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# LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

## 2012 ANNUAL PROJECT PROGRESS REPORT

DONORS

UNITED NATIONS DEVELOPMENT PROGRAMME



Canada



Denmark



Czech Republic



European Union



Finland



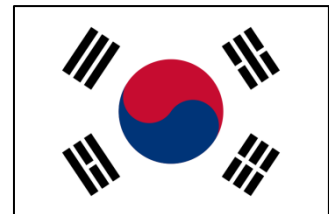
Germany



Italy



Poland



South Korea



Japan



Netherlands



Norway



Switzerland



United Kingdom



United States of America

## PROJECT INFORMATION

**Project ID:** 00061104

**Duration:** January 2011-March 2013

**Strategic Plan Component:** Crisis Prevention and Recovery

**CPAP Component:** Stabilization and Peace Building

**ANDS Component:** Security

**Total Budget:** USD 1,433,693,322

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

**COVER PAGE PHOTO:** Afghan National Police cadets are received at Kabul International Airport from Sivas, Turkey (Photo Credit: UNDP LOTFA).

## ACRONYMS

AFMIS	Afghan Financial Management Information System
ANP	Afghan National Police
ANPWA	Afghan National Police Women Association
CPD	Central Prisons Department
CSO	Civil Society Organization
CSTC-A	Combined Security Transition Command Afghanistan
EFT	Electronic Fund Transfer
EPS	Electronic Payroll System
EUPOL	European Police Mission in Afghanistan
FRU	Family Response Unit
GMU	Gender Mainstreaming Unit
GoA	Government of Afghanistan
HR	Human Resources
IPCB	International Police Coordination Board
IPPD	Institutional Police Policy Development
IT	Information and Technology
LOTFA	Law and Order Trust Fund for Afghanistan
MA	Monitoring Agent
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
Mol	Ministry of Interior
MoJ	Ministry of Justice
NTM-A	North Atlantic Treaty Organization Training Mission -Afghanistan
RoL	Rule of Law
UNDP	United Nations Development Program
WEPS	Web-based Electronic Payroll System
WG	Working Group

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## I. EXECUTIVE SUMMARY

The Law and Order Trust Fund for Afghanistan (UNDP-LOTFA) is a mechanism established to enable the international community to mobilize resources to strengthen the country's law enforcement. UNDP-LOTFA has the mandate to cover support to police salaries and police infrastructure; consolidate capacity development and institutional reform; and build effective police-community partnerships.

In 2012, UNDP-LOTFA paid salaries and remunerations for 137,716 police officers and 5,056 central prison department guards. The Project funded Ministry of Interior (Mol) Media Department in running a female police officer's multi-media recruitment campaign that resulted in 307 female police officers being employed; by end of 2012, 1,557 women were in the national police.

UNDP-LOTFA provided technical expertise to Mol in drafting and reviewing the Ministry's gender strategy and anti-harassment policy. Together with a consortium of local Civil Society Organizations (CSOs) UNDP-LOTFA facilitated gender awareness training for the Afghan National Police (ANP). Collaborations with European Police Mission in Afghanistan (EUPOL) and North Atlantic Treaty Organization Training Mission - Afghanistan (NTM-A) were initiated for training in crime scene analysis for Family Response Units (FRUs). Project advocacy efforts have succeeded in influencing Mol to place the institutionalization of police and community partnerships in its reform agenda.

Mol inaugurated its Community Policing Secretariat (CPS) with UNDP-LOTFA technical assistance. Jointly with the International Police Coordination Board (IPCB), UNDP-LOTFA participated in the Working Group tasked by the Minister to develop an Afghan specific community policing strategy and multi-year work plan. Public information desks were established in 31 districts among three provinces, so that communities can access information they need about police, and also use the service to lodge complaints. One group of 500 police officers attended community policing training at Sivas Police Vocational High School (Turkey). Fifty police officers attended training in Indonesia in criminal investigation, traffic policing and community policing in December 2012.

UNDP-LOTFA had an investigation which commenced in March 2012 into alleged irregularities; and a Management Review in November 2012. The UNDP Office of Audit and Investigations (OAI) noted that despite positive results in paying the Afghan police nationally, UNDP-LOTFA needed to tighten the payroll payment systems for the ANP and Project procurement practices in order to ensure transparency, accountability and timely payments. UNDP put in place a new project team to address the proposed changes and ensure good governance and effective operations of the Project. The new UNDP-LOTFA team has ensured increased dialogue with Mol, donor partners and stakeholders with a view to guaranteeing continuity and consolidation of old and new program activities. UNDP-LOTFA continues to prevent and mitigate risks observed in 2012 by OAI, with



regards to staff capacity, procurement and Information and Technology (IT) challenges in the payroll system. There is new invigorated enthusiasm in taking the project forward, coupled in both a new MoI driven architecture and new systems and processes.

## **II. RESULTS**

### **A. OUTPUT 1: Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency**

#### **1.1 Ensuring payment of police and CPD salaries**

UNDP-LOTFA reimbursed police remunerations of ANP in all 34 provinces and ensured that the payments were made in a timely and transparent manner. The regular release of funds to Ministry of Finance (MoF), in the form of quarterly advances, contributed to the overall efficiency and effectiveness of police functions, leading to improved peace and security. Timely and transparent payment system also concurs to increase the retention of ANP and improve working conditions.

UNDP-LOTFA collaborated with NTM-A on the Afghanistan Human Resource Information Management System (AHRIMS) project which is being developed by MoI and NTM-A to help MoI have a computerized human resource system. Integration measures for real time communication between Web-based Electronic Payroll System (WEPS) and AHRIMS (Human Resources –HR system) were assessed by the NTM-A and UNDP-LOTFA for strengthened accountability of police numbers and UNDP-LOTFA payroll expenditure. In the long term this integration will result in evidence-based budgeting, based on the number of police in the country.

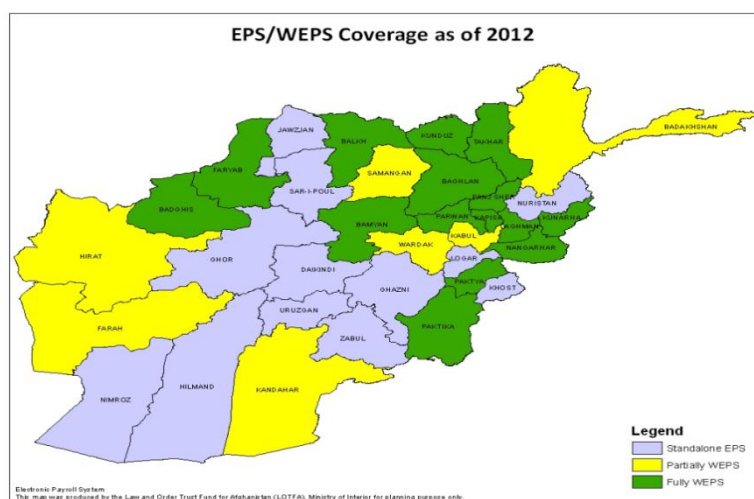
MoF used its own internal resources to cover food allowances for all CPD personnel. Important agreements have been reached with MoF towards fiscal sustainability of UNDP-LOTFA expenditures. MoF used its own revenue to pay 7.5 percent of the salary budget and 37 per cent of the food costs. Sustainability through cost sharing efforts is aimed at Afghanizing security in the transition and after the international community withdrawal. This demonstrates actual commitment by the Government of Afghanistan (GoA) to move towards financial sustainability in the medium to long term transition. The regular payment of CPD salaries contributed to better empowerment of state institutions responsible for maintenance of Rule of Law (RoL). The CPD payroll was transferred from the Ministry of Justice (MoJ) to the MoI to ensure better administration of the prisons infrastructure and to enable central prison guards to be paid efficiently and transparently.

#### **1.2. Expansion of centralized web-based EPS**

In 2012 the UNDP-LOTFA/EPS team expanded monitoring of the web-based database application system for centralizing payroll and personnel. Accountability was enhanced

through centralizing information at one server, equipped with inbuilt security systems. The production of reports was decentralized to the provincial level.

By linking all Mol data sources (Mol and provincial systems) UNDP-LOTFA can produce more accurate, transparent and secure payroll details of serving personnel after reconciliation of data maintained at different places while ensuring financial accountability. The accuracy of the data fed into the system remains dependent on the full realization of the DynCorp ID registration as well as the Personnel Asset.



Map 1: EPS and WEPS coverage in 2012. Source: UNDP-LOTFA

## 1.2 Accelerating Electronic Funds Transfer (EFT) to the police force

EFT continued to be functional in 33 provinces. The number of uniformed police personnel who received salaries using EFT by December 2012 decreased from 114,847 to 105,077 constituting 77 per cent of the total existing police force. The decrease is directly linked to the fraud investigation into Kabul Bank: this resulted in the closure of some Kabul Bank branches which could not ensure automatic posting of salaries into individual police and CPD bank accounts.

Ninety-two per cent of CPD personnel were covered under EFT (nine per cent increase over 2011). UNDP-LOTFA/EPS

team continued to liaise with commercial banks for the expansion of the branches to cover more districts. It was difficult to use New Kabul Bank to cover more districts due to ongoing investigations of alleged malpractices. However, alternative salary transfer mechanisms were introduced for inaccessible locations using mobile phones (M-PAISA).



Photo 1: Mol Provincial Staff trained in WEPS, Kabul 2012. Photo Credit: UNDP-LOTFA.



### 1.3 Expansion of an alternative salary payment mechanism

UNDP-LOTFA/EPS team continued to follow-up on salary payments through M-PAISA working group meetings with the aim to ensure more police officers can benefit of a transparent salary disbursement system. In 2012 M-PAISA mobile transfers covered 7 provinces and 18 districts; thus reaching 4,721 ANP officers, an increase of 556 new personnel, compared to 2011. This M-PAISA network included the following additional districts: one in Helmand, four in Badakhshan, one in Khost, and three in Wardak.

As a result of M-PAISA, the police received their salaries in full and on time. Police officers did not have to travel through insecure areas to banking facilities, and all transactions were logged and traceable. UNDP-LOTFA trained Mol staff managing M-PAISA. Constraints to M-PAISA were experienced with regards to ownership of the process, supply of mobile phones to the police and adequate capacity training in the requisite technology. Mol leadership felt constrained due to security threats in remote areas and this prevented advancing the scheme at a faster pace, as expected at the beginning of the year when 24,407 was the target for converting officers paid in cash through trusted agents to M-PAISA.

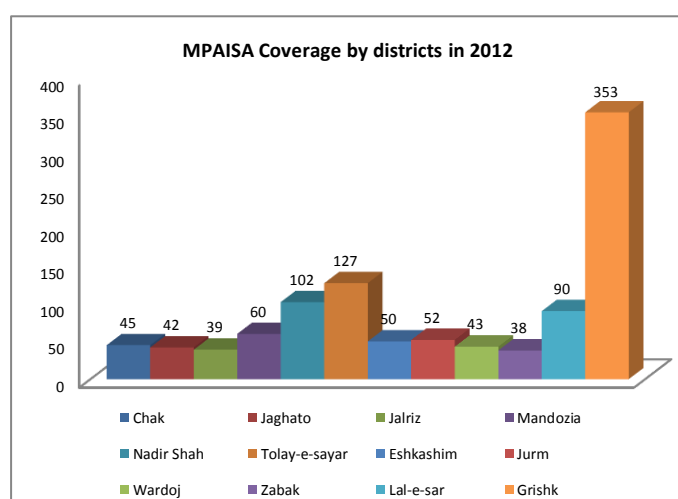


Chart 1: M-PAISA coverage by district. Source: UNDP-LOTFA

### 1.4 Transfer of EPS/EFT activities to Ministry of Interior

Around 66 per cent of EPS and 81 per cent of core EFT functions were progressively handed over to relevant Mol Finance departments in 2012 for long-term institutionalization of EPS and EFT processes and systems.

Core functions included creating bank accounts, salary adjustments, liaison with commercial banks and generating bank reports. This resulted in increased independence in functioning and management of daily technical jobs. Production of EPS reports took place at the sub-national level, and included commercial bank liaison, tracking of bank accounts, core data back-up and recovery and use of SharePoint to upload scanned documents in keeping with transition goals of GoA ownership. The goal to have around 65 per cent hand-over of all core UNDP-LOTFA tasks by end of 2012, including EPS and EFT is on track. UNDP-LOTFA is working with Mol to pave the way for full Mol preparedness. Full handover of EPS and EFT depends on readiness of Mol finance department to take the responsibility.

Throughout 2012, seven comprehensive capacity development training courses were conducted for the Mol finance officers and EPS operators who have to operationalize the system and process the salary for individual police in WEPS/EPS. On the job training and mentoring were provided for Mol provincial finance officers to enhance the quality and accuracy of the data and reports.

Joint meetings with NTM-A and donors were held to improve the quality of the existing data in the WEPS/EPS; review finance officers' problems with the system; and receive comments for improvement of the EPS/WEPS system. Through this coordination data integrity and reliability was enhanced.

### **1.5 Monitoring and Evaluation (M&E)**

UNDP-LOTFA undertook various M&E missions for ensuring efficient and accountable results. M &E missions were complemented by the services of the independent Monitoring Agent (MA). The MA provided oversight on project expenditure, as well as training in financial management, fiduciary reviews and accounting systems. The MA team remains positioned in all the police zones. Monthly and quarterly M & E reports were regularly shared with all stakeholders, including Mol departments of Logistic, Finance and Human Resources.

Independent joint missions by Mol-UNDP-LOTFA were conducted in Kabul, Badakhshan, Kandahar and Herat provinces for financial monitoring of police remunerations and verification of EPS/EFT/WEPS implementation. In Kabul, weekly/bi-monthly monitoring visits were made to all police units for financial monitoring, as well as quality checks for infrastructure projects. The positive findings were that WEPS/EPS was being used efficiently for processing of ANP and CPD payroll. No further challenges were found.

Regular weekly/monthly/quarterly/special project review management and donor meetings were held and critical inputs arising from the meetings were incorporated in the implementation plans for better project impact.

Below is a snapshot of where UNDP-LOTFA is in relation to its 2012 annual targets

Table 1: Progress towards targets for Output 1

2012 BASELINE	2012 ANNUAL TARGETS	2012 ACTUAL	COMMENTS
1a.1 Ongoing payment of ANP salaries in 34 provinces.	Maintain timely payment of ANP salaries in 34 provinces.	34	Met target.
1a.2 EPS implemented in all 34 provinces, Police Head Quarters and centralized WEPS implemented in 14 provinces.	Coverage of all police under stand-alone EPS (new recruits as per ANP growth plan) to be maintained between 99%-100% at all times; expansion of centralized web-based EPS to cover 30 provinces by December 2012.	99%	Met target.
1a.3 EFT coverage of Police is 82% with 8 districts covered under M-PAISA.	Coverage of 90% police under EFT (including new recruits as per ANP growth plan).	81.5%	Unmet target. Decrease due to closure of New Kabul Bank in Kandahar.
1a.4 Resource pool of 1,500 Mol trained officials at regional, provincial and central level in finance/ EPS/ WEPS/admin/ HR/ procurement.	Resource pool of 1,800 Mol trained officials at regional, provincial and central level in finance/ EPS/ admin/ HR/ procurement, with focus on centralized web-based EPS.	1,682	Unmet target. Insecurity prevented training in some provinces the target could not be met.
1a.5 Resource pool of 250 Mol trainers under Training of Trainers in specialized fields at zonal/provincial/district level.	Resource pool of 320 Mol trainers under Training of Trainers in specialized fields, zonal/provincial/district level.	324	Met target.
1a.6 Provision of technical support to 28 Mol focal points in centralized WEPS/M-PAISA.	Provision of technical support to 28 Mol focal points in new-age payroll technologies i.e. centralized WEPS/M-PAISA.	30	Met target.
1b.1 Ongoing payment of all uniformed CPD personnel salaries in 34 provinces.	Maintain payment of all CPD salaries in 34 provinces.	34	Met target.
1b.2. 82% uniformed CPD covered under EPS.	95-100% CPD force covered under stand-alone EPS by June 2012.	99%	Met target.
1b.3. 87% uniformed CPD covered under EFT.	100% CPD force covered under EFT by Jul 2012.	92%	Unmet target. Inadequate banking facilities

## **B. OUTPUT 2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure**

### **2.1 Construction of police infrastructure**

The goal of the police infrastructure construction is to increase the capacity of state institutions for overall security and peace building. The construction of housing for 60 families of ANP martyrs and the disabled in District 4, Kabul was funded by the Government of Italy. Forty-three per cent of the work was completed in 2011 and eighty-four per cent in 2012. The construction completion date for the remaining 16 per cent is June 2013.



**Photo 2: housing for 60 families of ANP martyrs/disabled in Kabul. Photo Credit: UNDP-LOTFA.**

The Government of Italy funding was for four floors of the building consisting of 48 apartments. Although this was supposed to be completed at the end of 2012, it is only 84 per cent complete since the Mol decided to add one more floor, with 12 additional apartments, and extend the completion of the project by six months to June 2013. An annex building was also completed for Mol staff. However, due to the expansion of UNDP-LOTFA staff, this annex is now being used by the Project.

### **2.2 Construction of seven story building for Mol support staff**

The contract for construction of the building was awarded in Q4 2012, after a competitive procurement process. The project is being implemented through the National Implementation Modality (NIM). The office block will be located in District 3, Kabul and is due for completion in August 2014. LOTFA is funding the construction and ensuring close oversight, in coordination with Mol Facilities Department.



**Photo 3: GoJ and UNDP-LOTFA representatives visit DM Administration construction site. Photo credit: UNDP-**

Below is a snapshot of where Law and Order Trust Fund is in relation to 2012 annual targets

Table 2: Progress towards targets for Output 2

2012 BASELINE	2012 ANNUAL TARGETS	2012 ACTUAL	COMMENTS
2.1 Some construction activities taken for Mol	100% completion of construction of housing for martyrs; and 10% of Mol Administration building.	84% (house of martyrs) and 2% (Mol Administration building)	<p>Unmet target. House for martyrs' families: Mol requested to build another floor. The donor of this project agreed to extend funds utilization to complete the construction by June 2013.</p> <p>Mol Administration Building: limited capacity of Mol Logistics and Procurement Departments affected timely preparation and launch of the procurement procedures, regulated under NIM.</p>
2.2 60% completion of construction of UNDP-LOTFA Annex Building.	100% completion of construction of UNDP-LOTFA Annex Building.	100%	Met target.

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

### **3.1 Policy Development**

UNDP-LOTFA participated in Working Group 10 of the IPCB and was active in contributing to the two, five and ten year strategies and plans of Mol. This participation resulted in UNDP-LOTFA establishing new standard operating procedures of programming with the Mol Strategic Planning Department.

### **3.2 Administration Capacity and Development**

UND-LOTFA completed trainings for 39 mentors embedded in various departments in the Mol. The training covered finance and administration subjects. This intervention is expected to increase participants' capacity to be more effective and efficient in their administration work.

Fifteen training sessions were conducted by the MA teams for 242 police officials from Balkh, Kabul, Herat, Kandahar, Kunduz, Nangarhar and Paktiya police zones, in store keeping and record maintenance, payroll and tax deduction on salary accounts, and payroll risks and related controls.

UNDP-LOTFA supported the organization of one-week training course for 100 financial officers in the Mol on new financial software introduced by MoF. Based on the capacity assessment, and jointly with the Facility Department of the Mol, a program of acquisition of computers, engineering software and training of the entire unit (engineers and administrative staff) was set up by UNDP-LOTFA. A company was hired to deliver the training. The three month training will start on January 19, 2013. This program will allow the Facility Department to return to full functionality.

During the last quarter of 2012, preparatory steps were taken through the Information Communication Technology Commission of Mol, MoF and the Ministry of Telecommunication to explore the possibility of installing an electronic platform for a number of processes such as procurement, asset management, and other functions.

### **3.3 ANP cadets trained in various aspects of policing**

UNDP-LOTFA and NTM-A financially and logistically supported the training of a second group of 500 Afghan cadets at the Sivas Police Vocational High School (Turkey). The collaboration with Turkey for advanced capacity building started in 2011: 500 Afghan cadets attended the first training edition and returned back to Afghanistan in February 2012. Based on the positive results matured during the first edition, the Government of



Turkey renewed its commitment to receive 500 cadets more in 2012. This is a cost-sharing training, funded by UNDP-LOTFA and NTM-A.

Fifty Afghan officers completed two weeks training in Indonesia organized by the national police of Indonesia. The training covered criminal investigations, community policing and traffic policing. The training materials were translated into Dari and will be included in the curriculum of the ANP.

Jointly with UNODC, UNDP-LOTFA supported training sessions on the new Code of Conduct of the ANP. The Code of Conduct was signed by Mol in 2011. UNDP-LOTFA sponsored several basic training sessions on Code of Conduct for 34 provincial prison commanders, 18 leaders of prisons and 36 members of FRUs during 2012. The objective of this training is to develop higher standards in matters of human rights, gender sensitivity and conduct of the police, coupled with enforcement mechanisms. In 2013 UNDP-LOTFA will continue this activity, which will take place in the first quarter of 2013.

### **3.4 Strengthening of Mol Media Department**

UNDP-LOTFA is paying the salaries of 39 embedded Mol staff in a number of administrative departments and units, 25 of these are at the Media Department. UNDP-LOTFA, in collaboration with the Mol Media Department, conducted a training needs analysis and identified capacity building gaps. UNDP-LOTFA will provide technical assistance for Mol staff training in various areas of media management and public relations in 2013: this target was not met in 2012 because Mol and UNDP-LOTFA were at the planning stage and exploring the best strategies for implementation. This has now been agreed on. The Media Department designed and rolled out two multi-media advocacy campaigns at the national level which were funded by UNDP-LOTFA. One campaign was to promote recruitment of female police officers and the other was aimed at fostering rapport between the police and communities.

### **3.5 Synergies within UNDP Rule of Law Cluster**

Senior management from UNDP-LOTFA participated in the Rule of Law (RoL) Cluster to develop the RoL Programmatic Strategy.

UNDP-LOTFA coordinated the preparatory process of the training program in paralegal awareness for FRUs staff and prosecutors. Pillar 2 identified the implementing and technical partners for this capacity building intervention, namely: UNDP - Justice and Human Rights in Afghanistan (JHRA), EUPOL and the Office of the General Prosecutor. A Memorandum of Understanding (MoU) was finalized by end of 2012 and will be signed in the first quarter of 2013.

### **3.6 FRUs literacy training**

In 2012 UNDP-LOTFA started planning the smartphone literacy project, which will provide basic education to 165 Family Response Units (FRUs) personnel, which have been selected out of the total 184 FRUs network available in Afghanistan. These FRUs were prioritized, based on literacy needs assessment carried out in 2012 in coordination with FRUs.

All preparatory activities were completed by end of 2012, including procurement of smartphones and other required IT equipment. This project is being conducted in collaboration with UNAMA and Mol Gender Directorate. UNDP-LOTFA will purchase smartphones, adapt the teaching application “Paiwastoon's Ustad Mobil” to the mobile devices, and conduct the final evaluation, in coordination with all project partners. UNAMA will contract the training firm, and supervise the training sessions.

Below is a snapshot of where Law and Order Trust Fund is in relation to 2012 annual targets

Table 3: Progress towards targets for Output 3

2012 Baseline	2012 Annual Targets	2012 Actual	Comments
3.1 Limited UNDP participation in policy development through inputs in National Police Strategy, National Police Plan and Institutional Police Policy Development (IPPD).	Improvement of participation and inputs as contribution to policy development.	Participation in Working Group (WG) of IPCB as well as WG10 (policy-making) of IPCB  Establishment of new standard operating procedures of UNDP-LOTFA programming with strategic planning unit of Mol.	Met target.
3.2 12 national mentors in place with limited contribution to admin capacity and limited system development.	Development of institutional systems in Mol Departments of Finance, Procurement, Logistics and possibly Passports.	39 embedded mentors in the Mol trained.	Met target. However, UNDP-LOTFA will ensure continuous on-the-job support to mentors during their assignments at Mol.
3.3 Deficiency of Mol leaders and limited ongoing training of MOI cadets in Turkey.	Facilitation of leadership and management capacity programs, including training of additional 500 ANP cadets in Turkey, 50 ANP in Indonesia.	Second batch of 500 ANP officers trained in Police School in Sivas, Turkey and 50 officers trained in community policing, traffic police and criminal investigation in Indonesia.	Met target.
3.4 Limited capacity of Mol Department of Media and Public Relations built through provision of technical experts in police advocacy and media management in 2011.	Development of 4 public information/ advocacy programs for ANP and substantial strengthening of Mol Media Department.	Campaigns in the TV and radio as well as billboards to support the institution of the police.	Unmet target. UNDP-LOTFA completed 2 campaigns. The other 2 were deferred to quarter 1 in 2013 to enable MoU with Media Department on the

2012 Baseline	2012 Annual Targets	2012 Actual	Comments
			strategy and plan to be agreed on.
3.5 UNDP RoL Cluster in inception stage with limited synergies in activities.	At least 2 combined programmatic initiatives implemented.	Training in paralegal awareness for FRUs staff and prosecutors to be carried out in Q1/2013, in coordination with UNDP-JHRA, EUPOL and the Office of the General Prosecutor.	Unmet target. RoL Programmatic Strategy has not been finalized.
3.6 Literacy Training for FRUs.	FRUs to identify staff for literacy training to enable effective functioning.	Delayed.	Unmet target. Delays in testing the "Paiwastoon's Ustad Mobil". The literacy training will be initiated in 2013.

## **D. OUTPUT 4: Improved capacity of police force with enhanced gender balance**

### **4.1 Recruitment of female police officers**

UNDP-LOTFA pays allowances to female police officer trainees and supports a consortium of CSOs in five provinces to carry out female police mentorship programme. Progress in recruiting new female police officers has been slow. The total number of female officers for the year 2012 increased by only 207. This might be explained by a number of factors such as impunity of abuses against female officers, minimal working conditions for female police officers, lack of promotion, and limited acceptance among communities. There is need to review the current strategy of promotion of female police officers' recruitment by addressing factors that negatively affect the recruitment goals.

### **4.2 Functional capacity of FRUs strengthened**

In 2012, a robust program of equipping and training FRUs to respond to domestic violence was designed with FRU headquarters and launched by UNDP-LOTFA and partners. Based on needs analysis of FRUs, UNDP-LOTFA procured IT equipment, smart phones with digital camera capacity and stationary which will be distributed to 184 FRUs.

### **4.3 Female police officers trained in leadership and other technical skills**

A contract was signed with a consulting company to train 30 female lieutenant officers in leadership. Participants will be selected from different provinces. The training will take place in the police academy in Kabul in the first quarter of 2013, and will be jointly run with the Mol Gender and Human Rights Department.

The training content includes leadership training, basic knowledge of accounting, office management, computer training, basic laws and procedures, gender issues, human rights and Code of Conduct, children rights, community policing, and communication with the media. UNDP-LOTFA did not attain its target for 2012 due to procurement delays and unavailability of an International Gender Expert.

Training sessions on self-defense, crime scene investigation and management skills were postponed to the first quarter of 2013: this delay was mainly due to limited number of staff (national and international) available at Pillar 2 for gender.

According to the revised capacity building program for 2013, crime scene investigation training will be held in early March 2013, in collaboration with EUPOL: this training will have one session and 40 participants, selected from FRUs, Mol-Crime Investigation Department, and prosecutor's office. The second training program will be carried out by mid-March, providing women police with skills on self-defense: there will be two groups, each one comprising 25 female officers. Last, in April 30 female officers based at Mol-HQ will attend a management training course, under UNDP-LOTFA coordination.

#### **4.4 Mol staff trained in gender mainstreaming**

Five gender awareness training courses were held for 80 male and female police officers.

#### **4.5 Functional capacity of Gender Mainstreaming Units supported**

UNDP-LOTFA has initiated a program to equip all 50 zonal and provincial GMU offices with IT equipment to improve their functionality. This program will be followed in 2013 by a training program in IT literacy once equipment has been installed.

#### **4.6 Establishment of regional Afghan National Police Women Association (ANPWA)**

The 2012 target was not met due to under capacity of staff in UNDP-LOTFA which was addressed through the successful recruitment of an International Gender Expert in December 2012, who will join the Project team in January 2013. This will now be implemented in 2013 with a focus group study on female police officers. The ANPWA will comprise a regional network including Helmand, Laghman, Parwan and Panjsher.

#### **4.7 Gender strategy and sexual harassment policy drafted by Mol**

Mol drafted its gender strategy and sexual harassment policy with technical assistance from UNDP-LOTFA. There was little progress in investigation and prosecution of cases brought up by police women. This is because some secondary legislation is not congruent with the emerging gender strategy and sexual harassment policy. The problem of impunity of abuses will be addressed at policy level in 2013. Gender strategy and policy will also be finalized in 2013.



Below is a snapshot of where Law and Order Trust Fund is in relation to 2012 annual targets

Table 4: Progress towards targets for Output 4

2012 Baseline	2012 Annual Targets	2012 Actual	Comments
4.1 1,250 women in the police.	2,050 women police.	1,557	Unmet target. Recruitment has been slow and possibly related to the image of impunity of sexual harassment in the police.
4.2 Limited functioning of FRUs.	Seven FRUs are functional.	Procurement was completed for 184 FRUs by end of 2012.	Target partially met. Final equipping will take place in the first quarter of 2013.
4.3a Limited female police capacity in technical skills.	10 training programs for female police organized (self-defense, crime scene training, and management skills).	Content and structure of trainings agreed with MoI and EUPOL.	Unmet target. Delays due to limited staff at Pillar 2, including International Gender Specialist.
4.3b Limited female officers' capacity in leadership.	30 female officers to be trained in leadership.	Contract completed for the training company.	Unmet target. This target was not attained due to procurement delays and unavailability of an International Gender Specialist.
4.4 Gender awareness and mainstreaming.	Four gender awareness trainings conducted.	Four workshops for 80 male and female police officers.	Met target.
4.5 Moderately independent functioning of GMU.	Support functioning of GMUs in all 7 regions.	Procurement was completed by end of 2012.	Target partially met. Equipping will take place in the first quarter of 2013.
4.6 Limited support to ANPWA; currently set up in Kabul, Herat, Mazar, Nangarhar and Bamiyan zones.	Support to expand the regional branches of the Afghan National Police Women Association.	No progress.	Unmet target. Program to be implemented in 2013 with a focus group study on female police officers. Target not met due to under capacity of staff in UNDP-LOTFA which was addressed through the successful recruitment of an International Gender Expert by December 2012.
4.7 Limited support for improving work conditions for female police.	Development of MOI Gender Strategy.	Gender strategy draft developed.	Met target.

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

### **5.1 Public confidence in the police increased**

UNDP-LOTFA supported community based police and community dialogues. The community dialogues helped to identify issues and to build trust for joint problem solving, and exchange of security information. While the ultimate outcome is to show improvements in local security, accountability and service delivery the institutional framework has now been established with practical examples to guide larger scale implementation.

A large scale police perception and victimization survey was conducted in December 2012 to measure the impact of the first initiatives of community policing in Afghanistan. A working group of UNDP-LOTFA, EUPOL and a consulting firm was created to design the questionnaire; select districts with community policing pilot projects as well as control districts. Four thousand five hundred persons were interviewed in 14 districts, using representative samples. The results of the survey will be available in the second quarter of 2013. The survey will provide the Strategic Planning Department of the Mol with key evidences which can be used to better plan community policing programs.

### **5.2 Information and call centers established**

Thirty one information centers/help desks were established in 31 districts and five 119 Call Centers were set-up in Balkh, Helmand, Kandahar, Kabul and Herat to provide the public with relevant information and convenient places to report cases.

### **5.3 Increased level of understanding of community policing in ANP**

Tangible positive changes took place in the Mol concerning the development of police and community partnerships in Afghanistan. In previous years, project efforts to introduce the concept of community policing through the development of police and community partnerships were based on pilot projects with support from individual officers within the Ministry. There is now ministerial recognition and acceptance of the need for the ANP to provide policing services responsive to community demands.

Mol has identified ten priorities to reform the ANP. The ten Mol priorities include two points directly related to transformation to a civilian police force that enjoys the confidence and trust of the Afghan people, and creation of a capability to tackle crime and security challenges in response to concerns of the community.

### **5.4 Establishment of a community policing secretariat**

The Community Policing Secretariat (CPS) was established with UNDP support with the mandate to develop a national community policing policy before the IPCB working group. UNDP-LOTFA requested the Community Policing Secretariat and assisted Mol to develop TORs for the Secretariat. The CPS was launched in April 2012 after broad consultations of

international partners and CSOs by UNDP-LOTFA geared at drafting comprehensive TORs. IPCB and UNDP-LOTFA, acting on request from the Minister, have established a working group to build on the efforts of the Community Policing Secretariat in order to develop an Afghan specific community policing strategy, as well as its multi-year work plan.

Below is a snapshot of where Output 5 is in relation to 2012 annual targets

Table 5: Progress towards targets for Output 5

2012 BASELINE	2012 ANNUAL TARGETS	2012 ACTUAL	COMMENTS
5.1 According to Asia Foundation 2012 Survey of the Afghan People, (Nov 4, 2012) 41% of Afghans indicated that security had improved.	3% increase from baselines in UNDP-LOTFA2011 Perception Survey.	n/a	Survey was conducted and the results will be shared in March 2013
5.2 No baseline for reported incidents by communities.	Increase in reported incidents in targeted districts.	n/a	There was no baseline created and so it is impossible to track and report on whether or not the annual target was met.
5.3 Limited understanding of CP within Mol and provincial HQs.	20% increase in level of understanding of CP.	n/a	Raw data was obtained by researcher and is being analyzed by UNDP/ LOTFA.
5.4 Newly established CP Secretariat with unclear mandate and lack of proper monitoring capacity.	The Secretariat leads project, monitoring and officially has a mandate.	Terms of reference for the Secretariat were promulgated.	Met target.

### III. CHALLENGES

- **Addressing OAI and Management Review recommendations**

Both OAI and Management Review recommendations dealt with setting in place new measures to improve compliance and oversight for UNDP-LOTFA. At the time these recommendations were received, the Project team had limited national and international staff. In order to address this challenge, UNDP organized fast-track recruitment for specialists in critical areas such as gender and procurement.

- **Managing current Project needs while developing the new UNDP-LOTFA**

It has been very challenging to implement current programs and meet annual work plan targets for 2012, while planning for Phase VI extension. Following the OAI and Management Review, UNDP-LOTFA strengthened its coordination with donor partners and Mol to design a new operational modality, where mutual accountability, joint planning, and programming become essential conditions of the new *modus operandi*. In 2013, UNDP-LOTFA management will seek Steering Committee's approval of Phase VI extension (01 April -31 December 2013): this period will be used to assess feasibility and sustainability of new arrangements among UNDP-LOTFA, Mol and other Mol development partners.

- **Reputation Challenges**

UNDP-LOTFA substantially increased its communication with all stakeholders in order to keep them abreast with facts related to the investigation and management review. This scaled up internal and external communication, especially with donor partners, their embassies and the Mol.

- **New Kabul Bank Investigations**

Investigations at New Kabul Bank delayed enrolling the majority of the police officers on EPS. In order to mitigate the effects of the investigation UNDP-LOTFA is using M-PAISA as an alternative option to enroll as many police officers as possible on to the payroll. The banking situation will be continuously monitored in view of the implications for ANP and CPD personnel's bank accounts maintained at New Kabul Bank. MoF indicated the Request for Proposals for alternative banking services will be released in the first quarter of 2013.

- **Mainstreaming Gender in Mol**

Mol has developed a policy, and strategy for implementing gender mainstreaming across departments and units, with technical assistance from UNDP-LOTFA. Challenges with regards to gender include sexual harassment, unequal promotion opportunities and inadequate work facilities for female police officers. As illustrated in previous sections of

this Report, UNDP-LOTFA is assisting Mol to identify ways to enforce disciplinary measures when ANP officers perpetrate harass or abuse against their female colleagues.

- **Security in provinces and some remote areas**

UNDP-LOTFA and Mol aim to provide mobile and internet connectivity to all duty stations. However, this is not possible because of the delicate security situation. Access to unsafe areas impacts negatively on the use of WEPS/EPs, monitoring oversight for accountability, audits and reporting.

## **IV. RISKS**

- **Staff security**

Safety of UNDP-LOTFA staff working in the Mol is also a recognized risk. Security risk assessments have been revised and additional security measures identified for both staff based in Kabul and contracted –out personnel travelling for field visits.

- **Inadequate procurement procedures**

Challenges in procurement standard operating procedures have been a risk as evidenced by the UNDP-LOTFA internal investigation. Several steps have been taken to mitigate this risk. Structural measures include the assessment of procurement capacity within UNDP-LOTFA and Mol; development of comprehensive proposal for adoption of a new UNDP-LOTFA procurement architectural framework. This new architecture proposes standardized work flows for each applicable procurement methodology; it also revises standard operating procedures to guide the use of both national and direct implementation modalities. Operational measures comprise recruitment of international and national procurement officers to boost the procurement team at UNDP-LOTFA.

- **Limited institutional capacity of the CP Secretariat**

Mol inaugurated the Community Policing Secretariat (CPS) with UNDP-LOTFA technical assistance, last April 2012. Being newly established, CPS features strategic gaps which can weaken Mol ownership: CPS mandate needs to be clearly defined, at light of the 10-Year Mol Vision; additionally, CPS needs to have a proper monitoring capacity. Upon Mol request, IPCB and UNDP-LOTFA have established a working group to develop an Afghan specific community policing strategy, including its multi-year work plan.

- **Mol insufficient ownership**

The new UNDP-LOTFA regime recognized Mol ownership was inadequately ensured and preserved during critical stages of planning and programming, in the past years of the



Project implementation. UNDP-LOTFA is working with Mol to design and implement a new approach of work with Mol, according to which Mol has full ownership in setting strategic objectives and priorities, which UNDP-LOTFA will address as development partner of Mol.

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

Full integration between EPS and AHRIMS remains critical to strengthen accountability of police HR and UNDP-LOTFA payroll expenditures. The Management Review recommended UNDP-LOTFA, on behalf of Mol, should ensure the integration of the AHRIMS, EPS and other relevant IT systems to manage and pay ANP and CPD personnel. Following this recommendation, Pillar 1 is coordinating with NTM-A to roll-out a phase-mannered plan to guide the integration process, which will progressively include Mol finance systems.

Annex 4 ("Risk Log") and Annex 5 ("Issue Log") complement the above sections.

## **V. LESSONS LEARNED**

- **Procurement standard operating procedures need strengthening**

UNDP LOTFA learned that it had to review, and address gaps in procurement policy, procedures and processes. In order to address the gaps more international staff were recruited and employed to address this strategic need.

- **A new UNDP-LOTFA needed to be re-engineered and developed**

UNDP-LOTFA recognized that it was leading and driving the project. In order for a smooth transition for UNDP-LOTFA handover to Mol to happen the Project, UNDP Country Office and International partners realized that a new architecture was needed to facilitate Mol being in the driving seat of both program administration and implementation. The Project thus initiated dialogue and employed a Senior Advisor to develop mechanisms and ways for Mol ownership of the Project.

## **VI. FUTURE PLANS**

During the first quarter of 2013 UNDP-LOTFA will carry out those interventions which could not be implemented in 2012 due to issues illustrated throughout this report.

At the strategic level, during the first quarter of 2013, UNDP-LOTFA will take operational and strategic measures to design the UNDP-LOTFA Phase VI extension (01 April – 31 December 2013). This period will be used to establish and roll-out new coordination mechanism with Mol, through Strategic Planning Department: Mol two- and five-year plans will provide additional guidance. As new modalities of joint planning and programming are implemented and assessed, Phase VI extension will provide lessons learnt to guide the transition towards Phase VII.

At the operational level, Pillar I will continue addressing three critical elements of its programmatic work: provide continuous accuracy and verifiability of ANP and CPD payouts, including food subsidies; ensure that the EPS system meets relevant international standards for IT system operation; and build Mol capacity to manage, develop, and operate the EPS system. Pillar II will focus on Mol reform as to performance management system; this Pillar will also address gender aspects related to the ministerial reform. Pillar III will broaden its areas of work: in addition to Police-e-Mardumi, the Pillar will address all aspects of police professionalization, including gender-based policing issue.

## VII. ANNEXES

### Annex 1: FINANCIAL TABLE

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD			CURRENT YEAR					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment Plus Transfer (a)	Revenue Collected 31/12/2011 (b)	Expenses 31/12/2011 (c)	Opening Balance D=(b - c)	Contribution Revenue (e)	Other Revenue (f)	Expenses (g)	Closing Balance H=(d+e+f - g)	Commitments (Unliquidated Obligations) (i)	Undepreciated of fixed Assets and Inventory (j)	(Future Due) K=(a-b-e)	(Past Due) (l)	Available Resources M=(h - i - j-l)
Denmark	11,209,547	6,939,844	2,923,348	4,016,496	-	-	4,131,612	(115,116)	-	-	4,269,703	-	(115,116)
Canada (DFAIT)	12,337,397	12,337,397	12,219,898	117,499	-	-		117,499			-	-	117,499
European Union	100,050,399	98,089,993	48,918,481	49,171,512	-	-	47,763,076	1,408,436	1,103,854		1,960,406	-	304,582
Finland	5,396,578	3,514,520	3,487,386	27,134	1,882,058	-		1,909,191			-	-	1,909,191
Germany	72,626,280	72,626,280	49,890,632	22,735,647	-	-	22,735,647	-			-	-	-
	26,560,425			-	26,560,425	-	14,790,004	11,770,421			-	-	11,770,421
Italy	1,225,014	1,225,014	345,559	879,455	-	-	318,979	560,476			-	-	560,476
Japan	248,659,805	248,659,805	235,120,057	13,539,748	-	-	13,539,748	(0)			-	-	(0)
	231,000,000	-		-	231,000,000	-	213,688,443	17,311,557	(569)		-	-	17,312,126
	5,615,183	-		-	5,615,183	-		5,615,183			-	-	5,615,183
Netherlands	14,666,767	14,666,767		14,666,767			14,393,048	273,719	213,857	3,737	-	-	56,125
Norway	15,942,831	15,942,831	9,707,017	6,235,814	-	-	6,190,037	45,777	26,885		-	-	18,892
SDC (Switzerland)	2,672,833	2,672,833	366,996	2,305,837	-	-	825,813	1,480,024	9,552		-	-	1,470,472
USA	7,216,000	7,216,000	1,077,554	6,138,446	-	-		6,138,446			-	-	6,138,446
	218,358,432	218,358,432	47,209,203	171,149,229	-	-	57,296,596	113,852,633	35,355	31,708	-	-	113,785,570
	5,000,000	5,000,000		5,000,000		-		5,000,000			-	-	5,000,000
	141,876				141,876			141,876			-	-	141,876
	163,844,414	-	-	-	163,844,414	-	81,303,438	82,540,976			-	-	82,540,976
UK	13,320,229	13,320,229	13,304,295	15,934	-	-	15,934	-			-	-	-
	16,483,516	-	-	-	16,483,516	-	16,436,546	46,970			-	-	46,970
Korea	50,000,000	-		-	50,000,000	-		50,000,000			-	-	50,000,000
Czech Republic	51,589	-		-	51,589	-		51,589			-	-	51,589
Poland	158,143	-		-	158,143	-		158,143			-	-	158,143
Interest (UNDP)	1,451,019	1,451,019	1,443,336	7,683	-	-	(25,218)	32,901			-	-	32,901
<b>Grand Total</b>	<b>1,223,988,276</b>	<b>722,020,963</b>	<b>426,013,763</b>	<b>296,007,200</b>	<b>495,737,204</b>	<b>-</b>	<b>493,403,703</b>	<b>298,340,701</b>	<b>1,388,934</b>	<b>35,445</b>	<b>6,230,109</b>	<b>-</b>	<b>296,916,322</b>

Note:

i) Changes are being made in the (above format) in order to standardize the interim donor reports to comply with the new (CFR) IPSAS format, and bring greater alignment - between the interim financial reports and the Certified Financial Reports (CFRs) that UNDP-HQ provides by June 30, 2013.

ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

## ANNEX 2: EXPENSES BY OUTPUT

Project Output ID and Description	2012 Budget (AWP)	Expenses (Jan-Dec-2012)	Delivery Rate	Remarks
Output 1 ( 00077273): Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	591,885,476	482,985,578	82%	
<b>Sub-total Output 1</b>	<b>591,885,476</b>	<b>482,985,578</b>	<b>82%</b>	
Output 2 (00077273): Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	3,371,295	383,025	11%	
<b>Sub-total Output 2</b>	<b>3,371,295</b>	<b>383,025</b>	<b>11%</b>	
Output 3 (Atlas Project# 00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved;	6,936,827	3,850,382	56%	
<b>Sub-total Output 3</b>	<b>6,936,827</b>	<b>3,850,382</b>	<b>56%</b>	
Output 4 (00081410): Enhanced gender capacity and equality in the police force towards improved service delivery for female police officers	2,855,840	1,511,691	53%	
<b>Sub-total Output 4</b>	<b>2,855,840</b>	<b>1,511,691</b>	<b>53%</b>	
Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery	6,463,600	1,764,964	27%	
<b>Sub-total Output 5</b>	<b>6,463,600</b>	<b>1,764,964</b>	<b>27%</b>	
Output 6 (00078879): Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	1,545,440	2,908,063	188%	
<b>Sub-total Output 6</b>	<b>1,545,440</b>	<b>2,908,063</b>	<b>188%</b>	
<b>Grand Total</b>	<b>613,058,478</b>	<b>493,403,703</b>	<b>80%</b>	

### ANNEX 3: EXPENSES BY DONOR

Donor	Project Output ID and Description	2012 Budget (AWP)	Expenses (Jan-Dec-2012)	Delivery Rates
Denmark	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	3,503,760	3,503,760	100.0%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	512,720	627,852	122.5%
<b>Sub-Total</b>		<b>4,016,480</b>	<b>4,131,612</b>	<b>102.9%</b>
European Union	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	47,384,308	47,352,328	99.9%
	Output 3: Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved;	1,414,428	410,747	29.0%
<b>Sub-Total</b>		<b>48,798,736</b>	<b>47,763,076</b>	<b>97.9%</b>
Germany	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	49,296,073	37,525,651	76.1%
<b>Sub-Total</b>		<b>49,296,073</b>	<b>37,525,651</b>	<b>76.1%</b>
Italy	Output 2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	879,455	318,979	36.3%
<b>Sub-Total</b>		<b>879,455</b>	<b>318,979</b>	<b>36.3%</b>
Japan	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	226,948,988	223,724,511	98.6%
	Output 2: Improved mobility, responsiveness, operational efficiency and morale in the police force through required equipment and infrastructure	2,491,840	64,046	2.6%
	Output 3: Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved;	5,522,400	3,439,634	62.3%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	1,040,000		0.0%

Donor	Project Output ID and Description	2012 Budget (AWP)	Expenses (Jan-Dec-2012)	Delivery Rates
<b>Sub-Total</b>		<b>236,003,228</b>	<b>227,228,191</b>	<b>96.3%</b>
Netherland	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	12,810,422	11,770,422	91.9%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	1,293,707	1,191,524	92.1%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	562,640	1,431,102	254.4%
<b>Sub-Total</b>		<b>14,666,769</b>	<b>14,393,048</b>	<b>98.1%</b>
Norway	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	5,765,760	5,266,560	91.3%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations	470,080	923,477	196.5%
<b>Sub-Total</b>		<b>6,235,840</b>	<b>6,190,037</b>	<b>99.3%</b>
Switzerland	Output 5: Police-Community partnerships institutionalized for improved local security, accountability and service delivery	1,783,600	505,790	28.4%
	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace	522,133	320,023	61.3%
<b>Sub-Total</b>		<b>2,305,733</b>	<b>825,813</b>	<b>35.8%</b>
USA	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	229,676,669	137,389,867	59.8%
	Output 5: Police-Community partnerships institutionalized for improved local security, accountability and service delivery	4,680,000	1,259,174	26.9%
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations		(49,007)	
<b>Sub-Total</b>		<b>234,356,669</b>	<b>138,600,034</b>	<b>59.1%</b>
UK	Output 1:Police force and uniformed personnel of Central Prisons Department (CPD) supported for contribution to their increased effectiveness and efficiency	16,499,496	16,452,480	99.7%
<b>Sub-Total</b>		<b>16,499,496</b>		<b>99.7%</b>



Donor	Project Output ID and Description	2012 Budget (AWP)	Expenses (Jan-Dec-2012)	Delivery Rates
			<b>16,452,480</b>	
UNDP	Output 4: Enhanced gender capacity and equality in the police force towards improved service delivery for female populace		144	
	Output 6: Project Management Support Unit (MSU) delivers all annual targets in line with rules and regulations		(25,362)	
<b>Sub-Total</b>			<b>(25,218)</b>	
<b>Grand Total</b>	<b>Grand total</b>	<b>613,058,479</b>	<b>493,403,703</b>	<b>80%</b>

## ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
1	Staff security: access to unsafe districts and safety of UNDP-LOTFA at the Mol premises. Mol remains a target for attacks from insurgents.	1 <sup>st</sup> Quarter 2012	Environmental	High	Security risk assessments were revised and additional security measures identified for UNDP-LOTFA staff in Kabul and contracted –out personnel travelling on field visits.	Mol	Three Pillars	No change
2	Inadequate procurement procedures under NIM for UNDP-LOTFA implementation. This was also addressed by the UNDP-LOTFA internal investigation.	2 <sup>nd</sup> Quarter 2012	Operational	Medium	Several steps have been taken to mitigate this risk, including the recruitment of professional international and national procurement officers, and the development of standard operating procedures to guide the use of both national and direct implementation modalities.	Project Manager		Reducing
3	Limited institutional capacity of the CP Secretariat in Mol puts at risk Mol ownership.	3 <sup>rd</sup> Quarter 2012	Organizational	Medium	UNDP-LOTFA and IPCB were requested by Mol to support CP Secretariat, particularly in its institutional development process.	Project Manager	Pillar III Manager.	Reducing
4	Insufficient ownership by Mol can impact on the sustainability of UNDP-LOTFA processes.	4 <sup>th</sup> Quarter 2012	Strategic	Medium	UNDP-LOTFA is working with Mol to design and implement the new UNDP-LOTFA. The revised approach recognizes Mol full ownership.	Mol, UNDP-LOTFA	Strategic Level – Project Manager <i>ad interim</i> .	Reducing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted by	Status
5	IT systems not talking to each other optimally.	4 <sup>th</sup> Quarter of 2012	Organizational	High	The Management Review recommended revamping the IT and HR and Financial systems to ensure 100% accuracy of payroll data. Pillar 1 collaboration with NTM-A for the integration of HR with payroll system.	Project Manager and HR	Pillar I Manager.	Reducing

## ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Management	2 <sup>nd</sup> Quarter 2012	Reputation Challenges. International media coverage associated to UNDP-LOTFA investigation posed at high risk the institutional image of the Project.		With the support of UNDP Country Office and UNDP-HQ, the Project substantially increased its communication with all stakeholders in order to keep them abreast with facts related to the investigation and management review. This scaled up internal and external communication, especially with donor partners and the Mol. Status of change: Q2/2012, until end of 2012.	Project Manager.
2	Management	2 <sup>nd</sup> Quarter 2012	Addressing gender-related issues as part of Mol reform. Harassment, poor working conditions hamper recruitment and retention of women police.	High	UNDP-LOTFA is assisting Mol to identify ways to enforce disciplinary measures when ANP officers perpetrate harassment and/or abuse of their female colleagues. Status of change: expected in Q2/2013.	Pillar II manager.
3	Environmental	2 <sup>nd</sup> Quarter 2012	Security in provinces and some remote areas. Access to unsafe areas impacts negatively on the use of WEPS/EPs, monitoring oversight for accountability, audits and reporting.	High	UNDP-LOTFA is using M-PAISA as an alternative option to enroll as many police officers as possible on to the payroll. Status of change: n/a, as this is not directly under UNDP-LOTFA domain.	Pillar I manager.
4	Management	3 <sup>rd</sup> Quarter 2012	Addressing OAI and Management Review recommendations. There is consensus among all UNDP-LOTFA partners that the Project needs to set a new approach of programming, budgeting and implementation with Mol, informed by stronger mutual	High	UNDP-LOTFA management will seek for Steering Committee's approval of Phase VI extension (01 April -31 December 2013): this period will be used to test the feasibility and efficacy of new modalities of coordination between Mol and UNDP-LOTFA. Status of change: Phase VII or its mutations would begin on 1 January 2014.	Project Manager.

ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
			accountabilities.			
5	Management	3 <sup>rd</sup> Quarter 2012	Addressing current Project needs while developing the new UNDP-LOTFA. It has been challenging to implement current programs and meet annual work plan targets for 2012, while planning for Phase VI extension. UNDP-LOTFA team featured limited number of national and international human resources.	High	UNDP-LOTFA team has been boosted with additional national and international specialists, particularly at support of Pillar 2 and Pillar 3. The Project hired a Senior Advisor, who is supporting the Pillars to effectively implement the new operational modalities with Mol; and to design the new UNDP-LOTFA, Phase VII. Status of change: in progress, including Phase VI-extension.	Project Manager.
6	Strategic	3 <sup>rd</sup> Quarter 2012	New Kabul Bank Investigations. Investigations at New Kabul Bank delayed enrolling the majority of the police officers on EPS.	High	The banking situation will be continuously monitored in view of the implications for ANP and CPD personnel's bank accounts maintained at New Kabul Bank. Status of change: n/a, as this is not directly under UNDP-LOTFA domain.	Pillar I manager.