strengthen this ANP-INP cooperation, and establish similar South-South cooperation in the area of human resources development/management as well as internal control and police accountability.

Partnership at the local level – communities and authorities

The MPD project supports the MOI Community-Oriented Policing "Police-e-Mardumi" Directorate to build and strengthen the Police and Community Partnership Committees in 17 provinces. The approach aims to help reinforce trust with community members and with police and other officials.

VII.   ISSUES

Issues related to SPM:

- **Overpayment of Reservists:** The identification of ineligible expenditures by the Monitoring Agent (MA) related to the overpayment of reservists evidenced the lack of a clear policy on behalf of the MOIA to manage the growing number of reservists, as well as the sufficiency of government funding to pay for this number of reservists above the approved Tashkil-levels funded by LOTFA. As MOIA leadership followed the Presidential Decree to pay all reservists, this created the problem that these numbers of reservists were incorrectly charged against LOTFA funds. The MA had certified and reported ineligible expenditures on the MOIA's overpayment of Reservists using LOTFA funds for a total amount of USD 4.48 million for the period January – December 2015. These overpayments were considered ineligible according to the LOTFA Commitment Letter for 2015, which clearly indicated that LOTFA could fund only 284 Reservists per month with a monthly ceiling of AFS 923,000 (approx. USD14,200), during a six months period (January-June 2015). This in total would amount to 1,704 Reservists with a total ceiling of AFS 5,538,000 (approx. USD 85,200). It is important to note that the $4.48 million is the amount over and above the ceilings established within the Commitment Letter.

  Following the due process established for the MA exercise, upon submission of the MA's certifications, this issue was extensively discussed at the several Technical Working Group (TWG) meetings and also bi-laterally with MOIA counterparts. The MOIA authorities sought audience with the LOTFA donors where they tried to justify the ineligible overpayments to their Reservists. It was subsequent to all these channels that

the LOTFA donors resolved that the ceilings within the Commitment Letter should be respected, stating that LOTFA should recover the full amount of ineligible expenditures related to the overpayment of reservists. To effect the recovery, LOTFA notified H.E. Minister for Interior Affairs in a letter dated 3 December 2015. The first tranche of the deductions from MOIA's advances was effected in December 2015 for an amount of AFN 214,801,135 (USD 3.23 million). The second tranche of the deductions was communicated to the MOIA through a letter dated 4 January 2016 and an amount of AFN 65,877,546 (USD 0.99 million) was recovered from the January 2016 advance. The balance of AFN 17,274,501 (USD 0.26 million) will be deducted from the February 2016 advance.

To resolve the issue of Reservists, LOTFA donors had issued a letter to the MOIA authorities, through the Canadian Ambassador, on 6 December 2015. The donors indicated that they would only allow funding of Reservists for 3 months of the 2016 fiscal year. The rationale for this was that this would allow the MOIA the opportunity to establish a policy which would regulate the number of reservists and ensure measures through which reservists are re-assigned to Tashkil positions in reasonable timeframes, or otherwise removed from the police force. This 3 months funding is based on MOIA satisfying certain conditions. The first condition is for MOIA to produce and share with donors a comprehensive list of reservists for 2016, indicating various classifications, such as ranks, state, students, etc. This was provided by MOIA and the list contained 1023 officers, which formed the basis of the LOTFA 2016 Commitment Letter. The second condition required MOIA to produce a strategy on how to manage reservists going forward. MOIA had no yet provided this strategy by the deadline of 20 December 2015.

- **Extension of National Technical Assistance (NTA) posts:** The discussion surrounding the finalization of NTA contracts highlighted the challenge the MOIA faces in filling these mid-level advisory staff positions with regular MOIA staff. The MOIA claimed this would result in a critical capacity gap within the MOIA, which would affect implementation in some areas. Given the capacity constraints in MOIA and the work being done by the NTAs the MOIA requested financial support from donors to allow the extension of the NTA contracts to the end of December 2016, with revised TORs, if necessary. However, following many sessions of negotiations between MOIA authorities and the LOTFA donors, the donors resolved that they could only extend the NTA contracts until 20 March 2016. They advised MOIA to serve notice of termination to all the 43 NTA contracts. Accordingly, MOIA served notice to the first batch of 22 NTAs (50%), in order to finalize their contracts by 20 January 2016. The rest will finalize their contracts by 20 February 2016 (representing 40%, with the remaining 10% to conclude their contract by 20 March 2016). In response to this challenge, DM Policy and Strategy is working with SPM to include these mid-level advisory positions within the list of CBR positions to be funded through LOTFA.

- **Disaster Recovery and Resilience (DRR) Implementation:** Donors and LOTFA agreed that the Disaster Recovery and Resilience (DRR) Plan had to be implemented with urgency. This is among the top priorities for the SPM AWP for 2016. Three potential locations have been identified for the implementation of the Disaster Resilience and Recovery (DRR) plan for WEPS. Out of the three potential sites so far identified (eTazkira

Complex, New MOIA Compound, MCTF Bunkers), the eTazkira-site was found to be have optimal conditions. However, there are additional cost implications for donor consideration, related to connection of the site to the main electricity grid. In view of the future implementation of the APPS, it is important to ensure that the recommendations from the DRR plan are taken up in the roll-out of the APPS plan. The criticality of a DRR/business continuity plan was made evident during the Kunduz incident in September 2015, where payroll operations were severely disrupted.

- **Access to AHRIMS data for the MA:** MOIA has granted a read-only access to LOTFA for AHRIMS. This has been an important step for the data cleansing exercise which the project is carrying out as this allows for real time data verification and thereby greatly improving data accuracy for performing payroll tasks. However, despite obtaining this read-only access to AHRIMS, SPM staff are unable to generate reports which could be helpful for the data matching purposes with EPS, as the units in AHRIMS and WEPS are not consistent across the 2 systems. LOTFA and the donors have requested AHRIMS access for the Monitoring Agent, as this will also greatly enhance their capacity in providing holistic assurance services over the payroll. Access to AHRIMS would allow the MA to verify EPS data against AHRIMS data and detect inconsistencies between both data sets. The access, however, has not yet been granted. The MOIA's concern is the sensitivity of AHRIMS data. LOTFA/UNDP would continue to look for the way forward on the matter with MOIA (DM Support), while fully acknowledging the data sensitivity concerns.

Issues related to MPD:
- **Unclear organizational structure and chain of command in provision of police training and education:** Over the years, the international community has provided support to the establishment of training sections in different departments. These sections are currently not well-linked to the Training General Command/Training Educational Command (TGC/TEC) or under the general management of Deputy Minister (DM) of Administration. The unclear organizational structure and reporting lines have rendered slow progress in Output 2 of the Police Professionalization component of MPD project and presents challenges to ensure a sound approach for the future direction of police training and education activities.

- **Support, management and supervision of ICT (operations and MIS) are mainly in the hands of international partners:** As part of the strategy to strengthen the MOIA institutional arrangements, the MPD project is working with the MOIA to enhance the degree of system interoperability within the MOIA. The MOIA's ICT infrastructure is relatively strong, but not fully utilized to support its business processes and/or operations. Currently, support, management and supervision of ICT (operations and MIS) are mainly in hands of CSTC-A and partially LOTFA SPM. In order to optimize the existing ICT assets and organizational performance, the MOIA will need to be allowed to govern its own ICT systems. It will need to develop the organizational structure to support the management of ICT and filled with civilians with required skills and expertise. Equally important, new policies and processes will also be needed to support the infrastructure and MIS development. Engagement and close cooperation with CSTC-A in planning and implementation will be crucial.

- **The need to put in place a more reliable system to track attrition rates and assess implications on the police reform efforts.** High attrition rates due to the casualty and desertion are a major challenge to the MOIA institutional and police reforms. ANP's role in the forefront of the counterinsurgency operations has made it a very easy target. The overall casualty figures within ANP is alarming, particularly among the lower-rank police. The high rates of attritions invariably makes the organization lower its standards of recruitment to fill in the gaps. However, a more reliable system needs to be put in place to check the high casualty and the attritions rates to ensure that long term police reform and the organizational development is not undermined.

- **Challenges in managing change:** Constraints embedded in the bureaucratic system, organizational culture and the structure of human interactions can be a real stumbling block to a successful change process. Thus, the challenge is not to focus only on the implementation of MOIA's "hard" systems (such as ICT, MIS, M&E systems or digitization of business processes), but also on how well the MOAI can lead and manage the 'soft' systems (such as motivating staff, providing clear vision and leadership for change, and effective communications). Putting in place clear and consistent messages regarding the change process, regular and open consultations, airing of grievances, and putting in place feedback and learning mechanisms to enable adaptation during the course of the change process will be essential.

VIII. RISKS

This section describes any substantial change in the status of already identified risks. The updated full risk log can be found in Annex 4B and C.

Risks related to SPM:
- **Security:** Security remains high risk and has adversely impacted on several planned activities for the project. The Kunduz incident on 28 September 2015 is a clear example. A lot of ICT equipment got destroyed, the central bank and commercial banks ceased operations due to insufficient cash and security threats, thereby badly affecting the salary payments for that province. The Kunduz incident was a critical reminder on the urgent need to implement the DRR plan. Other affected activities include the work of MA, who could not undertake field monitoring visits to such areas.

- **MOIA is not able to identify personnel with actual or potential knowledge, skills, and abilities for tailored payroll training:** There has been no significant change to this risk, but this risk remains to be critical to the successful hand-over of payroll management responsibilities. The MOIA has yet to assign staff to start training with SPM staff on payroll management tasks. However, MOIA has dedicated 4 staff to support SPM staff in data cleansing exercise, which will support the implementation of APPS. The Micro Capacity Assessment on payroll rated the risk for payroll management as 'Significant'.

- **All stakeholders do not proactively share planned activities:** The risk has significantly reduced as UNDP has continued to share planned activities with stakeholders, particularly through the TWG. Within the framework of hand-over of responsibilities for payroll management, LOTFA has sustained frequent meetings with

MOIA, CSTC-A and donors. UNDP has also strengthened information sharing by creating a Donor Workspace to access relevant documents. This is regularly updated by LOTFA and Country Office.

- **MOIA is not able to provide access for UNDP staff to all systems used for Tashkeel, ID cards, AHRIMS, others for HR and payroll management:** The risk level has reduced slightly. LOTFA/SPM staff have been granted read-only access to AHRIMS data. However, access to the MA has not been granted yet.

- **MOIA does not expand AHRIMS, MOIA does not work with Netlinks to ensure expansion of AHRIMS capability, to include General Directorate of Prisons and Detention Centers (GDPDC):** This risk has decreased as it has become part of the donor conditions that the MOIA will establish an MOU with CSTC-A in which one of the requirements would be to allow direct link between MOIA and Netlinks. The two parties (i.e. MOIA and CSTC-A) have begun the process of preparing the MOU and it is expected that this will be concluded by the first quarter of 2016.

- **MOIA, MOF, RS, and UNDP are not able to successfully conclude agreement for delivery of linked systems and capacity building activities:** This risk is being mitigated as MOIA and CSTC-A are documenting their requirements for APPS implementation, which is expected to start operation in the summer of 2016. UNDP has concluded two Micro capacity Assessments of MOIA's capacity and these have provided important findings. On the basis of these assessments, SPM is preparing a detailed Payroll Unit plan which is expected to address the capacity shortfalls within the MOIA on payroll management functions. The plan will have a detailed capacity building plan for the new payroll unit and the staff.

- **MOIA is not able to expand fibre or other improved connectivity between the central and sub-national levels, where needed:** This risk is being addressed. Even though fibre connectivity could not be achieved in 2015, the project managed to connect all 33 provinces to WEPS through a VPN medium. The project has included fibre expansion in its 2016 AWP, to bring most of the sites onto the MOIA main intranet.

- **MOIA building move is not completed in time for preparation and installation of DRR site:** There has been no change to the status of this risk. LOTFA is still awaiting notification on exact date for the move to the new MOIA HQ site.

Risks related to MPD:
- **MOIA leadership is not fully supporting institutional reform, change management approach and capacity development, with cooperation among all Deputy Ministries:** This risk has decreased as the Project team members have been very effective in sharing their solid technical knowledge that is relevant and useful for the MOIA leadership to lead the change. However, the risk still remains due to talks of changes in the MOIA leadership.

- **Appropriate local alternative/supplementary education providers do not exist (e.g., for graduate and postgraduate courses):** This risk is being addressed. The

Project is assisting the Training and General Command (TGC) in their discussions to establish partnerships with in-country universities. Currently, TGC is reviewing the proposals made by the American University of Afghanistan (AUAF) and also exploring similar arrangements made by other stakeholders.

IX. LESSONS LEARNED

During Phase I of the implementation of both the SPM and MPD projects, the following lessons learned emerged:

- **Government leadership, ownership and commitment is central to the successful realization of intended results:** Government ownership and steering of the civilianization process has shown positive results during this phase. Government leadership and facilitation has also led to consensus on the donor conditions. The increased involvement of the MOIA in the TWG and in the resolution of findings coming from the MA reports provide stronger confidence in the transition of LOTFA responsibilities on payroll management towards the MOIA. Under the overall guidance and leadership of H.E. Minister of Interior Affairs and with ongoing coordination with the Deputy Minister of Support on regular basis, the engagement and partnership with the Government has been effective and smooth.

- **Early engagement of stakeholders helps to avert and resolve problems and issues that may arise in the future:** The issue of the overpayment to reservists' forces by MOIA above the established ceilings within the LOTFA 2015 Commitment Letter has raised concern with donors over the use of LOTFA funds for unintended purposes. The donors would have appreciated if the MOIA had sought donor guidance at the start before effecting payments to reservists.

- **A business continuity plan needs to be in place and updated all the time:** The Kunduz incident of 28 September 2015, in which a lot of ICT equipment was destroyed and the central bank and commercial banks closed due to insufficient cash, reminded LOTFA partners of the crucial importance to have the DRR plan in place. This is much the reason why there is a need to implement the DRR Plan as a matter of urgency as part of a business contingency plan.

- **Splitting LOTFA into two projects, SPM and MPD, allowed for more focused and streamlined support to MOIA which is expected to enhance overall delivery of results**: In the same vein, the creation of Sub-Technical Working Groups has enhanced follow-up and resolving of technical issues and risk and enhanced progress of implementation of AWP.

- **The development of the M&E system has proven to be an area of particularly strong leadership and ownership by the MOIA:** They have demonstrated real commitment to the issue and staff could see the high level of engagement. Crucially, the appropriate leadership was supported with sound technical assistance and expertise by the Project's consultant, which created strong credibility to the exercise.

- **Need for strengthened gender-specific data:** Strengthening of gender baselines and gender-disaggregated data is a challenge that will require more technical and human resource investments on behalf of both SPM and MPD projects. This data is not readily available within MOIA database and reports.

- **Relevance of national project staff:** The role of Project national staff was also instrumental in facilitating as well as engaging in consistent follow-up with their MOIA counterparts at the operational level. Initially, MOIA staff were concerned about the added burden related to data collection needs and fearful that the evaluation could be used to highlight weaknesses, not program accomplishments. Aware of such prospect, the Project national staff made great strides by guiding and explaining to MOIA staff the different elements of M&E framework; working with them to document activities that were required to create expected outputs and outcomes, and identifying timelines, targets, baselines, and indicators related to their work objectives. With such approach and the consistent engagement throughout the process, the staff felt a sense of ownership for their M&E plans, leading to strong buy-ins from both the MOIA Management and staff.

X.   FUTURE PLANS:

The approval of the 2016 AWP by the Project Board on 12 December, 2015 set the stage for the implementation of the Phase II. Hence, the SPM and MPD projects will implement for 2016 key activities and achieve results as per the established timeframe.

For Q1 2016 the three main objectives for the SPM project are: 1) the finalization, approval and roll-out of the Payroll Unit Plan; 2) establishment of the new MOIA Pay Board with technical support from UNDP; and 3) finalization of the outstanding 2015 MA reports ensuring that 2016 reporting is on schedule. In addition, the SPM project would also continue to collaborate with CSTC-A and the MOIA to support the WEPS-APPS transition including data cleansing and documentation. The project will also introduce new validation controls in WEPS, for example biometric ID cards, bank account and gender data to improve the quality of data, as well as putting more controls on payroll transactions, new system generated automatic notifications on ANP/CPD personnel on the status of the persona details in the WEPS (e.g. ID cards expiry date), and the use of Geographical Information Systems (GIS) in WEPS to enhance payroll planning processes, which will support the expansion of the EFT and monitoring of WEPS.

A fully developed Payroll Unit Plan (including description of functions, TORs, organizational structure and legal basis) will be developed in consultation with the MOIA leadership and presented in February 2016 to initiate the institutional decision-making process on the formal establishment of the Payroll Unit in its suggested or amended form.

Implementation of the recommendations of system documentation is expected to continue into Q1 of 2016. The SPM will continue to play a supportive role to the implementation of the APPS as well the WEPS-APPS transition.

For the MPD project, substantial progress is expected in Phase II across all outputs, leading to improvements at all levels – individual, organizational and the enabling environment. The MPD project implementation will continue to focus on the four core drivers of capacity: institutional arrangements, leadership, knowledge and training, and accountability and voice mechanisms.

Under the Institutional Development component, the work on Business Process Development and ICT/MIS/ERP Development will move into full implementation, covering those directorates and departments that the MOIA prioritizes together with UNDP, including Budgeting and Finance, Procurement, Logistics, Facilities, ICT, Health, Internal Audit, Planning, M&E, and Aid Coordination.

Programme budgeting services are also expected to be in full implementation, with procurement of expert services completed so that technical assistance to the MOIA in these areas can begin. A majority of deputy ministerial offices should be applying programme budgeting to at least a proportion of their programmes. Joint SPM-MPD efforts will continue on the policy work, particularly on the development of HR Policy/Staff manual as well as the establishment of a South-South cooperation agreement. Continuation of support for the implementation of the MOIA Gender Strategy is expected to yield new opportunities for increased capacity development. Examples include retention of women police personnel retention, and in preventing and addressing sexual harassment. Measurable increases in the application of the Gender Strategy (20% over Baseline) should become evident.

On the leadership capacity, Change Management and Capacity Development units will be established and provided with human resources and expertise to drive and coordinate the reform. Further support will be provided to the Aid Coordination Department in the area of aid effectiveness/aid coordination. This could include support in areas such as, the New Deal Engagement on Fragile States (of which Afghanistan is a pilot country), budgeting and planning (ensuring inclusion of ODA to MOIA as part of the broader fiscal planning process and noting the arrival of a new budgeting staff within UNDP), among other areas. At the end of Phase II, the M&E system will be functional, both in the central DMPS unit, and its supporting units in identified directorates and departments. Some progress will also be made in establishing a pilot initiative at provincial level. In the OIG, clear progress will be demonstrated in reviewing, upgrading and applying improved internal control and complaints mechanisms, with improved staff capacity being built.

Under the Police Professionalization component, the review of applicable legislation, regulations, and policies will have been completed in Phase II, allowing legislative, regulatory or policy drafting and review of policing standards and approaches to begin. The assessment of current training and education needs, together with an assessment of MOIA trainer capability will be completed. A parallel assessment will commence to look into the link between changing police training and evaluation approaches and how they are reflected in the Ministry's staff development and promotion decisions. The Instructor Development Programme and Future Leaders Programme will be introduced/commenced, including identifying potential candidates and formalizing the collaborations with the academic institutions to arrange higher education support.

With regard to police accountability and voice mechanisms, various Action Plans will be implemented in Phase II to establish 12 Police e-Mardumi units and lead to 40% of the target Police e-Mardumi committees and 20 new information desks being "functional". Expansion in the functionality of Police Women Councils and of 119 provision, and the completion of capacity building to allow for DSSS expansion will also be evident.

On the project management side, mechanisms will be put in place to ensure that TWGs/Sub-TWGs do thorough follow-up and reviews of arising challenges/issues to ensure that they are effectively addressed