LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

SUPPORT TO PAYROLL MANAGEMENT (SPM) and MOIA AND POLICE DEVELOPMENT (MPD) Projects

2016 ANNUAL PROGRESS REPORT

April, 2017

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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
CPD Outcome:	Outcome 2: 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 Outcome:	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$ 475,572,901.85
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. Anil Raj, Institutional Development component (a.i.), MPD
	Mr. Patrick Murney, Police Professionalization component, MPD
Head of ROL Programme Unit:	Ms. Dawn Del Rio
Responsible Senior Deputy Country Director:	Mr. Jocelyn Mason

Cover photo: Female police officers at the SIVAS Academy, Turkey (UNDP, December 2016)

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
PWC   Police Women Councils
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.

LOTFA finances two projects, namely, the Support to Payroll Management (SPM) project which focuses on supporting Ministry of Interior Affairs (MOIA) payroll management and transition by December 2016; and the 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.

2016 covers both Phase II (January – June 2016) and Phase III (July-December 2016) of the LOTFA Transition.

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.

2016 marked the conclusion of the Phases II and III of the LOTFA transition. Despite significant progress achieved under the Support to Payroll Management (SPM) project, Donors and the government decided to extend the SPM project for an additional 12 months (until 31 December 2017), to allow for additional payroll capacity development to take place.

By December 2016, the SPM project had achieved significant progress in developing the required capacity and business process infrastructure for MOIA to independently manage

all payroll related operations and functions. However, the second Micro Capacity Assessment (MCA) revealed that the MOIA had not yet met various critical donor conditions for the transition of payroll management to MOIA. In consequence, the government and the LOTFA donors agreed to extend the SPM project by another 12 months to December 2017, to allow more time to achieve the fulfillment of the Donor Conditions.

MOIA Policy development and implementation (Output 1):

The Human Resources, Finance Policies, and the Internal Control Policies were successfully revised against the standards set-out in the Donor Conditions and were approved by MOIA in June 2016. The policies provide for the necessary policy environment for sustainable payroll management by the Ministry of Interior Affairs (MOIA). Although improvements continue to be made to the policies with the MOIA, they provide a clear framework for payroll related operations for Provincial Financial Officers (PFO's) and Provincial Human Resource Officers (PHRO's).

The pay structure and sustainability study was conducted and the final report submitted, resulting in three options to reform the pay structure. The Pay and Compensation Board will continue to discuss these options and other findings and recommendations of the report in Q1 of 2017.

The Pay and Compensation Board has been fully operationalized and has held four meeting in 2016 to discuss and advice on issues related to police pay (ANP and GDPDC), which will continue to be discussed in 2017.

During 2016, all 2015 MA reports were finalized. The 2016 MA reports have been finalized up to May 2016. A total amount of USD 94,654 was deducted.

Capacity building for payroll management (Output 2):

The SPM project continued its capacity development support to MOIA payroll in 2016. The support on payroll training and technical assistance has improved payroll management at both national and subnational levels. In preparation for the payroll handover to the MOIA, the SPM developed a comprehensive MOIA Payroll Unit Plan which was approved by the MOIA and UNDP on 6 June 2016. SPM trainings took place within the framework of this Plan to facilitate hand-over of payroll management responsibilities to the MOIA by December 2016. These trainings included the newly approved policies, WEPS administration, the digital M16, mobile money and MA findings.

As a result, 98% of payroll stations are processing salaries on time, all payroll stations nationwide are using the digital M16, and the number of Helpdesk calls on payroll preparation has decreased by 67%.

Reconciliation of WEPS payroll reports with AFMIS payroll expenditure was initiated for the first time in 2016 as part of the SPM project's efforts to improve the credibility and reliability of payroll expenditure information. This was made possible after the project developed Standard Operating Procedures (SOPs) to conduct this reconciliation exercise and subsequent training was provided to MOIA and SPM staff. Reconciliation between WEPS and AFMIS was also conducted for the month of October 2016.

Systems integration /interface (Output 3):

All the 34 Provincial Headquarters (PHQs) are now connected to WEPS, ensuring that MOIA electronic payroll systems are functional nationwide. By December 2016, the SPM project expanded Electronic Fund Transfer (EFT) coverage to 89% (including 2% for mobile money) for the ANP, and 99% for the GDPDC (only Nuristan is outstanding). The Trusted Agent (TA) payment modality stands at 11%.

In preparation for data migration to the Afghan Personnel and Pay System (APPS), by December 2016 the WEPS team had reached 66% of data cleansing, representing 103,620 ANP records in WEPS. Correct ID-numbers within AHRIMS and WEPS is the mayor obstacle for further data cleansing. Therefore, the MOIA has embarked on a Personnel Asset Inventory (PAI) exercise to validate the biometric identification for the police and update AHRIMS, to be completed by May 2017.

The SPM project continued to make improvements to WEPS to support EFT expansion, mobile banking expansion and pay cycle management. At least 98% of payroll stations (158 out of 161) process payroll on time.

Systems infrastructure development (Output 4):

In 2016 the SPM project connected all ANP payroll stations to the MOIA intranet. The GDPDC payroll stations are connected to the MOIA intranet through Virtual Private Network (VPN), as a temporary solution. The SPM project will migrate all GDPDC payroll stations to the MOIA intranet by mid-2017.

The SPM project procured and deployed Solarwinds Network Performance Management module to monitor the performance and continued availability of WEPS for user in the

five regions. This will strengthen WEPS network performance management and technical maintenance and service delivery.

By December 2016, the SPM project had implemented 40% of the DRR plan establishing the DRR site. The MOIA formally approved and confirmed the Training and Education General Command (TEGC) as the suitable site to host the WEPS DRR sites. The DRR site is critical for business continuity in case of disaster.

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

As usual, the SPM project disbursed funds to MOF for the timely payment of ANP and GDPDC salaries and incentives in accordance with the 2016 LOTFA Commitment Letter. The total LOTFA cumulative advances to the MOF for the period January-December 2016 amounted to AFN 27,941,362,403 (USD 413,047,645). The AFMIS recorded a total amount of expenditures of AFN 27,474,805,954 (USD 406,043,639). The provides for an overall annual financial delivery rate of 98.3%.

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 to fulfill their mandates. The following section summarizes progress on results on the respective output areas.

COMPONENT 1: INSTITUTIONAL DEVELOPMENT

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

On the change management, a change readiness assessment has been initiated to understand political will and capacity for change. The assessment is due to be completed in January 2017, though preliminary analysis underscores the utility of applying a 'change management' approach to specific reform initiatives. Upon completion of the final assessment, potential options for a change management approach at the institutional level will be presented in order to enhance MOIA's capacity for accountable and efficient reform. On civilianization, a comprehensive roadmap has been approved by the Minister of Interior Affairs, paving the way for further international technical and financial support to increase civilian capacities within MOIA. Regarding the M&E system, several key achievements have been made in 2016, including development of M&E plans and capacity for 16 MOIA Directorates and technical assistance to track the implementation of MOIA Strategic Plan and report findings at MOIA Strategic Leadership Board (SLB). On aid

coordination, the draft Aid Effectiveness Strategy has been developed and submitted for MOIA review and approval, and the MOIA aid management database has been rolled out for donors' data inputs.

MOIA administrative and police support services (output 2):

Regarding the work on Business Process Development (BPD) and ICT/MIS/ERP, the scoping phase is completed and a combined four-year roadmap has been finalized and agreed to establish timeframes and clear sequencing of process re-engineering and digitization as well as development of MIS modules. Regarding the work on human resources policies, 30% of the Staff Manual content has been developed. The MPD project has also increased understanding and capacity of MOIA personnel about the ministry's current and new policies through three regional Policy Implementation Workshops in Kabul, Herat and Mazar. On the support to programme budgeting, the MPD project has rolled out training on programme budgeting to provinces in 6 of the 8 regional zones, resulting in a 23% increase in the number of trainees who demonstrate the required knowledge. On gender mainstreaming, a broader MOIA Gender Workplan as well as a Gender M&E Plan were developed and approved to assist the MOIA with the year-1395 implementation. With support of MPD project, a Gender Working Committee has also been established as a mechanism to track the implementation of gender activities.

MOIA internal control and accountability (output 3):

The MPD project has continued to improve the internal audit capacity. In 2016, the MPD project team's assistance to the OIG included development of a comprehensive internal audit manual in line with the Institute of Internal Auditors (IIA) standards, initiation of a reform of the OIG's organizational structure to ensure all audit related functions are integrated within a department of the OIG, and development of payroll expenses and procurement audit checklists. Based on the pre/post-training assessments, the audit staff's level of understanding of Internal Auditing work and procedures in line with IIA standards, on average, has increased from "very low" to "moderate". On the complaints mechanism, the MPD project has mapped processes of all the identified complaints touchpoints[1] and established a good understanding of how complaints are currently being handled. The project team has introduced the concept of departmental enquiry and drafted a procedure on punishing police disciplinary violations for further discussion with the OIG.

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[1] Legal Affairs General Directorate (LAGD); Personnel Directorate; 119 call center; Office of the Inspector General (OIG); Family Response Units at Provincial level (FRUs); Women's Affairs, Human Rights and Child Rights Directorate (WAHRCR); Criminal Investigation Directorate (CID); Major Crime Taskforce (MCTF under CID); Intelligence General Directorate (IGD); Police Prosecutor Office (PPO); Provincial Police Headquarters (PPHQ), Police Districts (PDs); Police Zonal Commands; Anti-corruption unit in the Attorney General Office (AC AG), and Police Ombudsman, Office of Afghanistan Independent Human Rights Commission.

COMPONENT 2: POLICE PROFESSIONALISATION

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

The MPD project - in consultation with the Legal Reform Sub-Committee and Legal General Directorate – has completed an assessment of the police legal framework and the findings are now used as a technical basis for drawing up proposals for legislative changes. The MPD project has adopted a three-pronged approach towards assessment of the police legal framework: i) international policing standards; ii) a comparative perspective through of select foreign laws; and iii) national consultations with Afghan practitioners and sector experts. Following the analysis, 160 recommendations across 16 key topics pertinent to police were proposed. Furthermore, the MPD project continues providing technical/coordination support to the holistic legal and policy reform process ongoing in MOIA. This includes policy reform advice and legislative referencing to ensure the policies are in line with Police Law, Police Inherent Law, and Military Crimes Law as well as any future proposed legislative changes.

MOIA training and leadership development (output 2):

A program package for a Master of Arts Degree in Education and Law Enforcement has been developed and approved by MOIA leadership, and forty instructors from the Afghan National Police Academy (ANPA) and Staff College have been selected for a one-semester program of master's-level preparatory course work. Following the agreement with the MOIA, UNDP has played a greater role in quality assurance and fiduciary oversight of the Sivas training program. The MPD project team has carried out a number of due-diligence activities in the areas of recruitment, curriculum design, monitoring, deployment and overall implementation of the training activities of the Sivas 2016 program. The MPD project also completed renovations of ANPA's four existing computer labs with proper ICT equipment and user-friendly software. On ANP promotional and leadership training, assessments of the current MOIA legal provisions, process, and training curricula were conducted and action points have been agreed and being implemented by MOIA.

MOIA community partnership approaches (output 3):

Regarding Police e-Mardumi (PeM) expansion, the office establishment for PeM units in 12 provinces has been completed and provincial conferences to inaugurate PeM offices and sensitize local authorities and communities were organized in all the 12 targeted provinces. The MPD project team has completed assessments of the existing information desk infrastructure in 11 out of 12 targeted provinces. Provincial baseline assessments of existing FRUs, PWCs, and PeMs were completed and the findings will be used to inform policy dialogues and discussions amongst key stakeholders in designing appropriate

interventions aiming at improving the functionality of these units. The MPD project trained and equipped PeM and FRU officers to conduct outreach campaigns and activities in 10 provinces with over 12,000 participants to improve police-community relations and strengthen trust and confidence in police. Preparations for 2016 District Security Monitoring Baseline Survey (DSMBS) are underway and the survey will be conducted in 40 districts of 20 target provinces. The MPD project team has completed an assessment of the 119 Emergency Call Centre in Kabul. The renovation of the center is 70% complete and expected to finish in January 2017. Bid evaluation for ICT supply and installation of 119 Kabul is ongoing.

PROJECT MANAGEMENT SUPPORT

Construction work carried over from LOTFA Akheri (output 2)
The MOIA has been working to address this administrative oversight and in July 2016 the MOIA informed UNDP that the amendment request had been submitted to the National Procurement Commission (NPC). However, there has been no progress to date, and that the contract amendments remain pending. UNDP was informed that the NPC had assigned a team of technical experts to conduct an assessment of both amendments independently, and to report the findings back to NPC as soon as possible. In the meantime, a formal letter from DM for Support was submitted to UNDP to request the Embassy of Japan for a 12-month no-cost extension (NCE). Currently, the completion rate of the construction work stands at 75%.

The construction of female toilets and dressing rooms was originally planned in three selected provinces, namely Herat, Nanghahar, and Balkh. However, CSTC-A also had plans approved by the MOIA Facilities Directorate to construct the same facilities in Mazar-i-Sharif. In order to avoid duplicating CSTC-A's efforts, the MPD project has decided not to continue the planned construction of these facilities in Balkh. The tendering process for Herat and Nangarhar has now been completed, and the work is to commence in early 2017. UNDP received a list of new locations from the Gender Directorate requesting 19 new dressing room and bathroom buildings in different locations in Afghanistan. UNDP reviewed the list with some suggestions and submitted it to the DM for Support for consideration and approval. Once the DM conforms the list, the MPD project team along with MOIA Facilities and Gender Directorates will conduct assessments of the new locations.

PHASE THREE: PROGRESS SUMMARY (as per December 2016)
This report provides a progress update (as per December 2016) for 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:

UNDP is making investments to strengthen its efforts to mainstream gender within the work of both SPM and MPD projects.

To support the implementation of MOIA's Ten-Year Vision for the ANP, UNDP has adopted a two-pronged strategy: Strategy 1) 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; and Strategy 2) 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 SPM has continued to update WEPS data to enable capturing gender-disaggregated data. The project has also supported the MOIA in modifying the attendance books and leave request, which now include gender. These have since been approved by MOIA. The new leave request forms are already in use, but the revised attendance book will start to be used in March 2017. Gender-disaggregated data can inform future planning and programming.

The gender specific results for the MPD project include: i) specific recommendations and proposed changes to the Police Law and related laws/policies in relation to the human rights of women in police, ii) inclusion of gender perspective into the Roadmap for Civilianization and the MOIA Education Policy, iii) technical and coordination support to ensure effective implementation of the MOIA's 1395 workplan, iv) successful facilitation of the selection process and departure preparations for 250 female Sivas cadets as well as curriculum design, monitoring, deployment and overall implementation of the training activities of 2016 Sivas program, v) assistance in MOIA's female recruitment outreach campaigns, v) completion of provincial baseline assessments of FRUs and PWCs with insights into structural and capacity issues, vi) 15% female representation, on average, in the newly established police and community partnership committees in 12 target provinces, vii) training of PeM and FRU policewomen in 10 target provinces on community and safety outreach campaigns which achieved a high female participation rate of 40%, viii) organizing the UNiTE to End Violence against Women campaign in 5 provinces with more than 700 participants, and ix) continued progress in the construction of female restroom and dressing room facilities in Herat, Nangarhar, and other target provinces.

PARTNERSHIPS:

Overall, the Donor Conditions Document approved by the President on 21 November, 2015, provides the overarching partnerships for the SPM project, with key stakeholders as the MOIA, Ministry of Finance (MOF), and donors.

At a technical level, the Deputy Minister (DM) for Policy and Strategy, the National Director for LOTFA and focal point LOTFA project implementation and strategic guidance, led the partnership, collaboration and coordination between the UNDP and donors. In addition, in the fourth quarter, the new Deputy Minister for Support also came in to further support collaboration with the SPM /UNDP. The President's Office also played an important role in facilitating dialogue around transition.

Throughout 2016, the GIROA, UNDP and donors engaged in various high-level discussions on the post- 2016 trust fund arrangements, after completion of the LOTFA transition, most prominently the Phase Review meetings held on 23 February, 23 May and 6 October 2016.

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, and academic institutions, law enforcement agencies in the region, corporate partners and local authorities and communities. More specifically, additional coordination and working groups specific to CSTC-A include ICT and applications development, which is central to

UNDP's support to process re-engineering, systems development and ICT improvements, have been established.

ISSUES AND RISKS:
Several issues and risks affected the implementation of the SPM and MPD projects. For the SPM project, this included: i) the backlog of MA reports; ii) the continued recurrence of MA findings; iii) the slow progress on WEPS-AHRIMS ''data cleansing'; iii) ongoing variances between WEPS and AFMIS monthly expenditures; iv) and slow progress on mobile money registration. The MPD project also faced some issues and risks. Specific issues in this reporting period include i) Police Women's Council (PWC) action plan awaiting MOIA leadership approval, and ii) delays in approval of contract amendments for the contractor of DM Support Building construction.

Key risks in 2016 were: 1) the security conditions in the provinces and their impact on the payroll processes; 2) MOIA leadership support for institutional reform; and 3) the ability to attract qualified (female) staff for key departments.

LESSONS LEARNED:
Two key lessons emerged in the implementation of the SPM project point towards i) the centrality of government leadership, ownership and commitment to the successful realization of intended results; and ii) the importance of engaging senior government leadership at an early stage to ensure issues constraining the smooth implementation of the project are addressed on time. The lessons for MPD emerging from this period point towards: i) the importance of building knowledge about conditions for improvement success of planned interventions; ii) the need to differentiate between capacity development and capacity substitution; iii) more robust results and monitoring framework to align the project's activities with practical and meaningful results; iv) the need for strengthened gender-specific data; and v) reservations for relying on the national procurement systems, particularly with regard to construction work.

FUTURE PLANS:
The approved SPM AWP for 2017 builds on the achievements obtained in 2016. For the SPM project, the 2017 AWP will seek to achieve the following results: orientation, implementation and monitoring of approved MOIA policies (output 1); expanding and rolling-out the capacity building plan developed in 2016 to cover the entire financial management environment around payroll management (output 2); completion of the data cleansing exercise of WEPS and AHRIMS in preparation for migration of payroll data to APPS and provide ongoing support to the expansion of mobile banking (output 3); implementation of the DRR plan that was approved in 2016 (output 4).

In 2017, the MPD project 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 (ID) component, the team will establish pathway towards an integrated civilian-uniformed workforce within the Ministry of Interior through cultivating an organizational culture that fosters effective working relationships between uniformed and civilian entities, which will be critical to the overall functioning of the MOIA and ANP (output 1); increase investments in process re-engineering and Enterprise Resource Planning (ERP) platforms to increase automation, efficiency gains and cross-functionality of core functions and Government-to-Citizen (G2C) services (output 2); provide intermediate and advanced training curriculum alongside dedicated technical advisory support to complete the full audit cycle. As well, support will be extended to the MOIA complaints mechanism. New structures, processes and procedures will be validated and primary components established in 2017 (output 3).

Under the Police Professionalization (PP) component, major police laws and subsidiary legislation will be reformed to ensure that an appropriate legislative framework exists for an efficient and effective police force (output 1); establish expected behavioral standards and incorporate these into the training and assessment of training outcomes. Refurbishments to some Regional Training Centers will be carried out to ensure that almost 12,000 serving constables awaiting training can be processed (output 2); expand the PeM units to 32 provinces (excluding Helmand and Kunduz due to the non-conducive security situations) by the end of 2017. An Afghan contextualized Police-e-Mardumi (PeM) framework will be proposed and adopted, taking into account the varying security situations and cultural/tribal differences that exist in Afghanistan. With the MPD project's support, Family Response Units (FRUs), Police Women's Councils (PWCs), police information desks and 119 Emergency Call Centers (ECC) will be more soundly based and increasingly responsive to community needs with better police service delivery (output 3).

PROJECT MANAGEMENT SUPPORT FOR BOTH SPM AND MPD PROJECTS:
The SPM and MPD projects have efficiently and effectively implemented its activities. During 2016 a total of 77 (44 for SPM and 33 for MPD) Technical Working Group meetings were held. The new monitoring frameworks for the SPM and MPD project were presented to the Project Board on 18 December for approval and will be subsequently operationalized in 2017 to improve data collection and progress tracking.

The project has also facilitated data collection for monitoring and reporting purposes, documentation for audits. The project continues to upload relevant project

documentation to the LOTFA Donor Work space on Sharepoint, which facilitates information exchange between the SPM and MPD projects and LOTFA partners.

FINANCES:

The budget for SPM project, 2016 AWP is USD 454,518,240.94. Financial execution reported for this period is USD 429,949,922.21. The budget for MPD project, 2016 AWP is USD 21,207,660.91. Financial execution reported for this period is USD 11,118,397.00. The delivery rates for SPM and MPD projects during the period stand at 95 per cent and 52 per cent, respectively.

II.   INTRODUCTION

2016 Dialogue on LOTFA Transition and Donor Conditions:

The LOTFA project was designed and approved by government and UNDP with the objective to ensure hand-over payroll management responsibilities to the MOIA by end 2016 after an 18-month implementation period. In September 2015, the government and donors however agreed on a set of Donor Conditions that would guide the transition of payroll management functions. The Donor Conditions paper approved by the Presidents' Office on 21 November 2015 established clear roles and responsibilities for the MOF, MOIA, UNDP and CSTC-A on the hand-over of payroll management to MOIA over a period of 18 months. All partners involved in the Donor Conditions held progress review meeting on 23 February, 23 May and 6 October to assess progress made against each of the Donor Conditions. These reviews were informed by Micro-Capacity Assessments (MCA) commissioned by UNDP, which provided a third-party assessment of progress on MOIA Donor Conditions.

The second MCA report (October 2016) concluded that, although significant progress had been made by the MOIA on the different areas related to the Donor Conditions, the

functional area of payroll, including human resources information management, accounting, reporting, and internal controls still required improvements. The independent audit firm conducting the MCA assessed the overall risk to be 'moderate.' On 29 November 2016, Donors communicated their position to H.E. President Ghani to delay the transition of payroll management functions from UNDP to the MOIA until all MOIA donor conditions have been met. Donors specified in their letter to H.E. President Ghani that substantial or partial progress on MOIA donor conditions had been achieved, but that several key challenges remain. Donors advocated that the current arrangement, under which UNDP has primary oversight of payroll management, remain in place beyond 31 December 2016. Consequently, H.E. President Ghani agreed with the Donor's request to extend the current SPM project until 31 December 2017 to allow for continued support to the MOIA in the management of payroll functions and for salary payment of ANP and GDPDC. H.E. President Ghani highlighted in his letter to donors on 7 December 2016 that all partners work towards achievement of the Donor Conditions and that concrete milestones be designed to measure progress against the Donor Conditions.

The 18-month implementation period has evidenced critical areas within the MOIA where additional capacity development is required, related to key Donor Conditions under the responsibility of the MOIA, to demonstrate further progress against these Donor Conditions. These areas relate to the distribution of personal ID-cards to all officers, full slotting of biometrically registered officers within AHRIMS, and strengthening internal inspection capacities within the OIG, including follow-up on findings for corresponding legal, administrative and disciplinary actions, when applicable. The success of the transition completing in 2017 assumes that the MOIA will continue to build on the significant progress made in 2016. To support the MOIA on areas which fall within the mandate of the SPM Project, UNDP has revised the work under Output 3 to include support towards 'data cleansing' (of WEPS data with rectified ID-numbers), which will facilitate the migration of WEPS payroll data into APPS.

Strengthening oversight and accountability:
During 2016, the LOTFA Oversight sub-Committee held a total of six meetings (21 January, 23 March, 4 May, 11 June, 5 November and 7 December). The Oversight sub-Committee members as part of its 2016 Work plan reviewed the assurance mechanisms which UNDP had put in place for LOTFA and found these mechanisms to be adequate, acknowledging that overall important improvements had been made to the mechanisms for assurance & oversight, as these were revised in June 2015. All project documentation discussed within TWG and LOTFA meetings is published on the LOTFA Donor Workspace and remains continuously accessible to LOTFA partners.

UNDP revised the MA TOR for the new MA contract in 2017. As a result, UNDP will split

the current MA contract into two i.e. Physical Verification (Headcount) and Expenditure Verification, with revised TOR aimed at expanding the scope of work for both expenditure and physical verification to 75%, improving the quality and timeliness of reports. Under the new scope of work the MA's will be required to perform expenditure verification for at least 75% of payments of ANP and GDPDC uniformed personnel salaries and incentives on monthly basis in each province, and undertake physical verification of personnel an on monthly basis at the district and provincial levels of the total Tashkil for each month, which will result in the verification of 75% of personnel for the entire year. The MA's will carry out their assignments based on established eligibility criteria and documents provided by MOIA and UNDP.

UNDP commissioned an independent assessment of the LOTFA Risk framework, as part of the design and development of new post-2017 trust fund arrangements. The current LOTFA framework for risk monitoring and management outlines the processes and procedures LOTFA uses to conduct risk monitoring and management on a regular basis. This framework was presented to donors within the LOTFA Oversight sub-Committee in May 2016, and was deemed sufficient by the LOTFA Oversight sub-Committee members. In December 2016, UNDP initiated the assessment to review the current LOTFA risk plan, and strengthen this where needed. This will ensure that required mitigation measures will be adequately defined and budgeted.

The work of the LOTFA Oversight sub-Committee will continue into 2017, as well the finalization of the LOTFA Risk Assessment, which will be shared with the LOTFA Oversight sub-Committee members in Q1 of 2017.

Implementation of Phase III (July-December 2016):

2016 covered both Phase II and Phase III of the planned LOTFA Transition. The following table gives a summary of key progress achieved against the different Outputs. The SPM and MPD project were considered largely to be ''on-track.''

Outputs	Progress Phase III (July – December 2016), as per 31 December 2016	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 ✓ Completion of review of the Finance, and HR and internal control policies, with support from SPM subject matter expertise ✓ Operationalization of the LOTFA Pay and Compensation Board (''Pay Board'') ✓ The pay structure and sustainability underway (final report expected by the end of December 2016).	*On-track*
Output 2: Capacity building for payroll management	✓ MOIA has dedicated staff to support SPM in data cleansing between EPS and AHRIMS ✓ Ongoing support to MOIA in strengthening capacities for data collection, analysis, development of payroll reports ✓ The second MCA on Payroll concluded in September 2016 (first MCA in December 2015) ✓ Payroll Unit Plan approved by MOIA on 6 June 2016; implementation ongoing ✓ Draft SOPs for WEPS/AFMIS reconciliation and payroll operation manual developed, and SOP piloted in Bamyan	*On-track*
Output 3: Systems integration	✓ Migrated 34 PHQs to WEPS, resulting in a 100% WEPS coverage, resulting in 100% of police supported by WEPS; ✓ Digital M16 implemented and rolled-out to all 34 provinces; ✓ Development of online ticketing system, improving management, traceability and auditability of complaints; ✓ Further WEPS improvements implemented to improve data quality, auditability and accessibility include; validation controls and pay cycle management ✓ 66% of invalid records have been rectified in WEPS by end September 2016 ✓ System documentation on EPS completed; findings and recommendations shared with MOIA & TWG ✓ EFT expansion increased from 85% to 89% for ANP; EFT expansion for GDPDC at 99% ✓ Initiation of the mobile banking pilot programme in six provinces, registering 3,661 police (62% of target group); 2,403 personnel paid through mobile banking in December 2016.	*On-track*
Output 4: Systems Infrastructure development	✓ All 34 GDPDC payroll stations migrated from EPS stand-alone system to WEPS centralized system ✓ 100% of ANP payroll stations connected to MOIA intranet ✓ Virtual Private Network (VPN) connectivity established for GDPDC payroll stations ✓ Deployment of solar winds software to monitor the WEPS network performance ✓ Disaster Recovery/Business Continuity Plan site identified; procurement initiated	*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 ✓ 81 out of 191 approved civilian positions have been recruited under the CBR arrangement	*On-track*
Output 6: Project management support	✓ All project management staff recruited and the remaining technical positions are in progress ✓ A total of 44 TWGs meetings were held out of target of 48 ✓ 7 out of 11 Due Diligence Recommendations Implemented ✓ The new LOTFA Oversight sub-Committee meeting held 6 meetings in 2016 ✓ New data collection & monitoring methods developed and implemented	*On-track*

Outputs	Progress Phase III (July – December 2016), as per 31 December 2016	Status
MOIA and Police Development (MPD) Project: Institutional Development component		
Output 1: MOIA capacity to lead and manage reform	✓ Change readiness assessment initiated to provide options for a change management approach at the institutional level ✓ A comprehensive civilianization roadmap approved by the Minister for further support to increase civilian capacities ✓ M&E plans and capacity for 16 MOIA Directorates developed and the implementation progress of MOIA Strategic Plan regularly tracked by the MOIA Strategic Leadership Board (SLB). ✓ MOIA aid management database rolled out for donors' data inputs.	*On-track*
Output 2: MOIA administrative and police support services	✓ Scoping phase completed and a combined four-year roadmap has been finalized and agreed to establish timeframes and clear sequencing of process re-engineering and digitization as well as development of MIS modules ✓ MOIA personnel's knowledge and understanding of HR policies improved through three regional Policy Implementation Workshops in Kabul, Herat and Mazar ✓ 80% of planned, nationwide program budgeting training completed, resulting in a 23% increase in the number of trainees who demonstrate the required knowledge. ✓ A broader MOIA Gender Workplan developed and approved to assist the MOIA with the year-1395 implementation. ✓ With support of MPD project, a Gender Working Committee established as a mechanism to track the implementation of gender activities.	*Off-track*
Output 3: MOIA internal control	✓ A comprehensive internal audit manual has been drafted and shared with the OIG for review and consideration	*On-track*

and accountability	✓ The audit staff's level of understanding of Internal Auditing work and procedures in line with international standards, on average, has increased from "very low" to "moderate". ✓ All the identified complaints touchpoints' processes mapped and a good understanding of how complaints are currently being handled in MOIA established. ✓ Recommendations provided to institutionalize and operationalize the disciplinary rules, the concept of preliminary enquiry and departmental enquiry as well as procedures to handle and channel complaints.	
MOIA and Police Development (MPD) Project: Police Professionalization component		
Output 1: MOIA police legislative, regulatory and policy framework	✓ Assessments of and provincial consultations on the police legal framework completed and the findings are now being used as a technical basis for drawing up proposals for legislative changes ✓ Discussions with MOIA senior leadership and UN agencies held on practicalities around mitigation measures against human rights violations (HRV) cases.	*On-track*
Output 2: MOIA training and leadership development	✓ A program package for a Master of Arts Degree in Education and Law Enforcement approved by MOIA leadership, and forty instructors from ANPA and Staff College selected for a program of master's-level preparatory course work. ✓ Quality assurance and fiduciary oversight of the Sivas 2016 program duly fulfilled by UNDP, particularly in the areas of recruitment, curriculum design, monitoring, deployment and overall implementation of the training activities. ✓ Renovations of ANPA's four existing computer labs completed. ✓ On ANP promotional and leadership training, assessments of the current MOIA legal provisions, process, and training curricula were conducted and action points have been agreed and being implemented by MOIA.	*Off-track*
Output 3: MOIA community partnership approaches	✓ Expansion of PeM units with inaugural conferences in 12 provinces successfully completed. ✓ Assessments of the existing information desk infrastructure completed in 11 out of 12 targeted provinces. ✓ Provincial baseline assessments of existing FRUs, PWCs, and PeMs completed and the findings used to inform policy dialogues to improve the functionality of these units. ✓ PeM and FRU outreach campaigns completed in 10 provinces with over 12,000 participants to improve police-community relations and strengthen trust and confidence in police. ✓ Renovation of the 119 Kabul center is 70% complete and expected to finish in January 2017.	*Off-track*
MOIA and Police Development (MPD) Project: Project Management Support		
Output 1: Project	✓ Nearly all project staff and consultants recruited. ✓ Relocation to new MOIA compound completed.	*On-track*

management support	✓ In 2016, there were 65 missions to 20 provinces, and a total of 21 Sub-TWG and 12 TWG meetings organized as well as two donor meetings, two Project Board meetings and 5 consultation meetings. ✓ Extension of MPD project approved by the President. A new Project Document (2017-2020) and the 2017 Annual Work Plan (AWP) approved at the second Project Board meeting (18 Dec).	
Output 2: Construction	✓ The completion rate of the DM Support building construction stands at 75% by end December 2016 ✓ A team of technical experts assigned by the NPC to conduct an assessment of DM Support Building prior to the NPC approval of the contract amendments for the constructor ✓ Construction of female police toilets and dressing rooms: the tendering process for Herat and Nangarhar completed, and the work is to commence in early 2017.	*Off-track*

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

By end 2016, as part of the civilianization process, 81 out of 191 (66 Senior and 125 mid-level technical posts) approved positions have been recruited. This includes positions at the level of Deputy Ministers, Director Generals and Directors. Recruitment is currently ongoing for 80 Positions, including the 5 vacant positions related to the MOIA Payroll Unit. The Rule of Law and Human Security Unit and MPD project have supported the MOIA on the development of a proposal to include an additional 125 mid-level technical civilian positions on Tashkeel through the CBR-mechanism. This proposal has been approved by donors on 20 May 2016, and includes the 33 payroll unit functions considered critical to the successful transition of payroll functions to the MOIA. Maintaining medium-term financing of these civilian positions is critical to the long-term reform of the MOIA and should be considered in any post-2016 financing.

Policy and legislative review:

The MPD project is providing technical support and advisory assistance to the Reform Commission undertaking the legal reviews, and coordinating, facilitating and providing solid guidance to relevant discussions. In this sense, during 2016, MPD finalized and shared with the MOIA legal department a review based on human rights compliance and of democratic policing standards as well as a technical summary of international best practice by analyzing Police laws from countries of similar context. The MPD project assisted the MOIA legal department to establish a technical working group that is endorsed by the Minister. The aim of this working group is to analyze research documents and observations from provincial consultation meetings and to draft recommendations for legislative amendments in Police Law based on the findings. It is expected to ensure a proper legal statutory basis for the ANP. This reform exercise will allow the ANP to function as a law enforcement entity in accordance with relevant human rights and professional policing principles.

Simultaneously, both the SPM and MPD projects are providing technical support to the review of the Personnel, Finance and Internal Control policies, which process is led by the MOIA Policy Reform Commission. LOTFA is supporting this review with technical analysis and SPM and MPD subject matter expertise. Progress on this review process is further detailed in section III.A.

Mainstreaming Gender within LOTFA:

Based on the implementation of previous Sivas cohorts, UNDP identified several lessons learned and key issues, and has played a greater role in recruiting, designing and implementing the Sivas programme. During the reporting period, the MPD project team engaged in the candidate selection/vetting process, induction, and pre-departure preparations of 250 female cadets to the Sivas Police Training Academy (SPTA). As part of the quality assurance, the MPD project team also carried out several due diligence activities relating to reviews of training curricula, course contents, lesson plans, program oversight,

monitoring and evaluation as well as considerations for safety, security and discipline issues. More details on the new cohort of the SIVAS programme can be found in Section IV.E.

Security:

Regarding security risks, Figure 1 below shows imposition of movement restrictions and resulting project's operational capability level (i.e. the percentage of LOTFA staff allowed to be present at the MOIA) during 2016. Highlighted in red are movement restrictions imposed on project members due to security concerns on their safety in and around Kabul which has a negative bearing on their operational capability and effectiveness.

Figure 1: SPM/MPD operational capability Vs movement restrictions
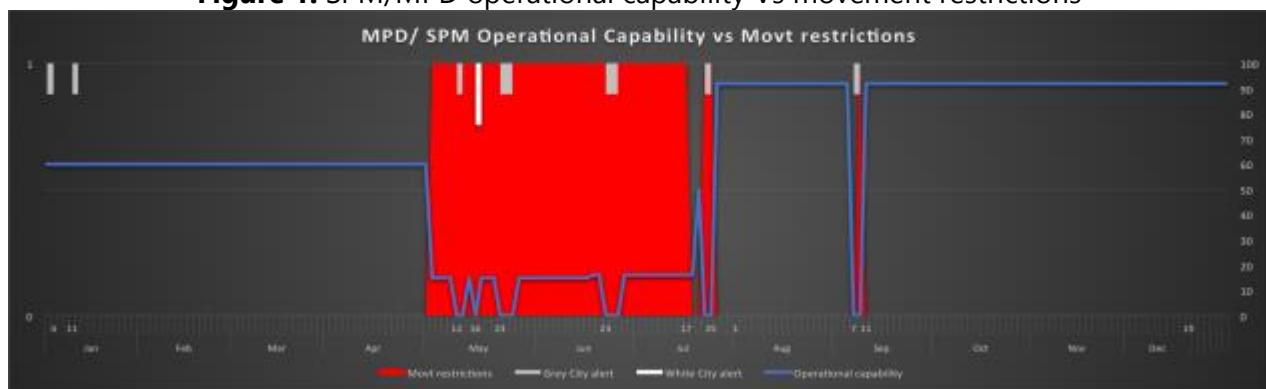
Higher security risks during May to mid-July 2016 impacted the project implementation rates negatively. A direct threat against the MOIA and other high profile government ministries due to the Government's decision to execute insurgents on 8 May 2016 has prompted the UN Department of Security and Safety (UNDSS) to impose movement restrictions and advise the SPM and MPD projects on the relocation of project staff out of the MOIA and to work from the UNDP office instead. The insurgents also announced that they would begin targeting the Ministries of Justice, Defense and Interior Affairs, thus, all UN projects associated with these ministries were immediately placed under these movement restrictions to limit exposure and risk to staff members with no more than 15 staff members being allowed to visit the ministry at any one time and then for a limited period, usually for no more than 4 hours. This period also saw a heightened threat level against UN compounds in Kabul and declarations of Grey and White alert status further arresting staff movement in the capital in particular though not directly affecting operations in the regions.

Although the blanket movement restrictions were lifted in mid-July, it was only imposed again on 24-25 July and again on 8-9 September in light of direct threats against the MOIA compound and the Masoud Day celebration protests respectively. The MPD staff continued to work in the wake of the attack on the American University of Afghanistan (24 August) and more recently, the attack on the CARE guesthouse (6 September) here in Kabul.

The operational capability level depicted with the blue line dropped from approximately 65% (prior to May) to 15-17% during the imposition of movement restrictions, and reduced further to 0% during Grey City and White City Alerts. When the restrictions were lifted, the project returned to its almost full operational capability at around 92%.

In addition, as the MPD project continues to extend its operational reach out of Kabul and into provinces of Afghanistan, the project is constantly having to strike a balance between operational effectiveness and staff security. In 2016, the MPD project conducted 65 missions to 20 provinces of Afghanistan, 1 of which was to a province with an extreme level security threat, 25 high threat, 6 substantial threat, 12 moderate threat, and 21 low threat.

III. SUPPORT TO PAYROLL MANAGEMENT PROJECT

A. Output 1: MOIA Policy development and implementation

In 2016 relevant progress was made to revise key MOIA policies to support sound payroll management, in line with the related Donor Conditions under the responsibility of the MOIA. During 2016, the SPM project has provided technical support[2] to the MOIA to review key MOIA policies to establish a sustainable institutional framework for payroll processes operations. The three key policies for supporting payroll management, namely the Human Resources, Finance and Internal Control Policies, were reviewed and approved by MOIA in the Q2 of 2016, although further improvements on these policies are ongoing. This has been complemented by SPM support on the development of operational business processes for payroll management by the MOIA.

The SPM project team provided technical support to the MOIA in revising MOIA policies. The newly approved Cadre and Personnel Policy consolidates and harmonizes the following policies: Human Resources, Appointment and Recruitment, and Police Personnel and Assignment. The SPM project provides further reviews on the structure, use of language, consistency with the relevant legal documents such as the Police Inherent law and the inclusion of relevant aspects defined within the Donor Conditions regarding the policy review process. On the Finance and Internal Control policies, the SPM project reviewed the coherency between the proposed policies and the principal existing financial policies of the MOF, as well as applicable laws such as the Public Finance and Expenditure Management law. Furthermore, the SPM project reviewed the policies to confirm inclusion

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[2] The SPM project conducted technical analysis of: i) key policies, legal instruments, pay entailments and deductions to the ANP recorded in the EPS, and ii) existing HR, payroll and reconciliation process. These studies were finalized in November 2015. The SPM project provided technical support to the MOIA Policy Review Commission (on finance, personnel and internal control policies) using as basis the studies' recommendations to inform the policy review process.

of relevant aspects defined within the Donor Conditions regarding the policy review process such as the use of the LOTFA fund code, the sources of funds to be used for each category of police pay, and clarity on the efficiency and accountability of funds. In support of MOIA policy implementation, the SPM project printed approximately 500 copies of each of the policies, which were circulated to all relevant departments at national and sub-national level. By the end of 2016, the MOIA had started implementation of the revised policies. The MOIA Monitoring and Evaluation (M&E) Directorate will assess in Q2 of 2017 the compliance of MOIA staff with these new policies.

To ensure rationalization of the ANP pay structure and determine the sustainability of the current pay scales and incentive rates for the ANP and GDPDC, a pay structure sustainability study was carried out between October and December 2016. The study findings and recommendations were presented to the Pay and Budget Technical Working Group (TWG) on 14 November 2016 and were further presented and discussed with the wider donor group in the Combined SPM and MPD TWG on 28 November and Project Board on 12 December 2016. Table 1 below summarizes the key findings and recommendations from the pay structure report.

Table1: Key findings and recommendations from the pay sustainability study

Finding	Recommendation
1. The current ANP/CPD pay structure is very closely linked to the ANA pay structure as both have the same base salaries and ranks. Both organizations make use of hazard pay, Temporary Pay, medical pay, aviation incentives, additional pay for explosive ordinance disposal and additional pay for Special Forces.	1. The approval of bonuses and incentives for the ANP/GDPDC based on the approval of bonuses and incentives for the ANA is neither a sufficient nor a necessary reason for making changes to the payroll structure. However, this should only be one of many criteria to inform decision-making.
2. Pay rates of the ANP and GDPDC are commensurate with similar organizations that compete with the ANP and GDPDC for the recruitment of candidates.	2. To more fully understand the potential impact of pay rates on recruitment and retention of police officers, it is recommended that a statistical significant survey of police attitudes on why they join the ANP (amongst other issues) be conducted.
3. The HR Management and IT systems currently used by MOIA and LOTFA have several deficiencies that impede the development of a subtler payroll structure.	3. No changes in payroll structure should be made until the MOIA HR Management systems are improved. In practice, this means that any reforms should be delayed until the Afghan Pay and Personnel System (APPS) is fully functional and a full information systems audit is conducted by a third party of APPS.

4. Inflation is a significant problem that is gradually deteriorating the purchasing power of police officers.	4. At minimum, the MOIA pay structure could be redesigned to award police officers for year of service. This will partially offset the effect of inflation.
5. Within the current payroll structure, its governance and implementation is appropriate due to the capacity and internal controls provided by UNDP	5. Any changes to the payroll structure should be conditioned on several criteria and follow a phased approach. Several activities and outcomes needs to be completed as prerequisites.[3]
6. Under Article 14, Item 4 of the Inherent Law there is ambiguous language which states that military organizations should get salary raises simultaneously	6. Article 14 should be loosely interpreted and not limit the decision-making ability of the MOIA leadership and the Council of Ministers. Basic Pay between military Tashkeels should be equal including Temporary Pay. But other parts of the payroll structure should vary based on the requirements of each unique organization.

The report proposed three options for reforming the ANP pay structure: 1) performance-based management with longevity pay; 2) alignment of ANP to civil service spine structure; and 3) alignment of ANP pay to Afghan National Army (ANA) salary. The Pay and Compensation Board on 12 December 2016 discussed the findings, recommendations and reform options, but requested additional time to study these in more detail. The Pay and Compensation Board proposed to meet and deliberate in early 2017.

UNDP facilitated the establishment of the Pay and Compensation Board in 2016 with a mandate to review and advice on issues dealing with police pay and incentives. The operational guidelines and terms of reference for the Pay and Compensation Board were drafted and approved by the Pay and Budget TWG. The Pay and Compensation Board is fully operational and by the end of 2016 the Board had held four meetings (26 June, 3 August, 2 October, and 12 December 2016) in which two substantive petitions for an increase in salary and incentives were submitted for consideration. The Pay Board has since made a recommendation to the Project Board to award a one-off bonus payment to police. However, the Pay Board tied the payment of the one-off bonus payment to the achievement of the on-going CSTC-A-led Personnel Asset Inventory (PAI) and the completion of data cleansing of WEPS and AHRIMS. This would equal a total of US$5.5 million as the 2017 budget allows for this.

By end 2016, there is still a lack of understanding amongst police officers about their remuneration and entitlements. In order to avoid abuse by higher authorities, the SPM project is exploring ways to distribute pay slips through bulk email and SMS. Although the

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[3] Such activities and outcomes are, for example: approval of new payroll regulation; implementation of APPS; incorporation of Pay Board activities and functions within the budget formulation calendar and MOIA management; development of levels of authority and thresholds for performance and discretionary based pay; and development of a performance management system.

WEPS generates pay slips, MOIA has no capacity to print and distribute the pay slips due to the huge costs and logistical implications for the ministry. Meanwhile, PFOs have been advised to print pay slips for ANP on request.

By end of Phase III, the project had provided effective support to the MOIA in putting in place the required regulatory framework for sustained payroll operations.

Table 2: Summary of Progress on Output 1 Indicators as of December 2016

Indicator	Baseline (As per the AWP)	2016 Target	2016 actual	Comments
A: Extent of alignment between current applicable Government policy, legislation or regulation and payroll practices	Partial alignment (approx. 33%)	100%	100%	On-track
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)	100%	Policies printed and distributed to all payroll stations at national and sub-national level.	The MOIA Monitoring and Evaluation (M&E) Directorate will assess in Q2 of 2017 the compliance of MOIA staff with these new policies.
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)	30%	No information on the indicator.	At the moment, there is no mechanism to measure the indicator (including recording of gender disaggregated data). However, all complaints received through the Help Desk Support were resolved.
D: Percentage of MOIA personnel in receipt of monthly pay slips and current annual pension statement (disaggregated by gender)	0%	100%	No information on the indicator.	WEPS generates pay slips for all police. However, MOIA has no capacity to print and distribute the pay slips due to significant costs involved in printing and distribution. However, the SPM WEPS team is coordinating with MOIA and telecommunication companies to consider the possibility of delivering pay slips through bulk SMS (for ANP and GDPDC). PFOs can print pay slips based on police officers' request.

B. Output 2: Capacity building for payroll management

The SPM project in 2016 has invested significant efforts to develop the required capacities of MOIA staff to enable independent MOIA payroll management. The MOIA Payroll Unit plan, approved by MOIA and UNDP on 6 June 2016, has been the basis for the SPM project's payroll capacity development efforts undertaken throughout 2016. The Payroll Unit plan foresees in the establishment of the MOIA Payroll unit. Prior to its approval, the plan had been presented to MOIA, CSTC-A and donors in several fora as part of the consultative process for its design and development. The approved plan articulates the key Payroll Unit functions, the critical success factors to ensure an effective hand-over, an analysis of the capacity and staffing requirements for the Payroll Unit and a corresponding gap-analysis based on the current existing capacities between the MOIA payroll staff and SPM project staff. The plan also details the proposed structures at both national and provincial levels, human resource arrangements, as well as an outline of the payroll business processes to accompany the functioning of the Payroll Unit. The MOIA approved and LOTFA donors agreed to the funding of 33 staff positions[4] for the MOIA Payroll Unit under the CBR model. The Payroll Unit plan is accompanied by an implementation plan (''Payroll Unit Capacity Development plan''), annexed to the Payroll Unit plan, which outlines the SPM capacity development support towards implementation of the plan. The implementation plan sets as baselines for the capacity development support the findings of the MCA[5] for Payroll conducted in December 2015. It is important to emphasize that successful transfer of payroll management capacities from SPM to the MOIA requires the full implementation of the Payroll Unit plan, including the transfer of the 19 SPM staff positions to the MOIA under CBR.

Throughout 2016, the SPM project implemented the scheduled capacity development support activities and trainings as part of the Payroll Unit plan. The curriculum for the trainings was informed by the findings and recommendations from the Micro Capacity Assessments (MCA's), so that these would address the key weaknesses and deficiencies identified. The training plans were furthermore informed by the review of the HR and Payroll studies which the SPM project conducted between September and October 2015, as well as the training needs assessment undertaken for MOIA payroll staff in Q2 of 2016. Table 3 below shows the consolidated trainings conducted during 2016, including the specific areas and target groups of training.

Table 3: Capacity building trainings conducted in 2016

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[4] These 33 positions are part of the Phase 2 of the civilianization process which consists of an additional 125 technical mid-level civilian posts. While MPD project will support MOIA on civilianization process at policy level, the SPM project will continue to fund the salaries in 2017 of up to 191 senior and mid-level technical posts that have been approved by donors assuming the MOIA has met the conditions of ensuring all posts are on Tashkeel.

[5] The MCA was conducted by Grant Thornton. The Report on the Results of Micro Capacity Assessment for Payroll of the Ministry of Interior Affairs, Afghanistan, was presented to UNDP on 14 December 2015.

Dates (2016)	Training conducted/ Specific area(s) of training	Target group	Number of trainees
15 – 17 February	WEPS training in computer lab	GDPDC	2
13 – 15 March	WEPS Training in computer lab	Police Zones	4
9 – 13 April	New changes to WEPS system and official launch of Online Ticketing System, Data Cleansing, LOTFA Commitment letter, Afghanistan National Budget Formulation, Monitoring Agent (MA) roles	PHQs (PHQs Police Head Quarters in 34 provinces) and Police Zones (ANCOP (Afghan National Civil Order Police) in 9 provinces, and ABP (Afghan Border Police) in 8 provinces	54
21 – 23 May	New changes to WEPS system and official launch of Online Ticketing System, Data Cleansing, LOTFA Commitment letter, Afghanistan National Budget Formulation, MA roles	GDPDC (General Directorate of Prisons and Detention Centers in 34 provinces)	54
29 – 31 May	Ad hoc practical WEPS training, Data Cleansing, LOTFA Commitment letter, and Afghanistan National Budget Formulation, MA roles	GDPDC	4
28 – 30 May	New changes to WEPS system and official launch of Online Ticketing System, Data Cleansing, LOTFA Commitment letter, Afghanistan National Budget Formulation, MA roles	ANCOP & ABP (Afghan National Civil Order Police) in 9 provinces & ABP (Afghan Border Police) in 8 provinces,	46
3 – 6 July	WEPS training in computer lab	PHQ	3
1 – 5 October	New changes of WEPS system, introduction to Microsoft SharePoint, and Geographical Information Systems (GIS), Chart of Accounts and allotments, Personnel and Cadre Policy & Data Cleansing, Mobile Money, Budget Formulation and Execution, Policies Awareness, Consultants' findings, Changes in attendance and new leave request form, file management, and MA roles	PHQs and Police Zones, ABP and ANCOP, Provincial Finance Officers (PFOs), Provincial Human Resource Officers (PHROs), SMEs ((CSTC-A Subject Matter Experts/Specialists) in the provinces), Computer Operators	140

25–27 September	WEPS training in computer lab	Police Zones	8
19 – 21 November	New changes of WEPS system, introduction to Microsoft SharePoint, and GIS, Chart of Accounts and allotments, Personnel and Cadre Policy & Data Cleansing, Mobile Money, Budget Formulation and Execution, Policies Awareness, Consultants' findings, Changes in attendance and new leave request form, and MA roles	ABP and ANCOP, PFOs, PHROs, SMEs, Computer Operators	51

The trainings were critical to familiarize MOIA staff with changes in the WEPS and on new features, such as the digital M16. All 34 PHQ's are now using the digital M16, thus ensuring 100% implementation of the digital M16 in all payroll stations countrywide from effective August 2016.

Notable improvements have been seen following these trainings. For example, the number of calls received by Help Desk from PFO's related to the payroll preparation has decreased by 67%, from a total of 586 in Q1 of 2016 to 193 in the Q4 of 2016. More than 60% of the calls to the Help Desk received in 2016 related to the processing payroll in the case of transfer of police officers to other police stations. Only 6% of the calls were related to preparation of M40's, M41's and M16's and the correct us of the LOTFA Object code within WEPS. No calls were received related to internet connectivity in 2016. The training has also resulted in a reduction of MA findings. Though further capacity development support is still required and will continue in 2017 as part of the one-year extension of the SPM project, overall the trainings provided the PFO's with the requisite knowledge and skills to enable them to perform their functions related to payroll. The SPM project has distributed the new WEPS user manuals to 62% of payroll stations (101 out of 198) during the various training workshops. The GDPDC will receive the new WEPS user manuals in the upcoming trainings scheduled for Q1 of 2017.

The SPM project in 2016 developed SOPs for reconciliation of WEPS and AFMIS expenditures. These SOPs will allow for regular and standardized internal validation and reconciliation exercises, which will enhance MOIA's internal control framework for payroll. The SPM project together with the MOIA Budget and Finance department 'twinned' SPM and MOIA staff to pilot the implementation of the draft SOP's in Bamyan province before these were finalized. By December 2016, the SPM project team had reconciled all 34 provinces for the month of October 2016, constituting the first reconciliation report between the two systems. Key findings on the identified sources of variance have been the timing difference and M16's generated outside of WEPS. The main challenge affecting the reconciliation progress has been the lack of a unique common identifier between WEPS

and AFMIS which would enable automatic system reconciliation. In this sense, the SPM project is currently introducing modifications in WEPS, ensuring that both systems use these barcodes as the common identifier. The SPM project will procure bar code readers for AFMIS to capture the M16's bar codes produced in WEPS.

Related to reconciliation between ANP and GDPDC personnel statistics, variances between WEPS and PERSAT have also been observed. Going forward, the SPM project plans to build in 2017 the capacity of the MOIA Personnel Statistics (PERSTAT) to be able to maintain a credible database. The SPM project has received regular (monthly) updates on the status of WEPS/AFMIS expenditures and on the status of both ANP and GDPDC personnel statistics in WEPS and in MOIA PERSTAT during the Pay and Budget TWGs.

To standardize payroll related policies and practices, the SPM project started the development of the Payroll Procedures and Operations Manual (PPOM) in December 2016. A first draft of the PPOM is expected to be ready by February 2017. The payroll manual will incorporate all the relevant policies, procedures and processes for payroll management through the payroll processing chain (i.e. from registering time and attendance at duty stations to disbursement of salaries to personal accounts). The PPOM will be based on the legal, regulatory and institutional framework of the GIROA for payroll management. When produced, the manual will serve as a basis for training as well as a reference document for MOIA staff in performing their daily payroll management functions.

By the end of Phase III, despite the decision of the government and donors to extend payroll capacity development for one additional year through the SPM project, UNDP has delivered largely on its objectives under this Output by implementing the Payroll Unit plan.

Table 4: Summary of Progress on Output 2 Indicators as of December 2016

| Indicator	Baseline (As per the AWP)	2016 Target	2016 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)	0%	100% of staff have full capability	90%	90% of the payroll processes (payroll initiation, payroll processing and payroll disbursement) are already being done MOIA staff both at national and subnational. SPM only manages the WEPS.
B: Percentage of staff at national and sub-national level able to independently conduct internal validation and reconciliation tasks (disaggregated by male / female staff)	0%	100% of staff have full capability	No information yet.	The SPM project had conducted a training needs assessment with MOIA. SOPs for reconciliation have been developed. Training on reconciliation is scheduled for 2017.
C: Percentage of time and attendance processes that meet agreed standards, being applied at national and sub-national level	0%	100%	100%	The SPM project modified the attendance book capturing gender disaggregated data. The leave forms have also been designed to include maternity leave. Both have been approved by MOIA Personnel department. The new leave forms are being printed for circulation and immediate use. However, the MOIA Personnel department advised that the new attendance book will be used starting in March 2017 (1396 new year).
D: Percentage of relevant time and attendance processes with gender markers	0%	100%	100%	The SPM modified the attendance book capturing gender disaggregated data. The leave forms have also been designed to include maternity leave. These have already approved by MOIA. The new leave forms are being printed for circulation and immediate use. However, MOIA Personnel advised that the new attendance book will be used starting in March 2017 (1396 new year).
E: Percentage of personnel in AHRIMS matching personnel in EPS (disaggregated by gender)	24%	100%	66%	Data cleansing between AHRIMS and WEPS has met some challenges. Progress has halted due to the existence of police officers registered in WEPS with invalid ID-numbers. These ID-numbers need to be rectified by PFO's in order to continue the data cleansing exercise.

F. Percentage of provincial payroll reports including gender-disaggregated data	0%	100%	N/A	Indicator is invalid. PFOs do not produce and payroll reports. All payroll reports are centrally generated.

C.   Output 3: Systems integration /interface

In 2016 the SPM project connected all 34 Provincial Headquarters (PHQ) to WEPS, ensuring that MOIA's electronic payroll systems are now functional nationwide. The stand-alone EPS was discontinued effective January 2016.

The Electronic Fund Transfer (EFT) coverage now stands at 89% for the ANP (considering the number of ANP registered and paid through Mobile Money) and at 99% for the GDPDC. Only GDPDC in Nuristan is paid through Trusted Agents, as commercial banks are currently not operating in this province. The MOIA target for EFT coverage is to reach 90% by December 2016, as required by the Donor Conditions. SPM support to data cleansing between WEPS and AHRIMS in 2016 progressed to 66%. The data cleaning exercise ensures that personnel records on WEPS and AHRIMS are verified and validated before these records are transferred to APPS. The major challenge to further progress on data cleansing has been the lack of police officers registered with valid ID-numbers in WEPS. Currently, 34% of personnel records (53,380 police officers) in WEPS have registered either incorrect or expired ID-numbers. To address this issue and facilitate the effective implementation of APPS, the MOIA has embarked on a Personnel Asset Inventory (PAI) exercise, supported by CSTC-A, to update biometric identification of police officers and their records in AHRIMS. The exercise is expected to be completed by May 2017. The MOIA has now granted UNDP with access to AHRIMS data. The below map shows the geographical coverage of EFT, TA and MM, as of December 2016.

Map 1: ANP payment modality coverage of EFT, Trusted Agent and Mobile Money

ANP Salary Payment Modalities as of December 2016
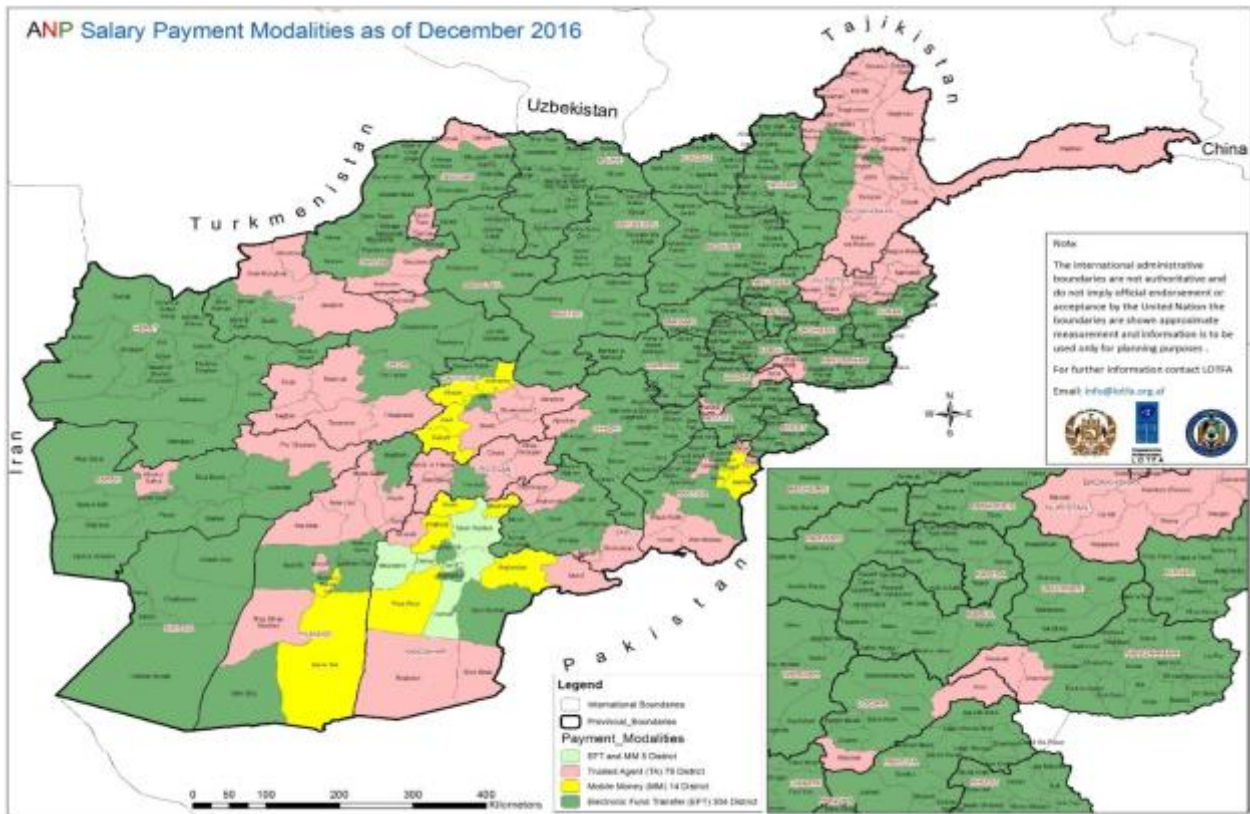
For the ANP, the TA modality is still predominantly used in the provinces of Helmand, Paktika, Kandahar, Daikundi, Zabul, Badakhshan, Faryab, Jawzjan, and Ghor.

UNDP has supported the MOIA and MOF in the roll-out of Mobile Money in 2016. In an effort to increase the registration of ANP on Mobile Money, this support was extended beyond the initial end date of 31 October until 31 December 2016 in support of the pilot program. The program was extended to 16 provinces, maintaining the same target of 5,903 ANPs. By end December 2016, a total of 3,661 ANP (representing 62% of the target of 5,903) had been registered in the program. Out of the 3,661 registered officers, only 2,403 ANP (representing 66% of registered officers) were effectively being paid through mobile banking. Mobile registration has been very slow, mainly due to lack of cooperation from Provincial Police Commanders, and a lack of coordination between the commercial bank and the Afghan Wireless Communication Company (AWCC) on mobile money registration. There are possibilities to further expand the Mobile Money program into 2017, dependent on a positive evaluation of the pilot program implementation during 2016. The MOF and MOIA will present the assessment and pilot program report to UNDP and donors, together with an expansion plan for 2017. Table 5 below provides the breakdown of mobile money registrations per province for 2016.

Table 5: Status of Mobile Money registration as of 31 December 2016.

Province	Number of ANP Registered in MM	Number of ANP paid through MM	Total amount paid (AFN) through MM
Helmand	850	430	12,758,250
Kandahar	1,573	1,424	34,683,400
Paktika	197	167	4,164,000
Zabul	167	63	806,000
Daikondi	394	319	6,887,359
Farah	65	-	-
Ghor	222	-	-
Badghiz	193	-	-
Uruzgan	-	-	-
Total	**3,661**	**2,403**	**59,299,009**

MOIA aims to mobilize more ANP to register for mobile money and ensure payment through mobile money to at least 5,903 ANP's to attain at least the target of 90% EFT as set in the Donor Conditions. The mobile banking pilot seeks to continually minimize the use of the TA payment modality, and eventually fully eliminating this.

Throughout 2016, the SPM project has continued to make improvements to the WEPS system to support the payroll process and ensure funds are disbursed and received on a timely basis by all MOIA personnel. These improvements, in summary, have included preparing full system documentation, introducing Geographical Information System (GIS) into WEPS, developing an online ticketing system for WEPS, pay cycle management[6], and the introduction of the digital M16. The SPM project utilizes the WEPS Geographical Information Systems (GIS) facility to support EFT and Mobile Money expansion by mapping and displaying locations of payroll stations and bank locations. The online ticketing system introduced for the WEPS Help Desk has improved the management, traceability and auditability of complaints. The SPM project has improved data quality, auditability, and validation controls in WEPS, and payroll data can now be accessed from anywhere in the country. Meanwhile, updating of gender disaggregated data in WEPS is ongoing. The full gender disaggregated reports will be generated once the gender data is fully updated in WEPS.

In 2016, on average 98% of payroll stations (158 out of a total of 161) processed their salaries on time. Uruzgan, Kandahar, Kunduz, and Helmand regularly experienced delays in processing salaries, mainly due to the security situation in the provinces and delays in providing the time and attendance records by the provincial personnel department, as well as incomplete time and attendance or missing information (e.g. ID Cards, bank account, national IDs).

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[6] This feature allows WEPS to track which payroll stations processed payroll on time and where delays have occurred.

The SPM project in 2017 will focus on finalizing data cleansing between WEPS and AHRIMS to facilitate the migration of payroll data into APPS. Further improvements to WEPS will be made in response to emerging needs and demands.

Table 6: Summary of Progress on Output 3 Indicators as of December 2016

Indicator	Baseline (As per the AWP)	2016 Target	2016 actual	Comments
A. Number of Provincial Headquarters with WEPS capability	32	34	34	The 2016 target has already been reached. All 34 PHQs are now connected to WEPS. EPS was discontinued effective January 2016.
B: Percentage of data fields in EPS automatically fetched from AHRIMS data	0%	100%	0%	The overall indicator is no longer valid for SPM as the CSTC-A will develop APPS to replace WEPS. The SPM project will no longer secure an interface between EPS and AHRIMS. However, data cleansing between EPS and AHRIMS is ongoing, and is performed by MOIA and SPM staff jointly.
C: Number of data fields pushed by AHRIMS to EPS	None (no data fields)	100%	0%	The overall indicator is no longer valid for SPM as the CSTC-A will develop APPS to replace WEPS.
D: Percentage of WEPS users with updated user guides	0%	100%	62%	This is on-track. The new user manuals have been printed and distributed to 101 out of 161 payroll stations (during training workshops). The GDPDC has not yet received the new user guides. They will receive during Q1 of 2017.
E: Percentage of Sustainment Plan implemented	0%	100%	0%	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)	F: 85 % (estimated as equally applicable to men and women)	100%	89% (including mobile money)	The implementation of the Mobile Money pilot program has increased EFT coverage. The target of 90% under the Donor Conditions is to be achieved in 2017.
G: Percentage of police supported by WEPS (disaggregated by gender)	G: 65 % (estimated as equally applicable to men and women)	100%	100% (98% male, 2% female police)	Achieved.

D. Output 4: Systems infrastructure development

In 2016 the SPM project has connected all ANP payroll stations to the MOIA intranet. No payroll stations have faced payroll delays due to connectivity issues during 2016. The GDPDC payroll stations are not yet connected to the MOIA intranet. However, a temporary alternative connectivity solution was used to connect all 34 GDPDC stations (100%) through VPN – 3G dongle. For a permanent solution to the GDPDC intranet connectivity, UNDP has signed a contract with a private firm to connect all 34 GDPDC offices to the MOIA intranet by July 2017. The firm has already started site surveys of eight GDPDC offices in the central region as part of its four-phased implementation plan.

To monitor the performance and continued availability of WEPS for users in the five regions of Kandahar, Herat, Paktiya, Balkh, and Kabul, the SPM project in 2016 procured and deployed Solarwinds Network Performance Management. The software module continuously monitors the network and server status. This application will enable the SPM project and MOIA to keep track of any WEPS connectivity issues and proactively address any issues related to this. This module will enhance WEPS network performance management and supports the technical maintenance of the system, thus ensuring better service delivery. To date, findings from the use of the software indicate that three regions (Kandahar, Balkh and Paktiya) are the most affected by poor connectivity, mainly due to lack of power. This in turn, causes network and system downtime. The SPM project also plans to conduct specialized training on network monitoring software (Solar winds) in June 2017 to ensure sustainability after hand-over of WEPS to the MOIA. The SPM project procured power back-up equipment in 2016 that will be installed and configured in regional data centers by mid – 2017. WEPS network performance and functionality across the country can now be monitored on real-time basis, thus minimizing the downtime of the system.

The SPM project contracted 34 consultants in 2016 to provide technical support to network connectivity issues and WEPS in all GDPDC payroll stations. As a result, no GDGDC payroll stations experienced any connectivity problems in 2016. PFO's within GDPDC payroll stations were trained on the use of WEPS.

In addition, the SPM project has made significant progress by end 2016 in the establishment of a Disaster Resilience and Recovery (DRR) site. The MOIA formally approved and confirmed the Training and Education General Command as the suitable site to host the WEPS DRR. The SPM project has successfully completed the preparation of the bill of quantities and corresponding procurement documents. It is expected that the procurement process will be completed by end of March 2017. The DRR site is critical for ensuring business continuity given the security situation prevailing in the country.

Overall, by end 2016 the Output was off-track. The establishment of the DRR site is behind schedule and this work will continue into 2017.

Table 7: Summary of Progress on Output 4 Indicators as of December 2016

Indicator	Baseline (As per the AWP)	2016 Target	2016 actual	Comments
A: Percentage of ANP payroll stations with MOIA intranet connectivity.	90%	100%	100%	All payroll stations are currently connected to MOIA intranet.
B: Percentage of GDPDC payroll stations with fixed MOIA intranet connectivity.	0%	100%	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 2016. For a more permanent solution, the SPM project will install a wireless bridge to connect all 34 GDPDC payroll stations, to be implemented by March 2017.
C: Number of monthly MOIA-NOC helpdesk calls due to inability to connect to the MOIA intranet	16	40% decrease	0	No calls related to intranet connectivity were received by the Help Desk by the end of 2016.
D: Percentage of DRR Plan under implementation	0%	100%	40% (figure derived from the Implementation Plan for this activity) – It is now at Phase-II which is bidding process and contract formulation.	UNDP and MOIA – ICT identified an optimal location to host DRR site. The procurement of the required equipment to install at the DRR site is expected to be completed by the end of March 2017.

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

In accordance with the 2016 LOTFA Commitment Letter, the SPM project disbursed funds to MOF for the timely payment of ANP and GDPDC salaries and incentives. Overall, throughout the year, salary payments were done timely except for the month of January, which generally has a low delivery.[7] In 2016, on average 98% payroll stations processed their salaries on time. Only three stations (in Uruzgan, Kandahar and Helmand) had delays in salary payments, mainly due to problems related to security.

The total LOTFA cumulative advances to the MOF for the period January-December 2016 amounted to AFN 27,941,362,403 (USD 413,047,645). The AFMIS recorded a total amount of expenditures of AFN 27,474,805,954 (USD 406,043,639). The provides for an overall annual financial delivery rate of 98.3%. The table 8 below shows the cumulative advances paid by LOTFA and the expenditures recorded in AFMIS for the payment of salaries and incentives for ANP and GDPDC for the period January- December 2016.

Table 8: LOTFA NIM advances and expenditures recorded in AFMIS for January- December 2016

Month	NIM Advances FY 2016		NIM Liquidation FY 2016	
	AFN	USD	AFN	USD
Opening Balance	590,076,910	8,878,678	-	-
January	2,051,998,290	29,999,975	557,890,431	8,394,379
February	2,418,133,662	35,126,869	2,052,744,221	30,024,616
March	2,402,024,169	35,153,288	3,379,181,728	49,191,202
April	1,801,231,300	26,372,347	2,388,689,763	34,964,031
May	1,740,790,673	25,416,713	2,205,505,221	32,237,802
June	3,015,628,279	43,799,975	2,611,022,752	37,955,434
July	2,332,738,285	33,999,975	2,620,358,834	38,150,176
August	1,987,198,344	29,999,975	1,931,138,032	28,873,498
September	2,041,363,327	30,499,975	2,557,120,360	38,298,229
October	2,402,793,354	36,499,975	1,875,024,499	28,463,470
November*	1,624,832,408	24,299,975	2,230,133,160	33,494,882
December	3,532,553,401	52,999,925	3,065,996,953	45,995,919
Total:	**27,941,362,403**	**413,047,645**	**27,474,805,954**	**406,043,639**

Note:
1. As per AFMIS records; GMS not included
* A number of expenditures from November have been reflected in December

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[7] The matter of the payment delay in January was been brought to the attention of the MOIA and MOF. The low delivery in the month of January has been a recurring issue. The MOIA states that January shows a low delivery on salary payments due to the fact that the national budget for the MOIA is not approved yet by Parliament. Per the Afghan Public Finance and Expenditure Management law however, the MOF can spend up to one-twelfth of the previous year's annual budget for each of the months prior to the approval of the current budget. If this guideline is implemented in the subsequent years, the practice of low delivery at the beginning of the year can be effectively addressed.

The SPM project continued in 2016 to provide support to improve transparency over the use of LOTFA funding through the Monitoring Agent's (MA) work. All the MA reports and statement of expenditures for 2015 were finalized. For the 2015 MA exercise, a total amount of USD 323,204 was verified and identified as ineligible expenditures. This amount was subsequently recovered from the MOIA. The system findings within the MA reports for this period were still unresolved as the SPM project's WEPS team is still running a data cleansing exercise involving about 155,000 police IDs. The WEPS team by the end of the year had cleaned nearly 100,000 records. Regarding the findings on tax discrepancies, these were due to manual tax calculation in EPS (the predecessor of WEPS) by the Provincial Finance Officers (PFOs). However, after the launch of WEPS, the problem of the manual tax calculation was resolved as tax calculations are now being done automatically by the system. By the end of December 2016, only the MA reports of January to May 2016 had been finalized. For the 2016 MA exercise, so far for the period January – May 2016 the amount of USD 94,654 was identified as ineligible expenditures and has been subsequently recovered from the MOIA. For the period January-May 2016, the MA physically verified a total of 7,697 police officers out of a sample of 7,765 (representing 4.7% of total ANP and GDPDC). The provinces with the highest number of identified findings are Kandahar, Kabul, Herat, Kapisa, Ghor and Farah. The main causes for determining the ineligibility of expenditures have been cash payments made to personnel who have bank accounts, incorrect payments, payments without supporting documents payments made for non-authorized items under LOTFA funding and payments outside the WEPS system.

Delays have been experienced in the finalization of the reports, mainly due to low participation of key MOIA staff at the weekly coordination meetings to review the findings and support their timely resolution. This issue has been brought to the attention of the MOIA leadership and donors within the TWG to ensure an effective response from the MOIA to this. Donors have voiced within the TWGs that UNDP should proceed to finalize the reports once the 30-days period for resolution of findings has concluded.

Table 9: Summary of Progress on Output 5 of SPM Project as of December 2016

Indicator	Baseline (As per the AWP)	2016 Target	2016 actual	Comments
A: Percentage of financial reports finalized on time	90%	100%	90%	On-track.
B. Extent to which operations manual describing fund policies and procedures is implemented (3-point scale)	Nil (manual still to be developed)	B: Operations manual of policies and procedures finalized and implemented	Business process mapping completed. A first draft of the Payroll Procedures and Operations Manual (PPOM) is expected to be ready by February 2017.	On-track.
C. Percentage of police paid within 7 days of close of solar month	90%	100%	98% (proxy estimate)	98% of the payroll stations processed their salaries on time except three (Kandahar, Nuristan and Uruzgan).

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

Throughout 2016, the SPM project made use of all the mechanisms put in place to ensure effective implementation and monitoring of progress. These include the monthly Technical Working Group (TWG) meetings, Phase review meetings, donor consultative meetings, and Project Board meetings. Discussions also included the future of the project post-2016 in view of progress made against the established Donor Conditions.

Two LOTFA Project Board meetings were held on 27 July and 18 December 2016. In the last Project Board meeting, a decision was made between the Government and donors to extend the project by another 12 months to allow for additional time to fully meet the Donor Conditions. The Project Board also endorsed the 2017 SPM Project Document and AWP.

The Pay and Compensation Board held four meetings (26 June, 3 August, 2 October, and 12 December 2016) in which two petitions were discussed: the first petition from the MOIA on ANP salaries and incentives, and the second petition from the General Command Special Units (GCPSU) on 2 October and on 12 December 2016. The Pay Sustainability Study report was presented to the Pay and Compensation Board on 12 December 2016. The Board will continue to review the report findings and recommendations and come up with a way forward on the petitions submitted.

A total of 44 TWGs (both Sub-TWGs and combined) were held during the year for the SPM project. The TWGs discussed progress in project implementation, the key issues and risk impacting on the project.

The first MMCA was conducted in April 2016. The second Micro Capacity Assessment (MCA) on MOIA payroll management was carried out by Grant Thornton in October 2016. The assessment rated the overall risk assessment for MOIA payroll as "Moderate/Significant". Based on the MCA report and some of the unmet donor conditions, LOTFA donors requested an extension of the SPM project.

The SPM also supported two audits conducted during the year. One was the LOTFA DIM Audit that was administered by the Office of Audit and Investigation (OAI), which looked at the expenditure UNDP had incurred on behalf of MOIA. The audit made four recommendations. The other was the NIM Audit 2015, which made fourteen (14) recommendations. UNDP has implemented the recommendations from the two audits, and are awaiting the OAI's final review and position.

Table 10: Summary of Progress on Output 6 of the SPM Project as of December 2016

Indicator	Baseline (As per the AWP)	2016 Target	2016 actual	Comments
A: Percentage of project implementation rate	0%	100% of Phase III targets met	95%	The financial delivery rate here is used as proxy for the project implementation rate.
B: Number of Project Board and SPM TWGs organized	zero	48 TWGs	44 TWGs	TWGs being held according to schedule. However, some scheduled meetings could not be held either due to security reasons, or competing meeting schedules.
C: Rate of donor satisfaction with timeliness and quality of donor reports	To be established	Between 8 and 10 on a 10-point scale	7 on a 10-point scale	
D: Number of UK Due Diligence recommendations implemented	6 out of 11 recommendations implemented	100% (11 out of 11)	7 recommendations implemented	Four remaining UK DDA recommendations are under implementation.
E: Percentage of audit recommendations that is on schedule for implementation	75% (6 out of 8 implemented)	100% (8 out of 8)	7 out of 8 implemented (88%)	The implementation of the remaining recommendation is in progress.
F: Extent to which data collection methodologies for indicators are implemented	TBD	Data collection methodology applied for improved data collection and analysis for Q3 and Q4 reports	A data monitoring tool has been developed for the SPM and is being used to collect data on a monthly basis.	The SPM has revised the M&E framework for the 2017 extension, which was approved by the Project Board in December 2016.

VI. MOIA AND POLICE DEVELOPMENT PROJECT

Component 1: Institutional Development

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

Interventions in the MPD project to build MOIA's capacity to lead and manage reform focus on the following areas: i) change management, ii) civilianization, iii) capacity development to improve functional performance, iv) strategic-level monitoring and evaluation; and v) aid coordination. The relevant MOIA units responsible for the latter two work areas are not adequately staffed. The recruitment of civilians to provide mid-to-lower level capacities for these units is now underway, but until this staffing situation is fully addressed, the MPD capacity building and development activities in these work areas are going to be less than effective.

On change management, a change readiness assessment has been initiated to understand political will and capacity for change. Initial findings suggest that the concept of "change sponsors" who need to be engaged to support the change, while critical to MOIA's reform agenda, may be particularly difficult in the context of Afghanistan and MOIA. Other preliminary findings highlight the utility of applying "change management" approaches to *specific reform* initiatives, which may facilitate a better return on investment as compared to limiting the focus on solely the *institutional* readiness question. A final report documenting potential options for a change management concept that is contextually relevant and suitable for MOIA will be presented in January 2017.

On civilianization, a comprehensive roadmap has been approved by the Minister of Interior Affairs, paving the way for further international technical and financial support to increase civilian capacities within MOIA. In the past, attempts for civilianization were ad-hoc and lacked a comprehensive approach to support a long-term strategy. As part of the roadmap, a workforce analysis will be conducted to demonstrate a clear evidence base and justification for new civilian posts and ensure financial sustainability of these reforms.

To ensure uptake of re-engineered, digitized business processes as well as new ERP modules, the Capacity Development Coordination Unit (CDCU) has rolled out a 5-month basic IT training course for priority directorates, which will be first in line to have process re-engineered and automated.[8] A mid-test result at the Health Directorate is already showing improved IT knowledge and competencies - an average score 66%, compared with 35% of the pre-training score. Post-training tests will also

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[8] Health Directorate, Planning and Policy Directorate, Strategy Directorate, Office of Inspector General, Finance and Budget Directorate, Personnel Directorate, and Martyrs Department.

be conducted for all directorates at the end of the training to assess improvement in capacity.
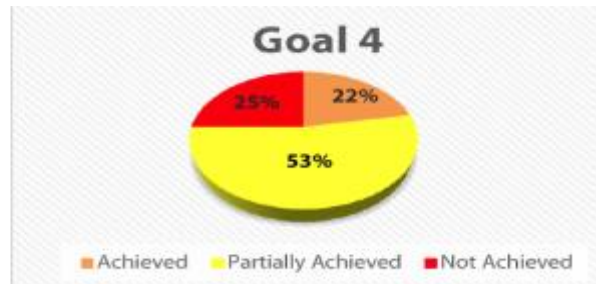
Regarding the M&E system, several key achievements have been made in 2016, including:

- Approval of the MOIA Strategic Planning Directive (SPD) which outlines the MOIA's M&E methodology, framework, system, and processes;
- Approval of a detailed framework and Standard Operating Procedure (SOP), which explains the purposes, processes, and roles of M&E within the MOIA as well as standards and needs regarding data collection, management and reporting;
- Development of M&E plans and capacity for 16 MOIA Directorates with regular support provided through on-the-job training and mentorship;
- Technical assistance provided to track the implementation of MOIA Strategic Plan and report findings at MOIA Strategic Leadership Board (SLB) meeting which is chaired by the Minister (see also Box 1 below);
- A comprehensive, 7-module M&E capacity development curriculum developed and rolled out with a 4-day training of trainer (ToT) for 40 MOIA personnel from GD M&E and M&E focal points from 16 directorates; and
- An MIS database capable of storing, analyzing and reporting against the M&E framework was developed.

Box 1: Tracking of MOIA Strategic Plan Implementation

Chaired by the Minister, the Strategic Leadership Board (SLB) provides guidance and oversight at the highest level of MOIA leadership regarding the implementation of Strategic Plan. The SLB meets every fortnight and its members include MOIA's Deputy Ministers, Chief of Staff of Minister, and senior representatives from international community as observers of the meeting. The General Directorate Monitoring and Evaluation (GD M&E) serves as the Secretariat. Working closely with the GD M&E, the MPD project has provided technical support to develop M&E plans as well as reporting templates and mechanism to track the implementation progress of the MOIA Strategic Plan. In September and November 2016, the SLB convened to review the implementation progress of Strategic Plan's Goal 4 (with 5 objectives) and Goal 1 (with 8 objectives)[9] respectively. The following M&E report findings were presented to the SLB:

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[9] **Goal 1 - Strengthen public order and security, and reduce insurgent activity,** has the following 8 objectives: 1) Prevent and respond to insurgency, terrorist attacks, public disorder, and disarm illegally armed groups; 2) Ensure public order and security for national and religious key events, high ranking officials, and support rule of law in the provinces and districts; 3) Protect and control national borders, and ensure highway security; 4) Provide support to Afghan Local Police until the last stage of dissolution and integrate based on current procedures; 5) Prevent and provide effective response to natural and man-made disasters; 6) Improve traffic safety and modernize vehicle registration and driving license systems; 7) Protect government and private facilities, properties, and assets; and 8) Improve police operational planning system.

Goal 1: Achieved 46%, Partially Achieved 30%, Not Achieved 24%

**Goal 4**: Achieved 22%, Partially Achieved 53%, Not Achieved 25%

Based on the tracking exercise, it was found that many activities were reported as not implemented/not achieved due to lack of budget. This has prompted a discussion on how to improve the alignment between the strategic planning and program budgeting as well as the ability to report expenditure against Strategic Plan's specific activities. The MPD project will work closely with the relevant MOIA units to undertake a review of the current strategic planning formulation, program budgeting, aid coordination, and monitoring and evaluation directives in MOIA and develop a reform proposal to align these functions to achieve better performance information and strengthen MOIA's results-based management.

On aid coordination, the draft Aid Effectiveness Strategy has been developed and submitted for MOIA review and approval, and the MOIA aid management database has been rolled out for donors' data inputs. The Aid Effectiveness Strategy was developed with the following three main objectives/result areas, namely: i) MOIA capacities and institutional arrangements for managing development cooperation are strengthened, ii) All external support is aligned with MOIA priorities; and iii) Mechanisms for promoting effective partnering and delivering results are managed under the leadership of MOIA/GDIC. The aid management database is a fully integrated part of MOIA's Aid Effectiveness Strategy and supports the implementation of GDIC's partnership mandate.

Goal 4 - Improve professionalism in the Ministry of Interior, provide quality security services to the public and strengthen public trust toward the police, has the 5 objectives: 1) Professionalize the Ministry of Interior staff through the development of standard training and education based on needs, retaining the most qualified police force, and modernizing the human resource management system; 2) Develop and implement an effective passport distribution system for Afghan residents and improve registration and visa issuance system for foreigners in the country; 3) Develop and implement a population registration system and electronic identity card (Tazkira) distribution system; 4) Strengthen community policing to build support and public participation in police activities; and 5) Expand public relations through strategic messaging to inform the public of police activities.

Figure 1: MOIA's aid management database system and data flow
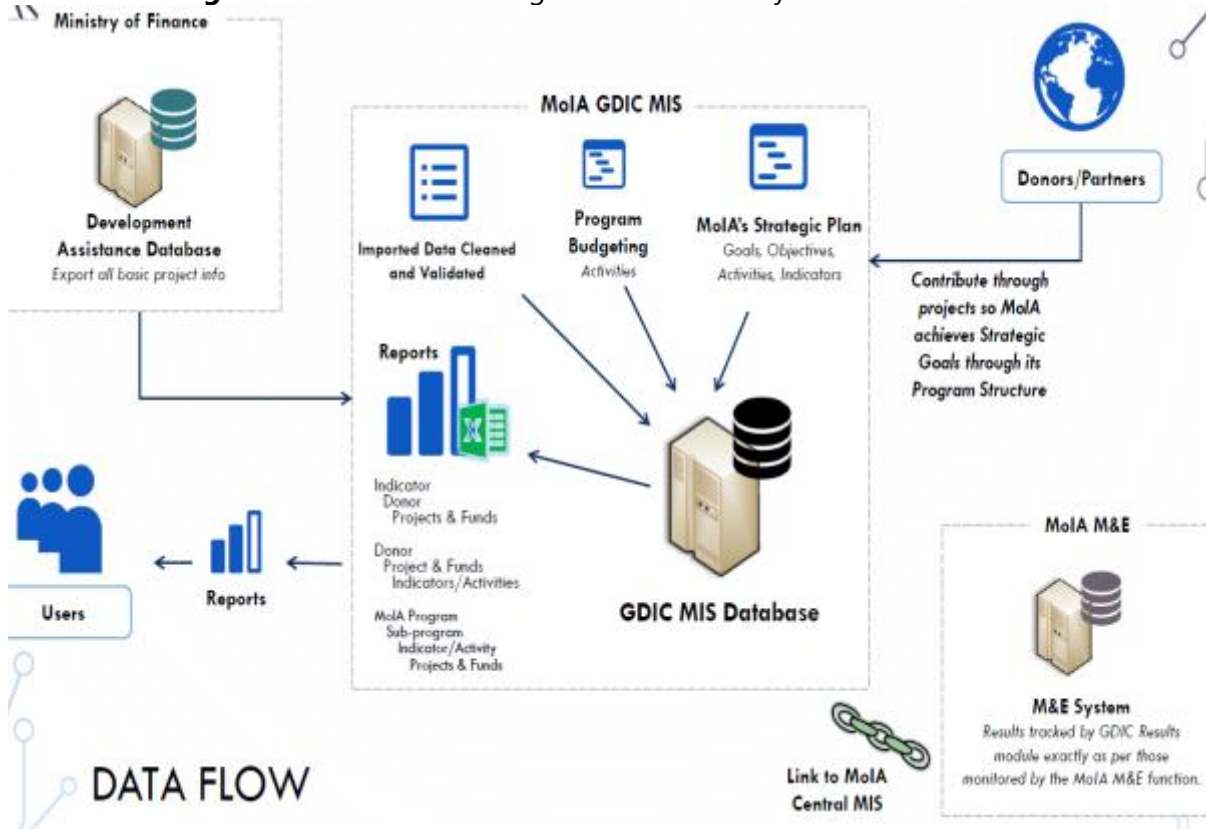
Overall, the progress for Output 1 of the Institutional Development component is largely on track. However, the establishment of the Change Management unit is three quarters behind schedule.

Table 11: Summary of Progress on Output 1 of the Institutional Development Component of MPD project as of December 2016

Indicator	Baseline	2016 Targets	2016 Actual	Comments
1.1 Extent to which Change Management Unit is functional	Not functional	Not functional	Not functional.	The proposed establishment of CMU needs to be revisited with change readiness assessment. The assessment is due to be completed in January 2017. Progress on this indicator is off-track.
1.2 Extent to which Capacity Development Coordination Unit (CDCU) is functional	Not functional	Partially functional	Partially functional.	Currently, the unit has no MOIA Tashkil and no plan to request for Tashkil. Unit is staffed by 4 MPD consultants who initiated capacity needs assessments with concerned directorates. The CDCU has rolled out a computer and IT training to targeted Directorates. Progress on this indicator is off-track.
1.3 Extent to which Aid Coordination Directorate is functional	Not functional	Partially functional	Between not functional and partially functional.	Currently, 2 Subject Matter Experts (SMEs) and 2 MPD staff are supporting the Aid Coordination Directorate. Nine Tashkil positions approved as part of the recent 125 civilian positions. The GDIC database development is finalized. Donors have identified their focal points who have been trained to upload their data into the database. Progress on this indicator is on-track.
1.4 Extent to which M&E system is functional	Partially functional	Moderately functional	Partially functional.	Currently, 1 SME and 1 MPD staff are supporting the GD of M&E. Eight positions approved as part of the recent 125 civilian positions. The lack of personnel in GD M&E is constraining its ability to improve functionality areas (Organizational structure and human capacity, M&E Partnership, M&E plan, M&E advocacy, communications and culture, Routine monitoring, Periodic survey, Data management and quality control, Evaluation, and Data dissemination and use). Progress on this indicator is on-track.

H. Output 2: MOIA administrative and police support services

The MPD project is assisting the MOIA 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 business processes, ii) a comprehensive review and development, as needed, of human resources policies, iii) optimization of ICT/MIS and scoping for Enterprise Resource Planning (ERP); iv) implementation support for the MOIA Gender Strategy; and v) support to program budgeting.

Regarding the work on Business Process Development (BPD) and ICT/MIS/ERP, the scoping phase is completed and a combined four-year roadmap has been finalized and agreed to establish timeframes and clear sequencing of process re-engineering and digitization as well as development of MIS modules. To avoid creation of scattered systems and ensure better transition for future Enterprise Resources Planning (ERP) system, a module-based approach has been adopted for MIS[10] and it will be implemented on an open source platform (OFBiz) with Java selected as a technology for development and customization of the modules. The combined BDP/ICT/MIS roadmap is shown in Table 12:

Table 12: Combined BDP/ICT/MIS roadmap (Phase 1 and 2)

Module	Sub-module	Directorate	Phase
Document Management System	1. Document upload 2. Document administration 3. Alert and notification 4. Report	Directorates of Policy and Strategy	Phase 1 (by June 2017)
Hospital Management Information System	1. Registration of patients at polyclinic and hospital 2. Discharge from polyclinic and hospital 3. Personalized report/alert	Directorate of Health	
Hospital Management Information System	1. Wards/ICU – Bed availability. 2. Pharmacy (medicine allocation) 3. Clinical management (laboratory)	Directorate of Health	

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[10] These system modules include: i) Hospital Management System (Directorate of Health), ii) Post-contract Tracking System (Directorate of Facilities), iii) Maintenance Management System (Directorate of Facilities), iv) Document Management System (Directorate of Policy and Strategy), v) Case Management System (Office of Inspector General), vi) Grievance Redressal System (Office of Inspector General), vii) Martyr Management System (Directorate of Martyrs and Disabled), and viii) Procurement Plan and Approval System (Directorate of Procurement)

| System	Modules	Owner	Phase
Procurement Plan Approval System	1. Requisition of procurement plan 2. Creation of procurement plan 3. Approval of procurement plan 4. Reports	Directorate of Procurement	
Post Contract Tracking System	1. User management 2. Project tracking 3. Reporting and alerts	Directorate of Facility	
Martyrs and Disabled Management System	1. Martyr Benefits module 2. Consolidation, reporting and tracking of information 3. Report, notification	Directorate of Personnel	
Case Management System (CMS)	1. Creation of cases 2. Case allocation and resolution 3. Categorization of incidents 4. Generation and submission of reports	Office of Inspection General	
Hospital Management Information System	1. Electronic Medical Record (EMR) 2. Clinical Management 3. Pharmacy (stock management) 4. Application management 5. Dashboards	Directorate of Health	Phase 2 (By December 2017)
Inventory Requisition & Dispatch Management for Health Depot	1. Requisition creation. 2. Supply/Dispatch management 3. Reports, notification	Directorate of Health	
Maintenance Tracking System	1. User management 2. Creation of maintenance request 3. Maintenance tracking 4. Reporting and alerts	Directorate of Facilities	
Grievance Redressal System	1. Login Module 2. Complaint Registration 3. Notification 4. Department Module 5. Grievance Reports	Office of Inspection General	

During the BPD pilot phase (Q4 2016), the key focus was to validate and enhance the Business Process Re-engineering (BPR) methodology and this has been achieved

through a set of 4 pilot processes in the Directorate of Health[11]. The proposed process/organization/IT level interventions along with their results were demonstrated and agreed with the senior management in Directorate of Health. The BPR methodology is now being applied to the remaining processes which have been agreed under the engagement with Ernst & Young India. The main drivers guiding the above process re-engineering include the need for:

- Standardizing and simplifying processes;
- Identifying the legitimate patients coming to the Polyclinic for registration;
- Reducing processing time and wait time of patients;
- Increasing accountability of staff involved in the process; and
- Curbing corruption by streamlining the processes

On the system interoperability, given that CSTC-A had already initiated substantial work on establishing the ICT infrastructure for MOIA, it was viewed that UNDP would be better situated to offer Business Architecture view of a complete organizational perspective and needs for Information Systems Architecture and Technology Architecture. In this light, UNDP presented an Enterprise Architecture framework and Configuration Management standards which were approved by the Strategic Working Advisory and Approval Group (SWAAG).

Figure 2: View and elements of an enterprise architecture
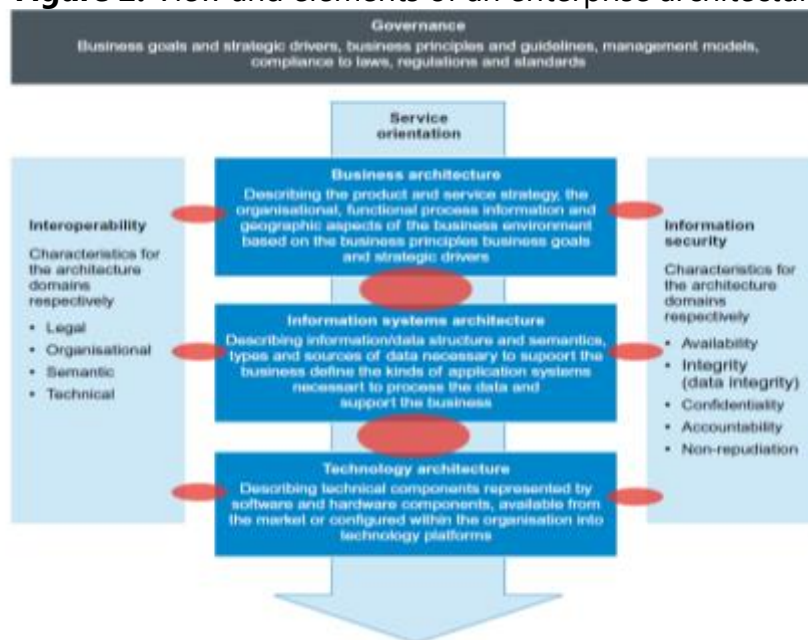
Regarding the work on policy development and implementation, the MPD project has:

- Reviewed a total of 22 policies for their relevancy to inclusion in the Staff Manual which intends to serve as a guide for the uniformed personnel of the

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[11] The four pilot processes include: i) Registration of patients at polyclinic, ii) Discharge of patient from polyclinic and referral to hospital, iii) Registration of patients at hospital, and iv) Discharge of patients from hospital.

ANP with information relating to the various conditions of employment, including rights, obligations, and benefits;

- Developed 30% of the Staff Manual content;
- Reviewed and consolidated all education-related policies into one unified policy, which was endorsed by the MOIA in mid-October 2016;
- Increased understanding of MOIA personnel about the ministry's current and new policies through three regional Policy Implementation Workshops in Kabul, Herat and Mazar.

The MPD work on the new education policy has ensured expansion of policy applicability to all MOIA educational institutions including the Training General Command (TGC), Police Academy, and ANP Staff College. The new policy also brings clarity on the formation of a commission for identifying eligible scholarship candidates, the formation of an Academic Council to approve education and training curricula, conditions for government financed scholarships, establishment of training needs assessment committees under TGC, establishment of mechanism for evaluation of education quality, as well as different types of on-the-job-trainings for the members of ANP.

Regarding the regional Policy Implementation workshops, the MPD Institutional Development Component supported the General Directorate of Policy with reviews, edits, identification of overlaps and contradictions between policies and redrafting of selected policies. The workshops were a practical step to assess and gauge policy knowledge of the MOIA personnel both in Kabul and provinces and to increase their understanding. In total, approximately 200 participants across provinces of Afghanistan (including 32 civilian Deputies of Provincial Chief of Police, and 15 female participants) attended the workshops.

On the support to program budgeting, the MPD project has rolled out training on program budgeting to provinces in 6 of the 8 regional zones, resulting in a 23% increase in the number of trainees who demonstrate the required knowledge. In 2016, the project conducted program budgeting training in the Central (Kabul), West (Herat), North (Balkh), Central Highlands (Bamyan), East (Jalalabad), and South (Kandahar) regions.

To gauge the level of knowledge on program budgeting, pre- and post-training assessments were carried out, and a score of 70% is required to demonstrate the possession of required knowledge. The pre-training assessment showed that only 3% of the trainees had the required knowledge, but after the trainings, this has increased to 26%[12].

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[12] The degree of capacity of relevant MOIA personnel, both at national and sub-national levels, to effectively implement the program budget planning and formulation is measured by the percentage of those scoring 70% or more. A Likert scale is applied to measure the degree of capacity: 1=very low (0-

Technical backstopping to the Programming Analysis and Evaluation Department (PA&E) in reviewing and analyzing the budgetary requirements for FY 1396 and on-the-job training to MOIA budgetary units have also been provided. The MPD project supported PA&E in preparation and submission of the BC1, development of an internal roadmap/plan for processing BC2, the aggregation of budgetary requirements as well as the management and facilitation of the Colonel's Committee meeting[13], which resulted in the finalization and endorsement of BC2[14]. The MPD project also provided on-the-job-training on newly developed budgetary requirements identification form, MOIA Program Structure and Chart of Accounts to selected MOIA personnel to properly plan, prioritize and submit their budgetary requirements to PA&E in compliance with the requirements of the MOIA's Programming Directive and Ministry of Finance (MOF)'s Budget Calendar.

On gender mainstreaming, a broader MOIA Gender Workplan as well as a Gender M&E Plan were developed and approved to assist the MOIA with the year-1395 implementation. MOIA's gender obligations are drawn from the following documents: i) the National Action Plan for Women of Afghanistan (NAPWA); ii) the National Action Plan for United Nations Security Council Resolution 1325 (UNSCR 1325); iii) the MOIA 3-Year Strategic Plan; and iv) the Strategy for the Management of the Affairs of Female Personnel (SMAFP). In this light, the MPD project assisted the MOIA in:

- Identifying the highest priority gender activities for the 1395 Gender Workplan - which was approved by the Minister in June 2016 - covering 7 key result areas, namely female complaints, violence against women, female recruitment, legal implementation, policy development, monitoring and evaluation, and awareness raising with 48 activities in total;

- Organizing a 2-day workshop in August 2016 which brought together 25 MOIA personnel from different MOIA Departments and Directorates to discuss and develop Gender M&E and Implementation Plans based on the MOIA's approved 1395 Gender Workplan;

- Setting up a Gender Working Committee as a mechanism to track the implementation of gender activities - the terms of reference for the Committee, comprising relevant MOIA Directorates, international partners, and civil society representatives, was approved by the Minister in September 2016 to meet regularly to ensure the effective and efficient implementation of gender

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20% of targeted, trained personnel score 70% or more); 2=low (20-40%); 3=moderate (40-60%); 4=high (60-80%); and 5=very high (80-100%). In effect, the MPD trainings has improved the degree of capacity from "very low" to "low".

[13] MOIA is required to conduct two consultation sessions with MOIA and CSTC-A officials - Colonels' Committee meeting and Generals' Committee meeting - to review, analyze and endorse the proposed requirements for the next fiscal year.

[14] BC2 provides detailed costing of the approved program activities and ensures projects are well designed and fully developed.

activities as well as identifying and soliciting capacity development and budgetary support from the MOIA leadership and the international community; and

- Convening the first two meetings of the Gender Working Committee on 25 October and 22 November 2016 to discuss progress and challenges in implementing the gender responsibilities.

With the year 1395 ending in February 2017, the MPD project team reviewed the Workplan jointly with the Gender Directorate and observed that more than half of the assigned activities have yet to be implemented. Going forward, the MPD project will continue to support to MOIA and the Gender Working Committee to improve the coordination and accountability in implementing the Gender Workplan.

Furthermore, the MPD project also supported several gender awareness and outreach campaigns in 2016, including:

- A half-day event to mark the 2016 International Women's Day. The event attended by 700 MOIA/ANP personnel and highlighted the challenges affecting women within the MOIA/ANP and showcasing stories of courageous policewomen.
- Unite/EVAW campaigns in Kabul and four provinces including Herat, Balkh, Kandahar and Jalalabad. Approximately 1000 people participated in the campaign. Promotional materials including banners, orange scarves, badges and EVAW law booklets were distributed to the participants.
- Design and development of appropriate outreach materials and messages for MOIA's female recruitment campaigns which aim to sensitize communities on the need for women in the police and the importance of their role in providing security services.

Overall, the progress for this Output 2 of the Institutional Development component is slightly behind schedule due to the delay in the deployment of a firm for BPR and ICT/MIS/ERP development.

Table 13: Summary of Progress on Output 2 of the Institutional Development Component of MPD project as of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
2.1 Degree to which the Business Process Reengineering is successfully implemented in targeted Directorates/Departments	Very low	Low	Low	16 of 20 identified processes mapped ("As-Is"); 5 processes in Facilities and Personnel Directorates re-designed ("To-Be"); Digitization developments started within the selected Ofbiz platform. Progress on this indicator is on-track.
2.2 Extent to which Personnel and HR departments are knowledgeable about new HR policies	Very low	Very low	Very low	22 HR-related policies reviewed for relevancy with gaps and areas for improvements identified. 30% of Staff Manual content developed. The indicator can only be measured once the new HR policies are developed and once an assessment has taken place. Progress on this indicator is off-track.
2.3 Degree of involvement of Personnel and other relevant Departments in developing the Staff Manual	Very low	Very high	Between low and moderate	Requires stronger buy-in from the Personnel Directorate. Recruitment of consultant to further develop the Staff Manual is still on-going, limiting the engagement in this area. Progress on this indicator is off-track.
2.4 Extent of ICT systems' interoperability across MOIA departments (1=isolated, 2=connected, 3=functional, 4=domain, 5=enterprise)	Connected	Functional	Connected	The improvement in system interoperability requires close working collaboration with CSTC-A. The delay in establishing the SWAAG and reaching the agreement for UNDP to lead the Enterprise Architecture view constrained the project's ability to meet the target. Progress on this indicator is on-track.
2.5 Degree to which the development of MIS systems is successfully implemented in targeted Directorates/Departments	Very low	Low	Very low.	95 reports identified as high priority. A shift in the MIS development approach (i.e. from separate systems to a modular approach in order to ensure a smooth transition to ERP) contributed to the implementation delay. Progress on this indicator is on-track.
2.6 Extent to which the MIS systems are utilized by target directorates and departments	TBD (To be established once MIS developed)	TBD	-	To be established once MIS developed. Progress on this indicator is on-track.
2.7 Percentage of targeted directorates/departments that have	Nil (1395 Gender Implement	TBD	TBD	A mechanism to track the Gender Workplan implementation is in place, but the project still faces difficulty to determine budget allocations for the specific activities in the Gender Workplan. Many

Indicator	Baseline	2016 Target	2016 Actual	Comments
utilized budget for implementing the 1395 Gender Implementation Plan	ation Plan approved)			Directorates and Departments do not have knowledge of their annual budget allocations. Nevertheless, it was observed/reported that more than half of the assigned activities have yet to be implemented. Progress on this indicator is off-track.
2.8 Degree of capacity of relevant MOIA personnel, both at national and sub-national levels, to effectively implement the program budget planning and formulation	Very low	Low	Low	6 of the 8 regional zone training on program budgeting rolled out. The pre-training assessment showed that only 3% (Very Low) of the trainees had the required knowledge, but after the trainings, this has increased to 26% (Low). Progress on this indicator is on-track.

I.   Output 3: Internal control and accountability

The MPD project is committed to strengthening transparency and accountability of the MOIA to increase trust and legitimacy 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)[15], and more specifically, its internal audit and complaint mechanism functions and services.

Following the assessment of the OIG's internal audit function in Q1 2016, several MPD's interventions were implemented to improve OIG's capacity to conduct internal audits and to ensure better transparency and accountability in the MOIA. The assessment findings were discussed and agreed with the OIG and are as follows:

- The OIG does not have an internal audit manual and not all employees are aware of the international standards for the professional practice of internal auditing and operating procedures issued by the Institute of Internal Auditors ("IIA");
- Internal audit procedures or work programs are not well formalized;
- Internal audit findings and reports are not followed up in a structured manner; and
- There is no risk- based system of internal audit within the OIG. Presently, the MOIA audit teams conduct audits based on a 100% verification of all expenditures, without consideration for compliance audit or accounting for a risk-based assessment of the internal controls.

Based on these findings, the MPD project team has assisted the OIG to:

- Develop a comprehensive internal audit manual in line with the IIA standards[16];
- Review the OIG's existing organizational structure, aiming at assessing the role/responsibilities of each of the sub-organizational units responsible for carrying out the audit cycle and the efficacy of this current setup (see Figure 3) [17];
- Initiate a reform of the OIG's organizational structure to ensure all audit related functions are integrated within a department of the OIG;
- Prepare a draft Audit Oversight Committee Charter which provides structured and systematic oversight of the MOIA governance, risk management and internal audit and internal control system;

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[15] 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.

[16] The draft manual describes the desired state of OIG's internal audit, including its structure, functions, mandate, services to be provided, risk-based audit planning, required competencies, roles and responsibilities, as well as the audit process, tools and techniques.

[17] The Document Inspection Department is essentially for the purpose of expenditure audit whereas the essence of Professional Standard Department's responsibilities is to ensure the implementation of internal control standards and procedures and to report non-compliance.

- Develop payroll expenses and procurement audit checklists;
- Develop terms of reference for new civilians to be recruited as OIG audit staff;
- Design and organize training for all audit staff of the OIG in the following areas:
  - Internal Audit Standards of Institute of Internal Audit (June 2016);
  - Strategic and risk-based audit planning (August 2016)
  - Payroll internal audit checklist (September 2016)
  - Internal audit reporting (September 2016)
  - Preliminary survey and internal audit program (October 2016)
  - Internal audit field work and internal audit working papers (November 2016)
- Conduct a live procurement audit to provide on-site observation and mentorship, allowing OIG staff to apply the knowledge and skills obtained from the training

Based on the pre/post-training assessments, the audit staff's level of understanding of Internal Auditing work and procedures in line with IIA international standards, on average, has increased from "very low" to "moderate". Thirty audit staff are targeted for training and capacity development. The collective, required level of understanding is measured by the percentage of those scoring 70% or more in the pre/post-training assessments. Prior to the training, 15% of targeted personnel scored 70% or more on average in the pre-training assessments, compared with 42% in the post-training assessments[18].

Figure 3: Division of responsibility of internal audit functions in the OIG
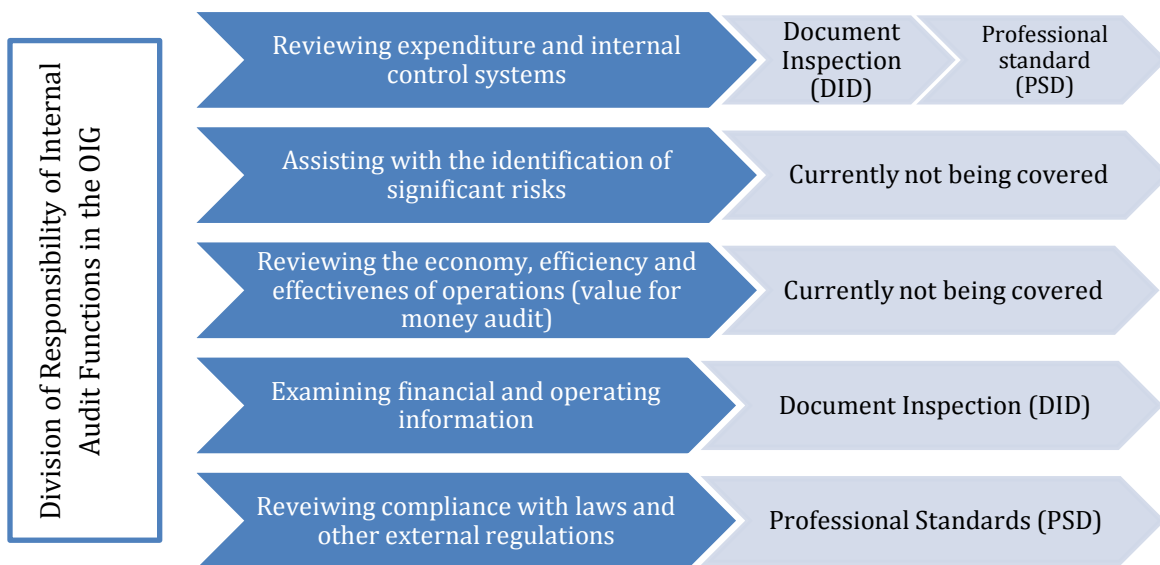
On the complaints mechanism, the MPD project has mapped processes of all the identified complaints touchpoints[19] and established a good understanding of how complaints are currently being handled. Presently, complaints are handled by a highly fragmented manner with various "touchpoints" rather than a single point of entry for all complaints to ensure process consistency and efficiency (see Figure 4). Complaint handling is discretionary and without standard processes and procedures for case registration, case categorization, and case tracking/management. The concept of differentiating between a departmental violation and a criminal violation does not exist. The practice is such that when an allegation is made against a police officer, it is sent to the Police Prosecution Office (PPO) for investigation and likely prosecution. There does not seem to be a role for senior commanders in disciplining their own subordinates. Faults, big or small, are all subjected to prosecution through the PPO. Finally, the policy and legal framework is incomplete and does not provide sufficient guidance for decision-making.

Figure 4: Complaint handling flows
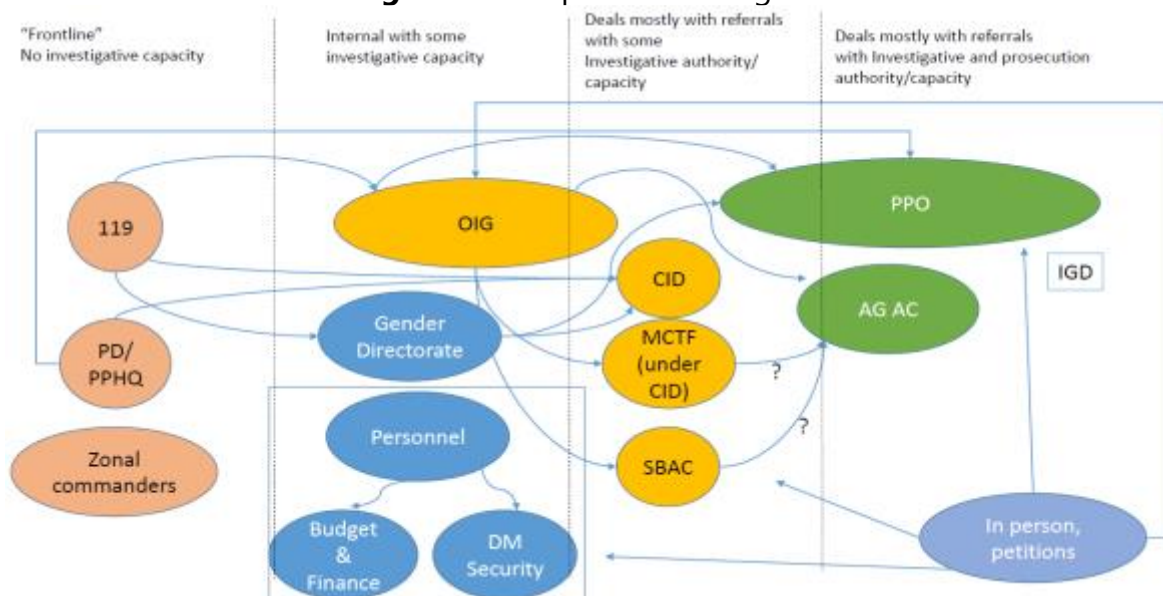
Overall, the progress for this Output 3 of the Institutional Development component is on track. Clear progress will be demonstrated in reviewing, upgrading and applying improved functions and mechanisms, with improved staff capacity in 2017.

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[19] Legal Affairs General Directorate (LAGD); Personnel Directorate; 119 call center; Office of the Inspector General (OIG); Family Response Units at Provincial level (FRUs); Women's Affairs, Human Rights and Child Rights Directorate (WAHRCR); Criminal Investigation Directorate (CID); Major Crime Taskforce (MCTF under CID); Intelligence General Directorate (IGD); Police Prosecutor Office (PPO); Provincial Police Headquarters (PPHQ), Police Districts (PDs); Police Zonal Commands; Anti-corruption unit in the Attorney General Office (AC AG), and Police Ombudsman, Office of Afghanistan Independent Human Rights Commission.

Table 14: Summary of Progress on Output 3 of the Institutional Development Component of MPD project as of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
3.1 Extent to which the internal audit staff in OIG understand Internal Auditing work and procedures in line with international (IIA – Institute of Internal Auditors) standards	Very low	Very high	Moderate	None of the trainees scored 70% or more in two subjects, namely internal audit reporting, and preliminary survey and internal audit program, rendering the overall result to be "moderate". Progress on this indicator is on-track.
3.2 Extent to which the internal audit staff in OIG have acquired competencies in internal audit key functional areas	Very low	Moderate	Very low	Internal audit staff will be conducting internal audits in accordance with the new procedures toward the end of Q4 and throughout 2017. Their audit reports will be reviewed and evaluated to measure the newly acquired competencies. Thus, Q3 Actual remains the same as the baseline – i.e. very low. Progress on this indicator is off-track.
3.3 Extent to which the policy and legal framework supports a well-functioning complaints mechanism	Not adequate	Moderate	Not adequate.	A set of draft procedures have been prepared for discussion with MOIA. Additional regulations have also been identified to improve the legal and policy framework. Progress on this indicator is on-track.
3.4 Level of confidence of surveyed ministerial staff in using the complaint mechanisms (disaggregated by gender)	TBD	TBD upon completion of baseline	Survey completed.	Survey questionnaire administered in 6 provinces (Kabul, Nimruz, Kandahar, Herat, Nangarhar, and Mazar-i-Sharif) with a total of 1,700 respondents. The baseline will be available in Q1 2017. Progress on this indicator is on-track.

Component 2: Police Professionalization

J. 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. The aim is to ensure a proper legal statutory basis for the ANP to function as a law enforcement entity in accordance with relevant human rights and professional policing principles.

The MPD project - in consultation with the Legal Reform Sub-Committee and Legal General Directorate – has completed an assessment of the police legal framework and the findings are now used as a technical basis for drawing up proposals for legislative changes. The MPD project has adopted a three-pronged approach towards assessment of the police legal framework: i) international policing standards; ii) a comparative perspective through of select foreign laws; and iii) national consultations with Afghan practitioners and sector experts.

The MPD project team rigorously reviewed the legal framework for Afghan police against the international human rights and policing standards, and proposed 160 recommendations across 16 key policing topics, e.g. police investigations, arrest, detention, the use of force and firearms, protection of juveniles, community policing, and the human rights of women. The recommendations point to the need for redrafting relevant articles of the Police Law as well as legal referencing of articles from other laws.

In addition, the MOIA, with support from the MPD project, conducted 7 regional consultation workshops, covering participants from all 34 provinces to receive views and observations on many aspects of the Police law, Police Inherent law, and Military Crimes Law. Suggestions for legal amendments encompass issues such as police mandates and authority, gender (discrimination, unfair treatment and harassment by male colleagues, inappropriate facilities, safety, and transportation issues), delegation of power to provinces and imbalances in resource allocation, qualifications and skills of police, promotion and career development, remuneration and incentives, democratic policing principles, police administration and operations, transparency and accountability in policing, and human rights. A total number of 750 participants (15% being women) across police departments/directorates, justice sector institutions, CSOs and academics.

Lastly, following the Human Rights Due Diligence Policy Risk Assessment (HRDDP), a study was completed to develop mitigation measures. The MPD project has engaged

in discussions with senior leadership of MOIA and UN agencies on practicalities around mitigation measures against human rights violations (HRV) cases.

Overall, the progress of Output 1 of the Police Professionalization component is on track, with some delays in completing the in-depth assessment of the current legal and regulatory framework for police.

Table 15: Summary of Progress on Output 1 of the Police Professionalization Component of MPD project as of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
1.1 Extent to which draft changes to the Afghan National Police Law target improvements from international conventions and standards agreed by the GOIRA including human rights and gender obligations	Very low	Low	Very low	Assessment completed with recommendations in 16 key policing topics submitted to MOIA. An MOIA Technical Working Group on Legislative Reform established to review and draft legislative changes. Progress on this indicator is on-track.
1.2 Extent to which proposed changes to the legal framework governing police target improvements in operational effectiveness and efficiency	Very low	Low	Very low	Assessment completed with recommendations in 16 key policing topics submitted to MOIA. An MOIA Technical Working Group on Legislative Reform established to review and draft legislative changes. Progress on this indicator is on-track.
1.3 Improvement of police's knowledge on human rights issues relating to their operations	Very low	Low	Very low.	Desk review completed and provides a better understanding of existing human rights arrangements in the operations of ANP. MPD has engaged in discussions with senior leadership of MOIA and UN agencies on practicalities around mitigation measures against human rights violations (HRV) cases. The developed products are intended to be used to scope out initiatives for improving human rights knowledge and capacity to deal with HRV cases of ANP. Progress on this indicator is off-track.

K. Output 2: MOIA training and leadership development

This Output seeks to strengthen national capacity and encourage regional partnership for enhanced police training and education, while at the same time promoting an environment where female and male police officers are supported in advancing their careers through training and education.

To understand the MOIA's training capacity and needs, an expert review has been conducted and a set of strategic recommendations provided to address key challenges. The study strived to identify whether or to what extent DM Administration and MOIA training institutions, particularly the 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 for the ANP, and the expected police behavior and conduct profiles necessary to achieve those standards, iii) designing and developing the curricula, 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. The study assessed the training institutions, namely, Police Academy, Police Staff College, regional training institutions and other thematic training institutions to determine whether they have the capacity to provide an acceptable quality of training. An excerpt from the assessment findings is provided in Box 2.

Overall, the ANP has a low capacity to prepare and deliver the pre- and in-service training needed for a professional, rights-based police service. In order to change the behavior and conduct of ANP officers and improve service delivery to citizens, training programs will need to be better linked with expected behavioral standards. Going forward, the MPD project will work closely with MOIA counterparts to determine these expected behavioral standards for ANP officers and incorporate them into the training programs.

Box 2: Training and educational practices of ANP

Training system: pre-service and in-service training activities
- *Pre-service training activities* are implemented by the National Police Academy (NPA) and Regional Police Training Centers
- *In-service training activities* on management are implemented by the Police Staff College. Field training is implemented by specialized training centers, operated by other Departments, but regulated by Training General Command (TGC) at provincial level.

Planning of training activities

TGC is responsible for the strategic oversight of all training activities of MOIA in accordance with the Five-Year Training and Education Policy which was approved by the DM Administration. On an annual basis, provinces and departments submit training proposals for assessment by the Training and Education General Unit. The results of this assessment are then considered by the Professional Development Board, consisting of the TGC Commander, Planning and Policy Deputy, the Training and Education General Unit Director, and the representatives from EUPOL, GPPT (German Police Project Team), and RS (Resolute Support).

Following the overall approval of the Board, TGC develops the Annual Training Plan which is subject to approval by DM Administration. This plan is simply a list of the training activities to be implemented in a particular year. It fails to consider the adequacy of the content and whether it is aligned to the strategic training requirements of the organization.

Needs assessment
A systematic approach using qualified staff in conducting needs assessment is lacking. Although Training Assessment Analysis Unit was established within the TGC structure in 2015, it does not have the capacity or guidance to conduct needs assessments and in reality exists only on paper. The unit consists of 3 administrators, 10 experts and 7 instructors. There is no a standard checklist or a methodology for conducting needs assessments, the instructors simply pay visits to the sites and conduct meetings with department heads and staff, and prepare their reports. The assessments are, thus, mainly based on the perceptions of those heads and staff of the relevant departments.

Curriculum development
ANP curriculum is prepared by the TGC's Curriculum Development Unit, which was established in 2013. The unit is responsible for development of curriculum, preparation and distribution training materials. Reportedly, there are as many as 172 different types of trainings. The assessment was unable to determine whether the members of the unit have the necessary skills and experience to prepare a curriculum. No evidence of guiding documents to inform curriculum development was identified during the assessment.

Training issues and challenges
- Training programs assessed do not detail the expected behavior standards;
- There is no Institutional Manual detailing the service standards required for each training program;
- There is no organizational system to ensure training delivered is applied in the field by both trainees and supervisors;
- Capability of trainers is exacerbated in regional training centers, particularly remote locations;

- Materials that are prepared by the instructors are generally in text mode; and not supported by enough level of depictions, scenario based workbooks or any other additional materials, such as practical training and visual. Instructors basically prepare notes, rather than preparing lesson plans in a modern sense, which can standardize and guide the teaching process; and
- Staff interviewed reported a high level of dissatisfaction with the method of appointment of instructors, claiming that instructors are appointed based on recommendations (informal orders) of higher authorities and some do not have the required capacity or experience required.

Legal and institutional arrangements:
- The commanders of the Police Academy and Staff College are two-star generals, whereas the acting commander of TGC which has oversight of these institutions is one-star. Due to the rank differentiation and while this arrangement continues, TGC will not be able to exert the expected strategic oversight of these subordinate institutions.
- The use of an external Assessment Centre could be introduced to increase trust and transparency in hiring and promotion practices. In modern police organizations, most hiring and promotion practices are done through Assessment Centers, which are mainly established outside the governmental agencies or entities, to make sure that assessments are free from institutional biases.

A program package for Master in Police Education and Law Enforcement has been developed and approved by MOIA leadership, and thirty-eight instructors from the Afghan National Police Academy (ANPA) and Staff College has been selected for a one-semester program of master's-level preparatory course work. [20] The MOIA, UNDP, and American University of Afghanistan (AUAF) has formed a tri-partite partnership to develop the Master's Program for qualified ANP instructors. In order to ensure the maximum success for the in-coming students who will partake in the proposed Master of Education and Law Enforcement, an intense one semester program of master's-level preparatory coursework was developed. It is designed to bring the candidates to an academic level acceptable by AUAF's standards and to ensure that the selected students will be conscientious, creative, fully engaged with their program. Out of 60 recommended candidates by MOIA, a rigorous testing, selection and placement scheme was used to select 38 qualified ANP instructors from ANPA and Staff College to attend this preparatory course work. They will complete the coursework in early

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[20] The acquisition of Master's level postgraduate qualifications for these ANP instructors is important for two 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.

2017 and the best 25 of them will be invited to continue in the Master's in Police Education and Law Enforcement in 2017[21].

Following the agreement with the MOIA, UNDP has played a greater role in quality assurance and fiduciary oversight of the Sivas training program. The MPD project team has carried out several due-diligence activities in the areas of recruitment, curriculum design, monitoring, deployment and overall implementation of the training activities of the Sivas 2016 program. The female cadets departed to SPTA in September 2016 and the training will be completed on 5 January 2017.

The MPD project also completed renovations of ANPA's four existing computer labs with proper ICT equipment and user-friendly software. The MOIA's Strategic Plan emphasizes the need to continually exploit advances in technology and constantly monitor training requirements. The computer lab assessment was conducted to understand the conditions of IT facilities and equipment as well as the instructors' capacities to meet the training requirements. Findings of the assessment informed the need for computer lab renovations and further capacity development of instructors with professional training.

The MOIA also agreed to establish a curriculum committee with subject matter experts from Training General Command, Police Academy, and Police Staff College to review the curriculum for the Captain to Major promotion. The MPD team proposed that all subjects in the promotional training curriculum are required to establish clear, standard course outlines, develop SMART[22] objectives for each module for training evaluation purpose, develop field-based hypotheticals and case studies, and develop practical scenarios and turn them in a video format for classroom showing. As a result, the committee convened 26 meetings to discuss and revise 14 subjects of the promotion training[23]. The revision is now 74% complete, leaving videography for the practical scenarios to be carried out in March 2017.

In addition, the MPD project has also conducted an assessment of ANP leadership and management training and a committee has been appointed to follow up on the recommendations. A detailed assessment of the leadership and management training provision also reveals inadequacies, including:
- The training is academic and theoretical, lacking practical leadership and management aspects;

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[21] The preparatory coursework was due for completion by the end of December 2016. However, due to the kidnaping of two AUAF faculty members and subsequent terror attack on the university compound on 24th August 2016, the University suspended all its operations which has resulted in the implementation delay.

[22] Specific, Measurable, Attainable, Realistic, Time-bound

[23] 14 subjects include: Police Tactics, Traffic, Criminalistics, Criminology, Constitutional law, Criminal law, International Private law, Computer, Islamic Culture, Management, Sociology, Topography, Anti-Terrorism, and Logistics

- There is only one single training curriculum for all types of leadership training which is being delivered to high ranking, low ranking, and young officers; and
- The training is not based on needs assessments and lacks mentoring or coaching which is often a key feature of leadership and management training.

The Police Staff College is the main body in designing and delivering specialized training in leadership and management to both ANP male and female officers. In addition, the ANPA teaches leadership and management subjects in its four-year Bachelor's program, whereas three of the seven specialized training centers (Logar Special Forces Training Center, Maidan Wardak Special Forces Training Center, and Police Intelligence Training Center) also offer some short courses on leadership and management. The key assessment findings highlighted above are applicable to all of them. One of the key recommendations is to develop a policing leadership model for ANP with key competency levels and areas for different leadership levels and ranks, and then develop the leadership and management training based on the model.

Lastly, a preliminary visit of a UNDP-MOIA joint delegation to India was conducted to pave the way for broader bilateral cooperation between the Afghan National Police and India Police. The MPD has incorporated South-South cooperation between ANP and other police and law enforcement institutions within the region as part of its capacity development strategy and training program sustainability and regional partnership.

Overall, the progress of this Output 2 of the Police Professionalization component is delayed due to postponements of commencement timeline for the Future Leaders Program, Master of Police Education program, and development of ANP expected behavior standards.

Table 16: Summary of Progress on Output 2 of the Police Professionalization Component of MPD project as of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
2.1 An Institutional Manual with service standards for ANP developed and approved by the MOIA leadership	Not developed /not approved	Partially developed/ not approved	Not developed/not approved	Activities re-evaluated and/or postponed to 2017 due to the need for more in-depth assessments of ANP's training institutions. Progress on this indicator is off-track.
2.2 A new training platform developed from the ANP service standards is adopted by PHQ Commanders and Police Training Institutions' Commanders	Not developed	Partially developed		
2.3 The extent to which the new training platform improves the professional knowledge of police personnel	TBD	TBD		
2.4 Number of eligible instructors enrolled in the ANP Master's program (disaggregated by gender)	Nil	25	Nil.	40 candidates selected for the preparatory program. Of these, the 25 most successful candidates will be invited to continue in the Master of Arts in Education and Law Enforcement Program. The preparatory coursework was due for completion by the end of December 2016. However, due to the kidnaping of two AUAF faculty members and subsequent terror attack on the university compound on 24th August 2016, the University suspended all its operations which has resulted in the implementation delay. Progress on this indicator is on-track.
2.5 Number of eligible police officers enrolled in the Future Leadership Program	Nil	nil	Nil	Future Leadership Program is postponed to 2017. Progress on this indicator is off-track.
2.6 Percentage of female police cadets successfully deployed across ANP after attending the Sivas training	80%	100%	n/a	Training to be completed in January 2017. A Deployment Committee established to ensure 100% deployment rate. Progress on this indicator is on-track.
2.7 Percentage of police officers in each category (constable, non-commissioned, and	Nil	Nil	Nil	Actions proposed and submitted to address challenges facing existing promotion trainings (Captain to Major, and 1st NCO

Indicator	Baseline	2016 Target	2016 Actual	Comments
commissioned) complete required training program for their current category				to 2nd Lieutenant). An MOIA committee set up to follow up on actions. Progress on this indicator is off-track.
2.8 Percentage of police officers in each category (constable, non-commissioned, and commissioned) who pass the required training program for their current category	nil	Nil		

L. Output 3: ANP community partnership approaches

This output supports efforts to enhance collaborative approaches on community safety and security with community stakeholders. It focuses on the extension and strengthening of key initiatives, including expansion of Police-e-Mardumi (PeM), functionality, improvements of Police Women Councils (PWCs), expansion of police information desks, renovation of 119 call centers, expansion of the District Safety and Security Survey, and functionality improvement of Family Response Units (FRUs).

Regarding PeM expansion, following the approval of PeM Tashkeel in the 34 provinces, the MPD project supported the office establishment for PeM units in 12 provinces for the organization of provincial conferences to inaugurate PeM offices. The MPD project supported the MOIA to establish 12 new PeM units, along with community partnership forums in the following provinces: Nangarhar, Khost, Badakhshan, Takhar, Samangan, Farah, Kandahar, Daikundi, Faryab, Sar-i-pul, Panjshir and Kapisa. The new units are fully staffed and equipped with office furniture and ICT equipment. The MPD project team has organized PeM inaugural conferences to sensitize the communities and established police-community partnership councils in all 12 provinces – see Table 17.

Table 17: List of PeM provincial inaugural conferences and training workshops

Provinces	Dates of inauguration and training	Districts where forums situated	No. of council members	No. of female members
Badakhshan	17-20 Jul	Kishm	32	7 (one selected as 2nd deputy for the council
Takhar	24-28 Jul	Farkhar	35	4 (one selected as 2nd deputy of the council)
Samangan	10-16 Aug	Khoram-wa-Sarbagh	42	8 (one selected as 2nd deputy for the council)
Sar-e-Pul	25-27 Aug	Sayad	46	6 (one selected as 2nd deputy for the council)
Faryab	30 Aug – 3 Sep	Pashtoonkot	44	5 (one selected as 2nd deputy for the council)
Daikundi	23-26 Sep	Shahristan	33	5 (one selected as 2nd deputy for the council)
Kandahar	12-17 Oct	Arghandab	38	No female
Nangarhar	22-26 Oct	Behsood	40	6 (one selected as 2nd deputy for the council)
Khost	5-9 Nov	Tani	50	2 (one selected as 2nd deputy for the council)
		Ismaiel Khel and Mandozai	38	No female

Kapisa	14-18 Dec	Kohistan	35	2
Panjshir	21-26 Dec	Khinj	35	4
Farah	27-31 Dec	Anardara	33	3

Provincial baseline assessments of existing FRUs, PWCs, and PeMs in ten provinces were completed and the findings used to inform policy dialogues and discussions among key stakeholders in designing appropriate interventions aiming at improving the functionality of these units - the conclusions are summarized in Table 18.

As part of community and safety outreach campaign, the MPD project trained and equipped PeM and FRU officers to conduct the following outreach campaigns and activities in 10 provinces with over 12,000 participants (of which 40% were female) to improve police-community relations and strengthen trust and confidence in police. The implementation was done in partnership with a non-governmental organization (NGO).

- Six university outreach campaigns were conducted covering basic safety instruction on traffic, fires, floods, earthquake, mine risk awareness, and first aid as well as distributing the community-police safety awareness flyers and brochures. These safety awareness sessions were conducted in 6 provinces of Panjshir, Samangan, Faryab, Badakhshan, Takhar and Daikundi in the first week of October 2016 with 556 students participating, of which 127 were female. Pre and Post-test questionnaires showed that youth's perceptions toward police and understanding of police's role within the communities improved significantly.

- Twenty-nine sport matches (football and volleyball) were organized in 10 target provinces (Samangan, Balkh, Takhar, Daikundi, Kabul, Panjshir, Faryab, Kapisa, Nangarhar, and Badakhshan) from 18 October to 2 November 2016. Overall around 10,000 people participated in the sport matches. During the matches, community-police awareness flyers and brochures were distributed.

- Five TV forums were organized in five target provinces of Kabul, Balkh, Daikundi, Badakhshan and Nangarhar. Each radio talk session was set for a minimum of 30 minutes. Questionnaires were distributed among the guests and panelists in order to gauge the overall public perception on the TV program. When asked "do you think what you have learned in this forum will help solve family problems". A significant number of participant responded yes 212 (92%) while 7 responded which were (3%) said no and around 10 participants (4%) did not respond. Interestingly, many respondents indicated that they preferred to see seminars regarding PeM and FRU in their districts in future.

Table 18: Summary of conclusions from FRU and PWC baseline assessment reports

FRU baseline assessment	PWC baseline assessment	PeM baseline assessment

• Capacity development of FRUs, at this stage, will not necessarily translate into greater levels of service and protection for victims of family violence
• Clear demarcation between the ANP FRU's and CID and AGO's EVAW Units, Women's Affairs offices, civil society and professional women NGOs needs to occur
• Clearer roles and responsibilities of ANP/FRU and CID within the MOIA structure required
• If literate women cannot be recruited, then investments are not going to yield significant benefits
• The oversight role of the central FRU needs to be revisited, as there is little evidence of any quality control or oversight. Broader governance and socio-cultural issues which deserve greater attention:
  – "Rule of Law" approach to take into account the level of societal acceptance in how VAW matters are dealt with, particularly in light of informal justice systems which are still the cornerstone of accessing justice for the majority of the population;
  – Future support to FRUs should not be done in isolation, but involve a broader set of
	• The broader issues – leadership, access to funding, capacity, and unintended consequences from affirmative action to increase female participation in the ANP - which are critical to the viability and success of PWCs must be addressed before attempting to improve the PWC functionality
	• PWC Code of Conduct – too ambitious and inapplicable in the context of Afghanistan, particularly given the challenges identified in the assessment
	• The increases of female recruitment over the past ten years can be seen as a positive sign, but simply trying to meet the female hiring target has evidently proven to be counterproductive to the overall gender reform efforts
	• To advance the full integration of women into all levels of the MOIA/ANP, PWCs cannot function in isolation
	• The PWCs are only one mechanism and must be supported by well-thought-out strategies, policies, and practices in staffing, recruitment, pay, promotion and training as well as availability of appropriate female facilities
	• Efforts to improve prevention and response to sexual harassment, sexual discrimination, and
		• Better clarity of "what PeM is" and "what PeM is for" in the context of Afghanistan is needed
		• Instead of one policy or approach, three levels of community policing could be considered[24].
		• Planning and resource constraints
		  – PeM units should be encouraged to develop own plans, based on their context and environment in order to translate key PeM principles into practice
		  – Planning and prioritization skills important given resource constraints
		• Defined governance
		  – Job descriptions should be developed to be aligned with functionality criteria
		  – The oversight role of the central PeM Department needs to be revisited
		• Collaborative partnerships
		  – Most of community interaction relied on donors' support. Once the funding stopped, community partnerships ceded.
		• Organizational transformation
		  – Efforts of PeM officers will be wasted unless the behaviors of their peers toward the community are improved.
		  – The strategy and philosophy of community policing must be promoted within the police organization and all its branches to transform

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[24] **Level 1** – **relatively calm.** PeM should be more proactive and more progressively designed community policing framework can be implemented. Continual advanced training of ANP/PeM on community policing skills as well as essentials, such as human rights, could be achieved; **Level 3** – **not possible due to the security situation.** Minimal training and much lower level of community policing actions are to be expected; and **Level 2** – **Is between 1 & 3.** Basics of community policing can be introduced with a goal of getting the area to 'level 1' implementation

relevant stakeholders with a victim-centered approach; and – Need to strike a better balance between mediation, victim safety and offender accountability.	gender-based violence will require an institutional response that is equipped with effective complaints mechanism and complaints handling processes that can improve the accountability and reduce impunity.	its management style and operational procedures • Problem solving – Two defining elements of community policing are i) community partnership and ii) problem solving. The latter deserves greater attention

Lastly, The MPD project team completed an assessment of the 119 Emergency Call Centre in Kabul, informing the need for equipment upgrade/replacement to install the Centre in the new MOIA compound. The renovation of the center is 100% complete. Bid evaluation for ICT supply and installation of 119 Kabul is ongoing. Technical review meetings with CSTC-A and ICT unit and MOIA were also held to ensure compatibility of the new 119 system with the existing ICT infrastructure. The contract for 119 system renovation and ICT installation and networking will begin in the second quarter of 2017.

Overall, the progress of Output 3 of Police Professionalization component is slightly delayed with the need to re-formulate plans and interventions for FRUs and PWCs based on the findings of the baseline assessment.

Table 19: Summary of Progress on Output 3 of the Police Professionalization Component of MPD project as at the end of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
3.1 Percentage of 8 existing Police-e Mardumi units that are fully functional	Nil	Nil, but expect 25% of existing PeM units to be moderately functional	Nil	Baseline assessment completed for 4 of the 8 existing PeM units. One was found moderately functional; two partially functional; and 1 not functional. Progress on this indicator is on-track.
3.2 Percentage of 12 new Police-e Mardumi units that are fully functional	Nil	Nil, but expect 25% of newly established PeM units to be moderately functional	Nil	Office establishment and provincial inaugural conferences completed for PeM units in 12 target provinces. Progress on this indicator is on-track.
3.3 Percentage of 12 new Police-e Mardumi committees that are fully functional	Nil	Nil, but expect 25% of newly established PeM units to be moderately functional	Nil	12 target committees established and a 3-day training conducted for committee members. Progress on this indicator is on-track.
3.4 Percentage of 12 new Police-e Mardumi committees that have female community member participation	Nil	25%	84%	10 of the 12 newly established committees have female community members. Progress on this indicator is on-track.
3.5 Percentage of established Policewomen's Councils in 6 targeted provinces are fully functional	Nil	Nil, but expect 50% of targeted PWCs to be moderately functional	Nil	Baseline assessment completed. Of 12 PWCs that were assessed (i.e. 7 provinces, plus 5 Kabul PDs), 10 were found to be "not functional" and 2 "moderately functional". Progress on this indicator is off-track.
3.6 Extent to which agreed Expansion Plan for Information Desks is rolled out	Not implemented	Moderate	Not implemented	Assessment of existing infrastructure completed for 11 of the 12 target provinces. Progress on this indicator is on-track.
3.7 Percentage of new information desks that have female staff	Nil	50%	Nil	Tashkil to be approved and allocation of female staff to be discussed with MOIA. Progress on this indicator is on-track.

Indicator	Baseline	2016 Target	2016 Actual	Comments
3.8 Degree to which the new case management system for targeted 119 ECCs is successfully implemented	Very low	low	Very low	Assessment for 119 ECC in Kabul completed and 4 specific recommendations made for 119 which include a revised categorization of complaints/reports for 119. Progress on this indicator is on-track.
3.9 Percentage of callers who are satisfied with the 119 service (disaggregated by location and gender)	TBD	TBD	N/A	Callers' satisfaction survey was completed, but suffers from a sample selection bias. Progress on this indicator is off-track.
3.10 Number of districts included in the DSSS	15	15	15	Procurement process initiated and it was agreed that the survey will cover 40 districts in 20 target provinces in early 2017. Progress on this indicator is off-track.
3.11 Improvement of relevant staff's knowledge on data analysis and application of RoLIS	Nil	Moderate	Nil	A suitable Police Data expert identified, but due to personal situation, the consultant could not join the project. Position has been re-advertised. Progress on this indicator is off-track.
3.12 Number of DSMBS survey indicators integrated into MOI's leadership M&E framework	Nil	3	-	Pending completion of 2016/2017 survey. Progress on this indicator is off-track.
3.13 Percentage of the existing Family Response Units in 6 targeted provinces that are fully functional	Nil	Nil, but expect 25% of FRUs to be moderately functional	Nil	Baseline assessment completed. Of 17 assessed FRUs, 2 were between moderately and nearly-fully functional; 1 moderately functional; 1 between partially and moderately functional; 8 between partially and not functional; and 3 not functional. Progress on this indicator is off-track.
3.14 Improvement of public's perceptions, especially among youth, toward police following outreach campaigns	50%	50% improvement from baseline	65% (i.e. 15% improvement from baseline)	Progress on this indicator is off-track.

Project Management Support

A. Output 1: MPD project implementation

Regarding the relocation to the new MOIA compound, a suitable location for the MPD project has been identified. The relocation had been scheduled on 4 August 2016, but the approval process for security upgrading of the premises took much longer than anticipated, resulting in the relocation being completed in November 2016.

The MPD project continued to regularly organize TWG and Sub-TWG meetings to communicate the progress of activities being implemented. In 2016, 21 Sub-TWG and 12 TWG meetings were organized for the MPD project as well as two donor meetings, two Project Board meetings and 5 consultation meetings – see below for details:
- 10 Sub-TWG meetings for the Institutional Development component (12 Jan, 2 Feb, 1 Mar, 5 April, 3 May, 7 Jun, 12 Jul, 2 Aug, 4 Oct, and 1 Nov 2016)
- 11 Sub-TWG meetings for the Police Professionalization component (10 Jan, 9 Feb, 8 Mar, 12 April, 10 May, 14 Jun, 19 Jul, 9 Aug, 18 Oct, 08 Nov, and 13 Dec 2016);
- 12 combined SPM/MPD TWG meetings (26 Jan, 22 Feb, 21 Mar, 25 April, 30 May, 27 Jun, 25 July, 29 Aug, 26 Sep, 24 Oct, 28 Nov, and 26 Dec 2016);
- 5 Consultation Meetings (10 Nov, 13 Nov, 15 Nov, 6 Dec and 7 Dec 2016)
- 2 donor meetings on 13 Jul and 13 Oct 2016;
- 2 Project Board meetings on 27 Jul and 18 Dec 2016

At the first Project Board meeting (27 Jul), revisions to the 2016 Annual Workplan (AWP), budget, risk plan and the project's monitoring framework were presented and approved. The 2016 AWP budget revision was made based on a realistic assessment of what can be delivered in 2016. Major changes included:
- The overall MPD project Budget for 2016 reduced from $30,687, 891 to $21,207,660 (a reduction of $9.48m).
  - Institutional Development Component
    - Original budget: USD 9,443,171, Revised budget: USD 6,704,604
    - The main savings was from Output 2 – approximately $2m in BPR/ICT/MIS contract which will be spent in 2017
  - Professionalization Component
    - Original budget: USD12,065,366, Revised budget USD8,966,971
    - The main savings was from Output 2 - approximately $2m in Master's program which will be spent in 2017/18.
  - Construction of female bathroom/toilets – approximately $1.6m which will be spent in 2017

- In institutional development component under Output-1. Activity Result 1.1, an extra activity to support MOIA in civilianization process has been included in the revised 2016 AWP.

With reference to the H.E. President Ghani's letter - dated 17 September 2016 - the extension of MPD project was approved. UNDP then developed a new Project Document (2017-2020) and organized consultation meetings with MOIA and other key stakeholders. At the second Project Board meeting (18 Dec), the MPD Project Document (2017-2020) was approved together with the 2017 Annual Work Plan (AWP).

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 September 2016, eight of the 11 recommendations from the UK Due Diligence assessment have been implemented and three remain under implementation.

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

Construction of DM Support Building

Following the decision to resume the DM Support Building construction in late 2015, UNDP has been monitoring the work closely, but limited progress is witnessed. In Q1 2016, the Ministry of Urban Development has issued a Ministerial order requesting all construction work in Kabul to be halted from 31 January to 3 March 2016 due to the cold weather which could compromise the quality of concrete work. Subsequently, all construction activities had to be suspended, because the MOI Procurement Department had not made the second amendment changes to the contract, which were approved by the donor in October 2015, preventing contractor's invoices being paid.

The MPD project has arranged a few follow-up meetings to discuss the issue with the MOIA. It was informed that both (first and second) contract amendments had not in fact been approved, and that the approval authority did not lie with the MOIA, but instead with the National Procurement Commission (NPC) which is chaired by H.E. the President. Given the contract value exceeding the MOIA's approval threshold, the original contract was approved by the NPC. As such, any amendments to the contract will also need to be approved by the NPC.

The MOIA has been working to address this administrative oversight and in July 2016 the MOIA informed UNDP that the amendment request had been submitted to the NPC. However, despite many follow-up attempts by UNDP, the contract amendments remain pending. UNDP have been in close communication with the Embassy of Japan

regarding this issue. Given the number of extensions being granted in the past, the Embassy of Japan indicated that they might not be inclined to accept any more extension requests beyond the current agreement's end date of 31 December 2016. UNDP communicated in writing the urgency to address these delays to representatives in the President Office on 29 August 2016 and formally informed the Minister of Interior Affairs in writing.

On 3 December 2016, UNDP met with the new Deputy Minister (DM) for Support and he provided an update on the status of the contract amendments. The DM explained that based on the recommendation from the Office of President's Economic Committee, the NPC had assigned a team of technical experts to conduct an assessment of both amendments independently, and to report the findings back to NPC as soon as possible. In the meantime, a formal letter from DM for Support was submitted to UNDP to request the Embassy of Japan for a 12-month no-cost extension (NCE). UNDP has submitted an NCE to the Embassy of Japan and the approval is still pending. Currently, the completion rate of the construction work stands at 75%.

Construction of Female Police Toilets and Dressing Rooms

The construction of these female facilities is in line with the 10-Year Vision of the MOIA to increase female participation in the ANP and improve their working conditions. Due to the lack of proper facilities, female officers are forced to use toilets shared with men. This is considered unsafe and stigmatizing particularly in a culture where strict segregation of the sexes is the norm. Also, many female police officers cannot travel to work in their police uniforms due to security threats. Thus, there is an urgent need for separate, safe, and lockable restroom and dressing room facilities in police stations to prevent workplace sexual harassment of female police officers and create a non-discriminatory work atmosphere that respects their privacy and dignity.

The construction of female toilets and dressing rooms was originally planned in three selected provinces, namely Herat, Nanghahar, and Balkh. However, the original assessment had to be reviewed to ensure there was still a need for the facilities and available space. This revision, including site visits took place in Q2 and Q3 of 2016. It was identified during these verification missions that CSTC-A also had plans approved by the MOIA Facilities Directorate to construct the same facilities in Mazar-i-Sharif. In order to avoid duplicating CSTC-A's efforts, the MPD project has decided not to continue the planned construction of these facilities in Balkh. The tendering process for Herat and Nangarhar has now been completed, and the work is to commence in early 2017.

In October 2016, the MPD project held discussions with the MOIA Gender and Facilities Directorates and it was decided that the budget earmarked for the construction in Balkh will be re-allocated to other provinces. UNDP received a list of new locations from the Gender Directorate requesting 19 new dressing room and bathroom

buildings in different locations in Afghanistan. UNDP reviewed the list with some suggestions and submitted it to the DM for Support for consideration and approval. Once the DM conforms the list, the MPD project team along with MOIA Facilities and Gender Directorates will conduct assessments of the new locations.

Table 20: Summary of Progress on Output 1 of the Project Management Support of MPD project as of December 2016

Indicator	Baseline	2016 Target	2016 Actual	Comments
A: Percentage of project implementation rate	0%	100%	52%	The financial delivery rate here is used as proxy for the project implementation rate.
B: Number of Project Board and MPD TWGs organised	0	36 TWGs	33 TWGs	TWGs being held according to schedule. However, some scheduled meetings could not be held either due to security reasons, or competing meeting schedules.
C: Rate of donor satisfaction with timeliness and quality of donor reports	To be established	8 out of 10 on a 10-point scale	7 on a 10-point scale	
D: Number of UK Due Diligence recommendations implemented	6 out of 11	11 out of 11	7 recommendations implemented	Four 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	7 out of 8 implemented (88%)	The implementation of the remaining recommendation is in progress.
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 quarterly reports	The revised monitoring framework and methodological approved by Project Board. 95% baseline completed. Data collection ongoing for missing baselines.	The MPD project has revised the M&E framework, which was approved by the LOTFA Project Board in July 2017.

Table 21: Summary of Progress on Output 2 of the Project Management Support of MPD project as of December 2016

Indicator	Baselines	2016 Target	2016 Actual	Comments
Percentage completion of contract on DM Support Building between the DM and the contractor	55%	100%	75%	Construction suspended since March 2016 due to the delay by the MOIA Procurement Department to finalize the approval of contract amendments for the constructor.
Percentage completion of female police toilets and dressing rooms in 39 locations	5%	100%	Same as baseline	Construction in Herat and Nangarhar to commence in early 2017. Confirmation on new locations is pending.

V. GENDER SPECIFIC RESULTS

LOTFA is making investments to strengthen its efforts to mainstream gender within the work of both the SPM and MPD projects. To support the implementation of MOIA's Ten-Year Vision for the ANP, LOTFA has adopted a two-pronged strategy: 1) 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; and 2) 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 SPM project enabled gender disaggregated reporting in WEPS, which has allowed WEPS reports to specify male and female police throughout the ANP. For example, the WEPS report for December 2016 highlighted that female police constitute 2% of the force, while male police constitute 98%.

The system is now able to generate ad-hoc reports for female personnel by location, unit, province, rank and position, amongst other aspects. The system will be able to generate full gender disaggregated reports once the gender data is fully updated in WEPS.

The SPM project has also supported the MOIA in modifying the attendance book and in developing new leave request forms which capture gender disaggregated data. The attendance book and leave form have been approved by the MOIA. The new leave request forms have been printed and distributed for use in the provinces. The new attendance book will start to be used starting in March 2017. In addition, training to all PFO's and PHRO's was conducted on the correct registration of attendance, file management and reporting. The SPM project has shared this data with the MPD project for their programming purposes.

The MPD project takes a cross-cutting approach to actively promote gender and human rights, and gender specific results for 2016 are summarized as follows:

Gender mainstreaming in the MOIA legislative and policy framework

The comprehensive assessment of the police legal framework done by the MPD project (Output 1, Police Professionalization component) has looked into the gender aspects and proposed specific recommendations relating to the human rights of women police. The legal documents were reviewed and evaluated against the international women's human right instruments, such as the International Covenant on Civil and Political Rights (ICCPR), Convention on the Elimination of All Forms of

Discrimination Against Women (CEDAW), and the Principles on Detention or Imprisonment. An excerpt from the analysis relation to women rights is also provided in Table 26 below. If the Police Law and related laws/polices are successfully amended, it will provide a statutory basis for applying these human rights standards in policing and the administration of justice as well as promoting non-discriminatory career and administrative matters of MOIA/ANP. The Minister of Interior Affairs has established a Technical Working Group on Legislative Reform (TWGLR) to review the recommendations and propose legislative changes in the Police Law.

In addition to the legal assessment, the MPD project has gathered feedback and recommendations from female police and civil society representatives to amend the Police Inherent Law, and other policies governing service conditions for female police. The feedback and recommendations were solicited during seven regional legal consultation workshops which were organized in provinces across Afghanistan. The recommendations have been submitted to the TWGLR as a basis to formulate legislative and policy changes.

The Roadmap for Civilianization document and the Education Policy for MOIA were reviewed to ensure that the gender perspective is duly reflected. The Roadmap takes into account the obligations under UNSCR 1325 and NAPWA and recognizes the need to collect gender disaggregated data and information as well as inclusion of gender and human rights directorate in the process. Similarly, the MOIA Education Policy was reviewed and a gender chapter was added to it, ensuring that long and short term training and skill building needs of Afghan Police Women are adequately reflected in the policy.

With regards to the regional Policy Implementation Workshops, the MOIA Gender policy was one of the 6 selected policies presented and discussed. The Workshops were a practical step to assess and gauge policy knowledge of the MOIA personnel both in Kabul and provinces and to increase their understanding and capacity. The workshops were conducted in Kabul, Herat and Balkh zones in Q4 2016 with support of MPD. The policy orientation was specifically meant to introduce the significance and content of the policy, accountable directorates and departments to implement this policy. The orientation also included sessions on basic gender concepts, different types of VAW and its prohibition and the relevant legal framework. In total, approximately 400 participants across provinces of Afghanistan (including 32 civilian Deputies of Provincial Chief of Police) attended the workshops.

Implementation of MOIA's gender obligations

A broader MOIA Gender Workplan as well as a Gender M&E Plan were developed and approved to assist the MOIA with the year-1395 implementation. MOIA's gender obligations are drawn from the following documents: i) the National Action Plan for Women of Afghanistan (NAPWA); ii) the National Action Plan for United Nations

Security Council Resolution 1325 (UNSCR 1325); iii) the MOIA 3-Year Strategic Plan; and iv) the Strategy for the Management of the Affairs of Female Personnel (SMAFP). The challenge was that these documents had generated an unrealistic number of gender responsibilities for MOIA to implement (SMAFP alone has 47 objectives and 186 tasks) with duplications, redundancy, overlapping priorities, and a lack of clear timeframes and M&E frameworks. In this light, the MPD project assisted the MOIA in:

- Identifying the highest priority gender activities for the 1395 Gender Workplan - which was approved by the Minister in June 2016 - covering 7 key result areas, namely female complaints, violence against women, female recruitment, legal implementation, policy development, monitoring and evaluation, and awareness raising with 48 activities in total;
- Setting up a Gender Working Committee as a mechanism to track the implementation of gender activities - the terms of reference for the Committee, comprising relevant MOIA Directorates, international partners, and civil society representatives, was approved by the Minister in September 2016 to meet regularly to ensure the effective and efficient implementation of gender activities as well as identifying and soliciting capacity development and budgetary support from the MOIA leadership and the international community; and
- Convening the first two meetings of the Gender Working Committee on 25 October and 22 November 2016 to discuss progress and challenges in implementing the gender responsibilities.

The Committee has decided to meet on monthly basis instead of quarterly as stipulated in the TOR. With the year 1395 ending in February 2017, the MPD project team reviewed the Workplan jointly with the Gender Directorate and observed that more than half of the assigned activities have yet to be implemented. Going forward, the MPD project will continue to support the MOIA and the Gender Working Committee to improve the coordination and accountability in implementing the Gender Workplan.

Female police recruitment campaigns

The MPD also supported the MOIA in its female recruitment campaigns by developing appropriate outreach messages and materials. These materials will be used for campaigns targeted to encourage women to join the police force as well as make the public aware on need for police women and address the issue of stigmatization and taboo associated with working in a traditionally male-dominated field.

Training and leadership for police women

The MPD project successfully facilitated the process of selecting and sending 250 females from different ethnicities and provinces to the Sivas training programme. The project supports the MOIA to build their capacity and enable them to serve as woman police more effectively.

Following the agreement with the MOIA, UNDP have played a greater role in quality assurance and fiduciary oversight of the Sivas training program. The MPD project team has carried out a number of due-diligence activities in the areas of recruitment, curriculum design, monitoring, deployment and overall implementation of the training activities of 2016 Sivas program – see Output 2, Institutional Development component for more details.

The female cadets departed to SPTA in September 2016 and the training will be completed on 5 January 2017.

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. The MPD has taken the approach to review and improve the whole complaints mechanism rather than just the aspects relevant to complaints by female police. At least nine internal points of contact for receiving incoming complaints were identified and their processes and procedures were mapped and analyzed with a strong gender lens. Furthermore, the MPD project team is also working with the Legal Affairs Directorate and the OIG to develop a set of regulations to regulate police conduct and determine types of misconduct that invite major or minor penalties, including also a legal definition of the term sexual harassment and a policy on the handling of cases of sexual harassment.

In order to gain insights into users' needs and experiences, the MPD project also developed a survey questionnaire to measure the confidence level of MOIA/ANP staff in complaints mechanism and their willingness to use. The questionnaire contains 16 questions was administered to 1,700 respondents, including female police and MOIA officials in Kabul, Nimruz, Kandahar, Herat, Nangarhar, and Mazar-i-Sharif. The baseline result will be available in Q1 2017.

Efforts to eliminate violence against women and improving status and working conditions of female police

In line with the LOTFA's gender strategy to advance enabling organizational culture and capacity to change discriminatory attitudes of police personnel and promote effective gender-sensitive policing services, the MPD project is making investments to improve the functionality of PWCs and FRUs. The baseline assessments in ten provinces have been completed. The assessment findings provide insights into structural and capacity issues to be addressed in order to ensure that FRUs could contribute more effectively to elimination of VAW, and that PWCs could better represent and advocate female police's interests in the ANP. To improve police's engagement with the community, the MPD project has also established the police and community partnership committees in 12 target provinces with - on average - 15% female representation in the committees and women serving as Second Deputies in 7

of the 12 newly established committees. The female representation will ensure that concerns of women in the communities can be addressed with gender-sensitive policing responses.

In addition, as part of community and safety outreach campaigns, the PeM and FRU policewomen in 10 target provinces were trained on how to plan and facilitate outreach events as well as on building partnerships with communities, local businesses as well as other government entities in their areas. The female police played an important role in the campaigns' core teams to conduct school and community outreach sessions which achieved a high female participation rate of 40%.

Furthermore, preparations for the construction of female restroom and dressing room facilities in Herat, Nanghahar, and other target provinces are in their final stages and the tendering process is now completed. These separate and safe female facilities in police stations will help prevent workplace sexual harassment of female police officers and create a non-discriminatory work atmosphere that respects their privacy and dignity.

Lastly, the UNiTE to End Violence against Women campaign was organized to mark 16 Days of Activism against Gender Violence from 25 November 2016 – the International Day for the Elimination of Violence against Women – until 10 December 2016 – International Human Rights Day. The campaign was successfully implemented in 5 provinces and strong support and commitment from MOIA leadership at both national and provincial levels was witnessed. Over the course of 16 days, the campaign has reached out to more than 700 people, including police officers of low and high ranks, religious leaders, elders, and community members in 5 provinces.

Female participation in trainings and workshops

The MPD project team ensured that female police were involved in different trainings and workshops held for capacity enhancement. In Q4 2016, the MPD project started to collect data on female participation in its trainings and workshops. Although, the female participation in some technical trainings was 2% (i.e. in line with the overall female representation of the ANP force), the MPD had, on average, 37% female participation in different training, workshop and orientation events. This 37% was reached due to some gender focused activities, such as EVAW campaigns where female participation was very high.

Table 22: An excerpt from the MPD's police legal framework assessment in relation to women rights

Thematic areas of Human Rights for police	Relevant provision/article	Reference to relevant conventions	Reference in Afghan Constitution of Afghanistan/ Police Law/ other applicable law	Recommendations for changes in Police Law
Non-discrimination in law enforcement	It shall not be considered unlawfully discriminatory for the police to enforce certain special measures designed to address the special status and needs of women (including pregnant women and new mothers), juveniles, the sick, the elderly and others requiring special treatment in accordance with international human rights standards	International Covenant on Civil and Political Rights (ICCPR), article 10; Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), articles 4(2) and 12(2); Convention on the Rights of the Child (hereinafter "CRC"), articles 37 and 40; Standard Minimum Rules for the Treatment of Prisoners (hereinafter "SMRTP"), rules 5, 8, 53,	The principle of "positive discrimination" or, in some cases, "affirmative action" is not reflected in police law. The constitution of Afghanistan addresses the status and needs of women in Article 44, 53 and 54, forced labor of children in article 49 and healthcare and services for sick, elderly, and people that require special treatment in article 52 and 53.	An article should be incorporated to enable police to take actions/measures for treating and rendering services to "women (including pregnant women and new mothers), juveniles, the sick, the elderly and other vulnerable groups or disadvantaged group".
The human rights of women	Police shall exercise due diligence to prevent, investigate and make arrests in respect of all acts of violence against women, whether perpetrated by public officials or private persons, in the home, the community and official institutions	Declaration on Violence against Women, article 4(c) and 4(i).	Article 22 of the Constitution of Afghanistan ensure men and women to enjoy equal rights before the law. No such special reference in the police law of Afghanistan.	The following Article should be inserted in the proposed chapter titled "treatment to women and children" and sub-chapter "women"- "police will promptly exercise its power to protect, query, search and arrest in respect of all acts of violence against women enumerated in the penal code, the elimination of violence against women law

				and in any other applicable laws of the country, irrespective of by whoever or wherever the act of violence was committed."
	Police shall take rigorous official action to prevent the victimization of women and shall ensure that victimization does not occur as a result of police omissions or gender-insensitive enforcement practices	Declaration on Violence against Women, article 4(f).	No such specific reference made in any law	This issue is more aligned into the police professionalization and should be an integral part of police training and education on their duties and responsibilities. Therefore, this issues should be discussed in detail in- - Police inherent law - Police training and education policy
	Arrested or detained women shall not suffer discrimination and shall be protected from all forms of violence or exploitation.	Universal Declaration of Human Rights (UDHR), article 2; ICCPR, articles 2 and 3; Code of Conduct, articles 1 and 2; CEDAW, article 15; Declaration on Discrimination against Women, articles 1 and 6; Principles on Detention or Imprisonment, principle 5	No Such provisions referred in police Law.	The following Article should be inserted in the proposed chapter titled "treatment to women and children" and sub-chapter "women"- "Police, while exercising the power of arrest and detain in custody on a female, will ensure that the female does not receive further violence or being exploited and is not discriminated which receiving police actions or treatments"
	Law enforcement agencies shall not discriminate against women in recruitment, hiring, Training, assignment,	UDHR, article 2; ICCPR, articles 2, 3 and 26; CEDAW, preamble paragraphs 3, 9 and 14, and articles 2(d)-(f), 3, 5(a) and 7(b); Declaration	No such reference is made in Police Law	This issue is more aligned into the police professionalization and should be an integral part of police recruitment, promotion and other applicable polices.

	promotion, salary or other career or administrative matters.	on Discrimination against Women, article 1		Therefore, this issues should be discussed in detail in- - Police inherent law - Police recruitment policy - Promotion policy - Police training and education policy - Other policies

VI. PARTNERSHIPS

The partnership arrangements remained essentially the same as dedicated by the governance arrangements. Overall, the Donor Conditions Document approved by the President on 21 November, 2015, provides the overarching partnership for the SPM project, with key stakeholders as the MOIA, Ministry of Finance (MOF), and donors.

The Deputy Minister (DM) for Policy and Strategy, the National Director for LOTFA and focal point LOTFA project implementation and strategic guidance, led the partnership, collaboration and coordination between the UNDP and donors to ensure the project achieves the planned results, at both political and technical levels. The new Deputy Minister for Support has developed a close collaboration with both the SPM and MPD projects.

The SPM has further partnered with MOF, MOIA, telecom and the New Kabul Bank to facilitate EFT expansion through promoting mobile banking.

Through the 77 TWG meetings (including sub-TWG, TWG and combined SPM and MPD TWGs) held during 2016, the project worked closely with LOTFA donors and MOIA to review progress and monitor risks, discuss and address issues emerging. The Combined TWG meetings organized did not only help to promote greater harmonization and participation from donors and MOIA, but also enhanced collaboration and synergy between the SPM and MPD projects.

The SPM has further partnered with MOF, MOIA, telecom and the New Kabul Bank to facilitate dissemination of pay slips through bulk SMS and the expansion of EFT through promoting mobile banking.

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, strong support to the General Directorate of International Co-operation and other co-ordination mechanisms established by the MOIA, such as the Ministry of Interior Support Team (MST), 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, additional coordination and working groups specific to CSTC-A include ICT and applications development, which is central to UNDP's support to process re-engineering, systems development and ICT improvements, have been established. Ensuring this coordination is on a strong footing is indispensable to ensuring inter-operability of systems currently under development by both UNDP and CSTC-A teams.

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 the American University of Afghanistan to provide services and expertise for the higher education provision.

A regional collaboration with the Indian Police is also established to enable direct engagement and network development the ANP and these regional police institutions. Exchanges of visits for the delegations and subject matter experts will be arranged for the areas where gaps exist or where critical areas of expertise can be deployed.

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 12 provinces. The approach aims to help reinforce trust with community members and with police and other officials.

IV. ISSUES

Issues related to SPM:
- **Backlog of MA Reports**: Although significant progress has been made during 2016 in clearing the backlog in the production and finalization of the MA reports for 2015 by the contracted MA (Moore Stephens), this has impacted the timeline for finalization of the 2016 reports which are currently two months behind schedule. All the 2015 MA reports were finalized in 2016. By end of December 2016 only the MA reports for January - May reports had been finalized. The delays in the finalization of the MA reports have mostly occurred due to low participation of MOIA staff in the weekly coordination meeting to review findings for the resolution of findings. This has been

a major concern throughout 2016 to both UNDP and LOTFA donors, especially regarding the determination of final ineligible expenditures to be recovered in 2016. Donors have voiced within the TWGs that UNDP should proceed to finalize the reports once the 30-days period for resolution of findings has concluded.

- **Continued recurrence of MA findings:** In several TWGs, donors expressed concern at the continued recurrence of the same MA findings overtime. The majority of these are related to lack of documentation for various cases and ineligible expenses such as food. Donors also called upon the MOIA to take concrete action to address recurrence of such issues in the future. Failure to address the systemic reoccurrence of findings might affect donors' confidence in MOIA's capacity and commitment to address these issues. UNDP continues to use these systemic MA findings as part of its training activities for PFO's and PHRO's to emphasize compliance with correct payroll processes and procedures.

- **Slow progress on WEPS-AHRIMS ''data cleansing'':** data cleansing has progressed at 66% by December 2016. Further progress will depend on ID-card numbers being rectified within WEPS. According to SPM analysis, 34% of ANP by end 2016 was recorded in WEPS with incorrect ID-numbers of with expired ID-cards. The MOIA has repeatedly stated it has had difficulties in expediting the issuance of new or renewed ID-cards to ANP. ID cards also serve as additional internal control for payment of salaries, particularly through Trusted Agents. The MOIA has granted SPM access to AHRIMS data, though the 400,000 records are cumulative historical data which do not distinguish between active and inactive records. UNDP continues to work jointly with MOIA to conclude the data cleansing exercise. To address this issue, the MOIA with the support of CSTC-A has initiated a Personnel Asset Inventory (PAI) exercise to update biometric identification of ANP and consequently update personnel records of ANP in AHRIMS to prepare for the introduction of APPS. It is estimated that this process will be finalized between April and June 2017.

- **Variances between WEPS and AFMIS monthly expenditures:** There continue to be variances between WEPS and AFMIS expenditure figures. In Q3 of 2016, the SPM project started the reconciliation of WEPS against AFMIS expenditures to establish the causes of the variances between both. To date, the SPM project has fully reconciled all 34 provinces for the month of October 2016. Reconciliation for the period November-December 2016 is still ongoing. While the timing difference is a cause for discrepancies between WEPS and AFMIS expenditures, variances are also caused by payroll expenditures made outside of WEPS. SPM frequently reports on these reconciliation exercises within the TWGs and has highlighted the concern on these variances. A major obstacle for full reconciliation between WEPS and AFMIS records is the lack of a

common unique identifier to match M16s in both WEPS and AFMIS. SPM is working with MOF to establish such a common identifier to match vouchers generated in WEPS and paid through AFMIS.

- **Mobile banking registration**: The mobile banking registration has progressed at a slow rate. From January to December 2016, only 3,661 ANP out of a target of 5,903 had registered for mobile banking in the eight pilot provinces. Out of the 3,661 registered ANP, only 2,403 (66%) were paid through mobile money for the months of November and December 2016. The decision by MOF, MOIA and UNDP to extend the pilot program from 31 October to 31 December 2016 and expand it further to 16 provinces was made to increase efforts to register more ANP to reach the target of 5,903 registered ANP. Mobile registration has been slow mainly due to a lack of cooperation from Provincial Police Commanders and a lack of coordination between the commercial banks and the Afghan Wireless Communication Company (AWCC) on mobile money registration. MOF is now required to conduct an assessment of the pilot program's results and submit with the MOIA a final report on the pilot program together with a plan for further expansion of the mobile money program in 2017.

Issues related to MPD:

- **PWC action plan awaiting MOIA leadership approval:** The action plan was drafted based on the result of the national PWC conference in November 2015. Implementation of key activities 3.2 under the MPD Police Professionalization component is subject to the approval of this action plan. Correspondence has been sent to MOIA and the MPD is following up to discuss the issue.

- **Approval of contract amendments for the contractor of DM Support Building construction:** The delays by the MOIA Procurement Department to finalize the approval of contract amendments for the constructor has caused the construction company to suspend construction activities. UNDP is in close communication with the MOIA and Embassy of Japan regarding this issue.

V.   RISKS

This section describes any substantial change in the status of already identified risks. The updated full risk log can be found in Annex 3.

Risks related to SPM:

- **Security:** Security has remained one of the highest risks impacting the overall implementation of the project. The security conditions have impacted the payroll in Uruzgan, Kandahar and Helmand provinces, causing delays in salary processing for ANP in those provinces. The security situation has also jeopardized the piloting of

mobile money (e.g. in Helmand province). Furthermore, security has affected the fieldwork of the MA. The MA has been able to regularly visit 33 provinces, except Nuristan. The mitigation of this risk falls outside the scope of control of UNDP. However, operationalization of the DRR site will ensure that payroll operations can resume quickly in situations of temporary disruption and that payroll data will not be lost.

- **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. The transition of payroll management responsibilities to the MOIA is scheduled to take place by end 2017. The SPM project will continue to provide training of payroll management for MOIA staff.

- **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:** This risk has decreased. The SPM project has been granted access to AHRIMS data which can also be used by the MA.

- **MOIA building move is not completed in time for preparation and installation of DRR site:** This risk has decreased. The MOIA has moved to the new compound. The Training and Education General Command has been identified by MOIA leadership as the appropriate DRR site. The SPM project will provide the required equipment for the DRR to function per the agreed plan.

- **Some of the SPM staff might decline to take pay cuts and to work under the MOIA corporate culture**. This risk has remained. The transfer of SPM staff has now been postponed to end of 2017, due to the one-year extension of the SPM project.

Risks related to MPD:
- **MOIA leadership is not fully supporting institutional reform, change management approach and capacity development, with cooperation among all Deputy Ministries:** The risk has materialized. Despite efforts to engage the MOIA leadership to set up a Change Management Unit (CMU) to support the reform process, the project has not gained much traction in this regard. Instead, the project is revisiting the approach with an assessment to understand the MOIA organizational change readiness.

- **Not sufficient support for reform, change management approaches, capacity development, aid coordination and M&E initiatives is forthcoming within directorates and departments, at leadership and rank-and-file levels.** The risk has

materialized. The GDIC and GD M&E are not adequately staffed. Until this staffing situation is fully addressed, the MPD capacity building and development activities are going to be less than effective.

- **The MOIA is not able to increase qualified staffing with female personnel in the Office of the Inspector General (OIG):** Currently, the OIG has no female personnel to handle female-related complaints, no recruitment plan has been put in motion. The inability to recruit female personnel would present obstacles to implement some activities in the workplan, namely Activity Result 3.3, Activities 3.3.1 and 3.3.2 under the Institutional Development component. The MPD will continue to monitor progress with feedback and dialogue with senior leadership of the MOIA and seek to advocate with other stakeholders inside and outside the MOIA.

- **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.

VI. LESSONS LEARNED

During the implementation of both the SPM and MPD projects in 2016, the following lessons learned emerged:

- **Government leadership, ownership and commitment is central to the successful realization of intended results:** MOIA has shown leadership and commitment to the process of the transition of payroll management responsibilities to the MOIA. The President's Office committed to be closely involved in supporting successful payroll transition.

- **Engaging senior Government leadership at an early stage is important to ensure issues affecting the implementation of the project are addressed timely:** Since 2015 the SPM project has sought to secure access to AHRIMS data for SPM staff and the MA. This has finally been resolved after engaging with MOIA senior management. Similarly, progress on resolving MA findings as well as mobile banking registration is expected to improve as these issues have been brought to the attention of MOIA leadership and the President's Office.

- **Building knowledge about conditions for improvement success is important:** It helps challenge an assumption that more capacity building activities will translate to better results. The MPD project has invested time and resources to conduct various baseline assessments to understand contexts and related issues affecting its planned interventions. As a result, many issues which are broader than capacity development needs have been identified as "conditions for improvement success". Such knowledge and understanding has led the project to refine and/or re-strategize some interventions' scopes and approaches as well as helping communicate and manage partners' and key stakeholders' expectations.

- **The extent and results of capacity development can only go as far as the MOIA's absorptive capacity allows:** Given the lack of Tashkil in some of the Directorates that the MPD project is supporting, consultants had to be brought in to provide the needed capacity. Such capacity substitution is not the same as capacity development, and until the Tashkil positions are put in place, the project will need to either slow down the support or continue to formally provide capacity substitution.

- **A more robust results and monitoring framework has helped align the project's activities with practical and meaningful results.** After the completion of Phase 1 (December 2015), the project has gained a better understanding of key challenges and constraints facing the MOIA/ANP. This has, in turn, enabled the project to i) articulate the intended results more clearly and meaningfully among its staff, MOIA counterparts, and key stakeholders; ii) improve the planning effectiveness, and iii) revise the indicators to focus more on what is critical and what should be measured to better inform the project progress towards achieving the expected results. The new results and monitoring framework has provided the project, MOIA, donors, and key stakeholders a more realistic and measurable picture of capacity in order to inform both existing and future interventions.

- **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.

- **It might be too early to rely on the national procurement systems:** As good as the intentions were to use the national and MOIA's procurement systems, the lesson from the delays in approving contract amendments for DM Support building construction seems to be that it is still too early to rely too heavily on the national procurement systems.

VII. FUTURE PLANS:

With reference to the H.E. President Ghani's letter - dated 17 September 2016 - the extension of LOTFA as well as MPD and SPM project was approved. At the Project Board meeting on 18 December 2016, the SPM 2017 Project Document and MPD 2017-2020 Project Document were approved together with the two projects' 2017 Annual Work Plans. In this light, the following future plans can be defined for both SPM and MPD projects.

For the SPM project, the 2017 AWP will seek to achieve the following results. In supporting MOIA policy development and implementation, focus has shifted from policy review and development to policy orientation, implementation and monitoring. This will include the finalization of a comprehensive payroll procedures/operations manual and training MOIA staff on the revised policies. The Pay and Compensation Board in 2017 will review and implement the recommendations of the Pay Structure Sustainability study. On building capacity for payroll management, the focus has shifted to expanding and rolling-out the capacity building plan developed in 2016 to cover the entire financial management environment around payroll management. For example, updating and implementing the capacity building plan in areas of HR, Finance and accounting. The SPM project will support the implementation of internal control policy and implementation of the operations manual across all payroll stations. Modifications will be made to modifications made to WEPS to facilitate reconciliations between AFMIS and AHRIMS as necessary. On systems development, the focus has shifted from integration of WEPS and AHRIMS to completion of the data cleansing exercise of WEPS and AHRIMS in preparation for migration of payroll data to APPS. Also, under this Output the SPM project will provide ongoing support to the expansion of mobile banking. On the area of systems infrastructure development, the focus will be on the implementation of the DRR plan that was approved in 2016. Main activities will include the procurement of the DRR equipment, installation of the equipment and providing training for maintenance of the DRR site. The SPM project will furthermore seek to extend the intranet to GDPDC offices in all 34 provinces, providing power back-up and stabilization equipment to GDPDC finance and HR departments in all 34 provinces.

In 2017, the MPD project 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 (ID) component, the team will establish pathway towards an integrated civilian-uniformed workforce within the Ministry of Interior. This will be critical to ensuring requisite technical capacities are put in place in technical

management and administration functions of the MOIA. The 2017 period will seek to complete all the analysis processes (workforce analysis, options analysis for transition facilities, financing options, etc.) in order to allow MOIA's senior leadership to make critical decisions that can set in motion the necessary actions required to transfer relevant functions from uniformed personnel to civilians. The project will focus also on cultivating an organizational culture that fosters effective working relationships between uniformed and civilian entities, which will be critical to the overall functioning of the MOIA and ANP.

The improved use of data and measurement tools to inform strategic decision-making and resource allocation will constitute the second core objective of this Output. Individual MOIA units involved in the planning and monitoring cycle will be further strengthened in order to carry out their mandates, but with upgraded skills and knowledge. Data collection tools and processes will be applied in a more consistent and predictable basis and better efforts will be made to feed this data into existing management processes in order to foster greater integration of the Aid Management System in the General Directorate of International Cooperation (GDIC) and the M&E Database in the General Directorate for Monitoring and Evaluation (GDM&E).

For Output 2 of the ID component, the MPD project will increase investments in process re-engineering and Enterprise Resource Planning (ERP) platforms to increase automation, efficiency gains and cross-functionality of core functions and Government-to-Citizen (G2C) services.

For Output 3, 2017 will focus on intermediate and advanced training curriculum alongside dedicate technical advisory support to complete the full audit cycle. This level of on-the-job mentoring will support MOIA audit staff to perform their roles in a repeatable and predictable manner. Simultaneously, efforts will be made to progressively advance requisite reforms to the organizational setup of the Office of Inspector General (OIG) to promote the application of risk-based sampling methodology as opposed to a purely transaction-based system, which is the current practice. In parallel, support will be extended to the MOIA complaints mechanism. New structures, processes and procedures will be validated and primary components established in 2017.

Under the Police Professionalization (PP) component, Output 1 aims to take a two-pronged approach to legislative reform post 2016. On one hand, major laws and delegated legislations underneath the laws will be reformed to ensure that an appropriate legislative framework exists for an efficient and effective police force that is community-oriented, respectful of human rights and citizens as well as accountable for its individual and command actions. On the other hand, the MOIA's capacity to research, draft and advocate legislative changes will be improved in a timely, effective and sustainable

manner which will allow the reform commission of MOIA vis-à-vis the Legal and Policy Directorate to engage in implementing national strategy and vision around police development in Afghanistan. A number of major laws, including the Police Law (2005), Police Inherent Law (2009) and Military Discipline Law (1986) (currently applies to police) and items of delegated legislation, including a draft Police Disciplinary Code, will be revised and put through the reform process to receive necessary endorsements before being forwarded to the Parliament for consideration.

For Output 2 of the PP component, expected behavioral standards will be established and incorporated into the training and assessment of training outcomes. Instructors will become more skilled adult educators and trainers. At the higher education level, the curriculum is to be revised to meet international standards and match the institutional standards already in place. Refurbishments for the Regional Training Centers will be carried out to ensure that almost 12,000 serving constables awaiting training can be processed. Partnerships will be formed with other stakeholders to prepare the next group of leaders for the ANP. Policing leadership competencies will be developed with a focus on three key competency areas – performance, partnership, and accountability. The competency framework will be incorporated into the ANP's training courses as well as promotional policy and practices.

For Output 3, the MPD project will continue with the expansion of PeM units, and will have them established in 32 provinces (excluding Helmand and Kunduz due to the non-conducive security situations) by the end of 2017. An Afghan contextualized Police-e-Mardumi (PeM) framework will be proposed and adopted, taking into account the varying security situations and cultural/tribal differences that exist in Afghanistan. Clear functionality targets for PeM units, based on the varying security situations between areas will be set and specific functionality criteria (effective planning, defined governance, collaborative partnerships, organizational and problem solving) will be achieved with support through training and capacity development interventions.

With the MPD project's support, Family Response Units (FRUs), Police Women's Councils (PWCs), police information desks and 119 Emergency Call Centers (ECC) will be more soundly based and increasingly responsive to community needs with better police service delivery.

On the project management side, mechanisms will be put in place to ensure that TWGs/Sub-TWGs do thorough follow-ups and reviews of arising challenges/issues to ensure that they are effectively addressed. The new monitoring framework and indicators will be used effectively to improve data collection and monitor progress.

ANNEXES: Financial Reports, Issue and Risk Framework