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MINISTRY OF INTERIOR, EUPOL AND UN
POLICE & PROSECUTORS' TRAINING TO FIGHT VIOLENCE AGAINST WOMEN

LAW AND ORDER TRUST FUND FOR AFGHANISTAN (LOTFA)

2013 FIRST QUARTERLY PROJECT PROGRESS REPORT

UNITED NATIONS DEVELOPMENT PROGRAMME

DONORS



Canada



Czech Republic



Denmark



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 |
| ANDS Component: | Security |
| Contributing to NPP: | NPP5, Law and Justice For All |
| CPAP Component: | Stabilization and Peace Building |
| UNDP Strategic Plan Component: | Crisis Prevention and Recovery |
| Total Budget: | USD 1,433,693,322 |
| Implementing Partner: | Ministry of Interior |
| Key Responsible Parties: | Ministry of Interior and Ministry of Finance |
| Project Manager: | Mr. Norman Sanders, a.i. |
| Chief Technical Advisor: | Mr. Norman Sanders, a.i. |
| Responsible Assistant Country Director: | Mr. Hedayatullah Mohammadi |

ACRONYMS

| | |
|--------|---|
| ABP | Afghanistan Border Police |
| AHRIMS | Afghanistan Human Resource Information Management System |
| ANP | Afghan National Police |
| CoC | Code of Conduct |
| CPD | Central Prisons Department |
| CPS | Community Policing Secretariat |
| 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 |
| HR | Human Resources |
| IPCB | International Police Coordination Board |
| JHRA | Justice and Human Rights in Afghanistan |
| LOTFA | Law and Order Trust Fund for Afghanistan |
| MA | Monitoring Agent |
| MoF | Ministry of Finance |
| MoI | Ministry of Interior |
| MoU | Memorandum of Understanding |
| MRT | Management Review Team |
| NTM-A | North Atlantic Treaty Organization Training Mission-Afghanistan |
| PMS | Performance Management System |
| SC | Steering Committee |
| SPTC-A | Sivas Police Training Center for Afghanistan |
| ToT | Training of Trainers |
| UNAMA | United Nations Assistance Mission in Afghanistan |
| UNDP | United Nations Development Program |
| WEPS | Web-based Electronic Payroll System |

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I. EXECUTIVE SUMMARY

Change and reform marked the first quarter of 2013 at United Nations Development Programme's (UNDP) Law and Order Trust Fund for Afghanistan (LOTFA) Project. The Project Management engaged in both substantive and procedural changes to redesign LOTFA planning process, which is based on joint planning, programming and mutual accountabilities with Ministry of Interior (Mol).

On 20th March 2013, the UNDP-LOTFA Steering Committee (SC) approved Phase VI-extension (April- December 2013), which will allow for a 'proof of concept' through 2013 of practical experience related to new planning mechanism with Mol. The project extension will be a window of opportunity to redefine the substance of Pillars 2 and 3 and re-align these Pillars to Mol on-going reform process, including 10-Year Vision, 2- and 5-year plan.

UNDP-LOTFA prepared an Action Plan for 2013 to implement the recommendations from LOTFA Management Review Team (MRT), Audit Response, and other recommendations proceeding from Project partners. The implementation of the recommendations will strengthen UNDP- LOTFA with regards to governance, operational management, payroll payment process and Afghan ownership.

During the first quarter of 2013, through the Electronic Payroll System (EPS) UNDP-LOTFA ensured timely salary payment for 138,191 uniformed Afghan National Police (ANP) and 4,983 prison guards; Electronic Fund Transfer (EFT) covered 104,399 uniformed ANP and 4,631 prison guards. The second edition of the Sivas Police Training Center for Afghanistan (SPTC-A) in Turkey was successfully completed: 482 Non-Commissioned ANP Officers graduated from intensive training comprising modules on management. Like 2011 edition, this second training last six months. Code of Conduct trainings remained a major priority to ensure the ANP would respect and apply higher behavior standards when serving communities; during the first quarter of 2013, 574 police commanders and officers were trained in Basic Code of Conduct, 10 officers from Mazar-e-Sharif Provincial Training Center were trained to become Code of Conduct National Police Trainers.

Within the UNDP Rule of Law (RoL) Programmatic Strategy in Afghanistan, UNDP signed a Memorandum of Understanding with the European Police Mission in Afghanistan (EUPOL) and Mol to support a new training initiative for Family Response Units (FRUs), prosecutors and faculty members in gender-based violence, crime reporting and crime scene analysis. The Police Women Mentorship Programme was launched with the objective to strengthen women police to perform in professional roles and raise awareness among communities about effective role of women police. As part of the Mol reform and ANP professionalization, work continued this quarter on the development of a framework for a comprehensive community policing curriculum, in coordination with Mol Department of Training and Education.

II. RESULTS

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

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

During the first quarter of 2013 UNDP-LOTFA reimbursed police remunerations of ANP in all 34 provinces and ensured timely payment, processed within 10 working days. Since the inception of UNDP-LOTFA, the provision of a timely and transparent payment system contributed to increase retention of ANP and improved their overall working conditions.

1.2 Percentage of police covered under Electronic Payroll System

EPS was implemented in all 161 Police and 35 CPD payroll stations nationwide; the total number of uniformed ANP personnel paid under EPS was 138,191, equivalent to 97 percent of Mol Human Resources figures (143,248 – see chart 1).

In contrast to 2012, EPS coverage featured a decrease from 99 percent (December 2012) to 97 percent during the first quarter of 2013: this decline can be explained by variations registered in the ANP Human Resources (HR) growth plan during the first quarter of 2013; mentioned variations are related to ANP recruitment, deployment and retention, under Mol responsibility. EPS coverage comprises salary of uniformed police serving seven regions, Afghan Border Police (ABP), and Afghan National Civil Order Police (ANCOP). Charts in the next section provide further details on payroll coverage.

EPS-generated reports were timely received from 34 provinces. On monthly basis, these reports inform on performance of EPS and web-based EPS payment systems, as well as on the payment methods through banking, M-PAISA and Trusted Agent.

Pillar 1, Mol and Independent Monitoring Agent (MA), were responsible to track and analyze quality and accuracy of reporting proceeding from payroll monitoring officers; reports were verified against the ANP standard pay scale; additionally, entitlements, incentives and deductions were checked against the personnel statistic and budget reports. This ensured stronger accuracy and better quality of collected information for future monitoring and management purposes.

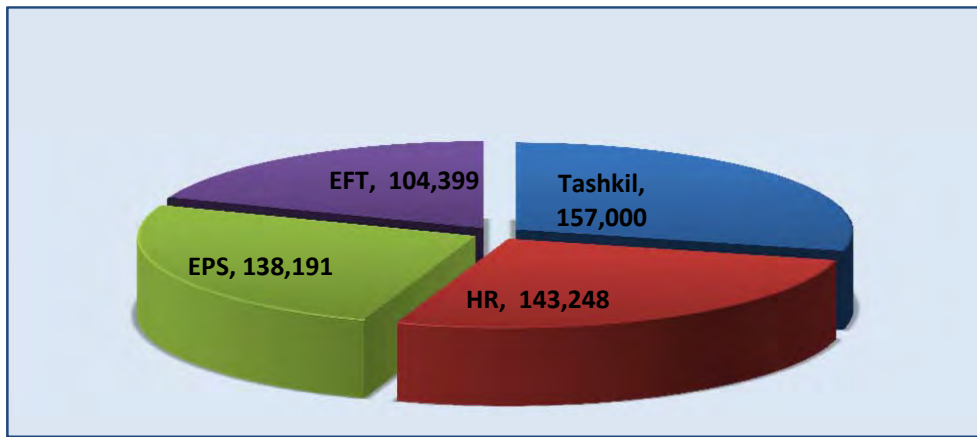


Chart 1: payroll system coverage for ANP, compared to Mol HR and 1391 Tashkeel. Source: UNDP-LOTFA elaboration, based on Mol HR data, 2013.

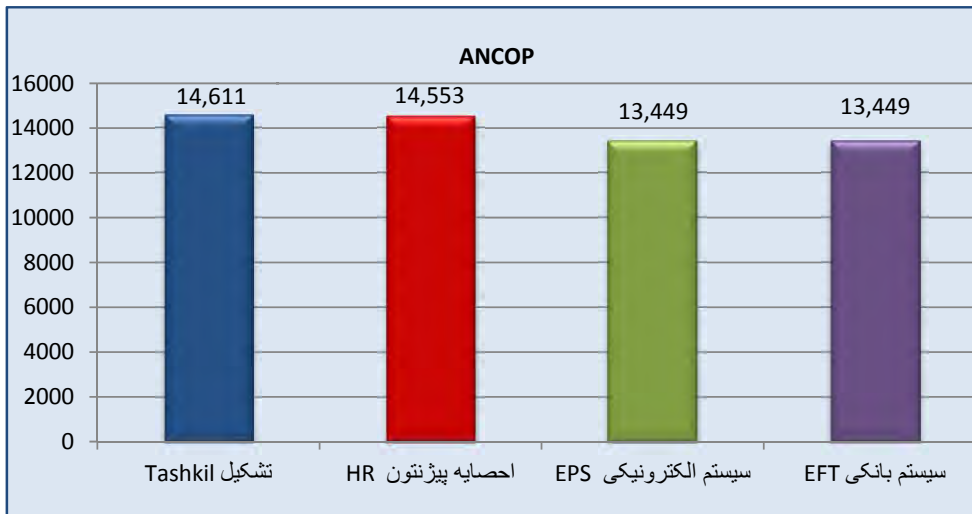


Chart 2: payroll coverage of ANCOP and distribution by Mol HR and 1391 Tashkeel. Source: UNDP-LOTFA elaboration, based on Mol HR data, 2013.

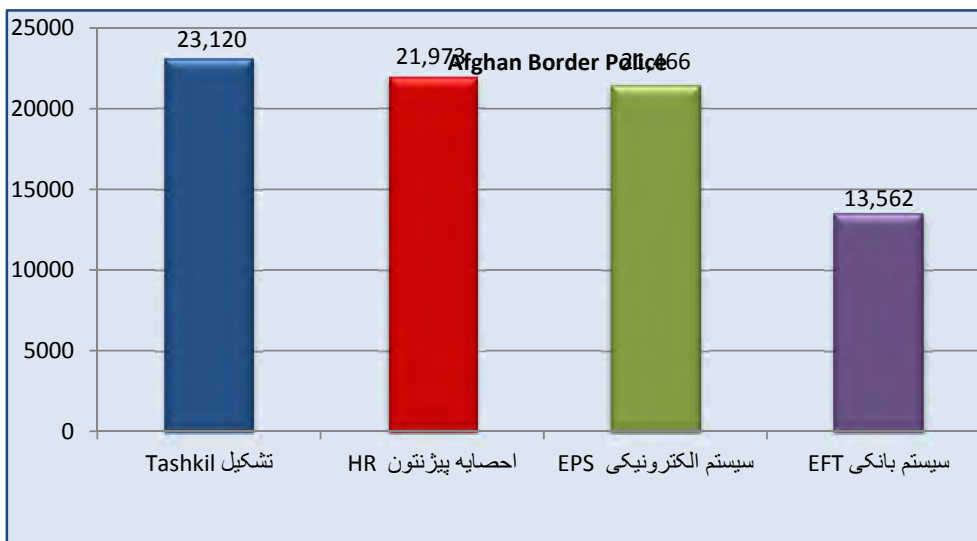
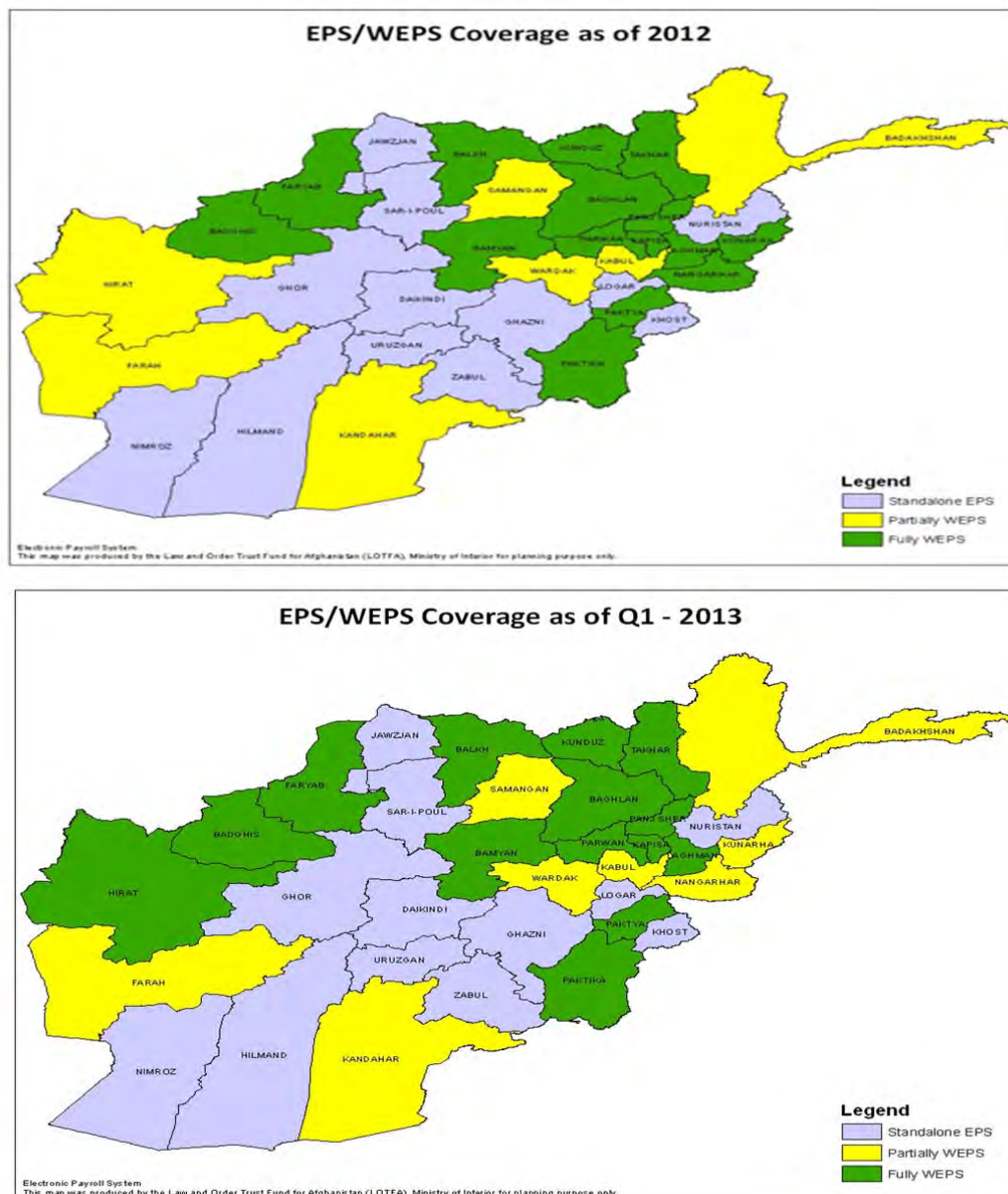


Chart 3: payroll coverage of ABP and distribution by Mol HR and 1391 Tashkeel. Source: UNDP-LOTFA elaboration, based on Mol HR data, 2013.

1.3 Number of provinces upgraded to Web-based EPS (WEPS)

During first quarter of 2013, UNDP-LOTFA continued its coordination with Combined Security Transition Command– Afghanistan (CSTC-A) and the MoI to identify sustainable mechanisms to expand WEPS and cover 30 provinces by December 2013. The scale-up of WEPS network remains dependent on functional issues, namely connectivity and stability of MoI web network and security in some provinces.



Map 1 and 2: expansion of EPS/WEPS among provinces, comparison between 2012 and Q1/2013. Source: UNDP-LOTFA elaboration.

Currently, 28 provinces are connected to the Mol intranet; however, close monitoring of this system has showed connectivity can face continuity drops. In order to mitigate this operational challenge, CSTC-A connection technology might represent a viable alternative to support the expansion of WEPS and ensure timely payment. Feasibility analysis will continue during second quarter of 2013 in order to define a sustainable expansion plan, contemplating alternative options for scale-up.

EPS team carried out continuous monitoring of the web-based database application system; in this regard, payroll transactions were reconciled with individual police and CPD bank accounts on random basis. Centralized monitoring was coupled with implementation of field monitoring: in February, Pillar 1 management visited Herat province to monitor the operational status of WEPS, conduct on-job refresher training for the EPS provincial officer, and monitor electronic fund transfer processes and challenges. Mission recommendations included: upgrade the existing microwave network to fiber optic technology for better reliability and sustainability of WEPS and Afghanistan Human Resource Information Management System (AHRIMS) systems; and ensure regular refresher training and mentoring to WEPS end-users. These recommended actions were shared with Mol provincial headquarter for follow-up, jointly with UNDP-LOTFA.

Pillar 1 centralized the information at one server, equipped with inbuilt security systems by December 2012; during the first quarter of 2013, EPS team used this technology, at the central level, to timely tracing the security logs generated by WEPS: this is an additional action to enhance accountability of the payroll system.

Coordination continued with the North Atlantic Treaty Organization Training Mission-Afghanistan (NTM-A) on the AHRIMS, in order to integrate WEPS and AHRIMS (Human Resources –HR system), thus having real time communication and exchange of information between the two systems. A critical condition for the success and sustainability of this integration process is the full realization of the DynCorp ID registration which can be done through Regional Training Centers in the Country. This would respond to the functional gaps of Kabul Bank which has only one central office with capacity to issue ID cards. The DynCorp ID option will be further assessed by UNDP-LOTFA, in coordination with Mol and NTM-A during the coming second quarter of 2013.

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

The number of uniformed police personnel who received salaries using EFT during the first quarter of 2013 was 104,399 or 76 percent of the total ANP. The beginning of 2013 witnessed a relevant decrease in the EFT coverage, as 105,077 police officers were paid through EFT in December 2012.

Multiple facts concur to explain this decline. EFT continued to be functional in 33 provinces, while uniformed police personnel in Kandahar and Nuristan received cash-paid salary during the first 2013 quarter due to operational and

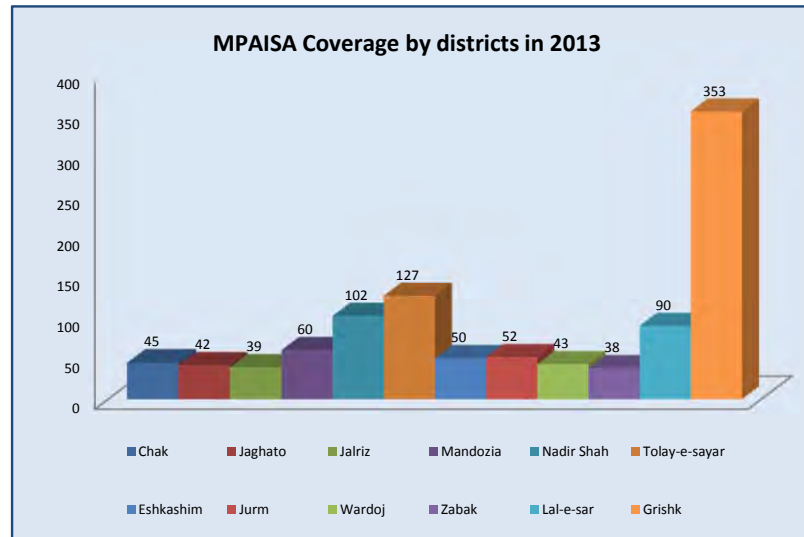


Chart 4: M-PAISA coverage by district. Source: UNDP-LOTFA.

environmental

risks incurred in both provinces. In Nuristan, security and accessibility hampered the establishment of EFT system; in Kandahar, as consequence of the 2012 threats and insecurity, the Kabul Bank branch at Kandahar Provincial Police Headquarter remained closed, which prevented automatic posting of salaries into individual police and CPD bank accounts.

EFT coverage decrease results from risks external to UNDP-LOTFA; EPS team acknowledges the MoI and Ministry of Finance (MoF) need to accelerate the decisional process related to the Kabul Bank situation, including expansion to other commercial banks. Additionally, alternative new age technologies, namely M-PAISA, should be scaled-up among inaccessible locations.

In order to mitigate risks and issues associated to EFT stability, Pillar 1 conducted field monitoring missions and monthly follow-up telephone calls to EPS/EFT provincial focal points, which ensured monthly monitoring of EFT full functionality. EPS team continued participating to the banking working group meetings with CSTC-A, NTM-A, MoI and MoF to monitor Kabul Bank status. Better reporting of UNDP-LOTFA expenses was ensured by establishing new object codes created in the Afghan Financial Management Information System.

M-PAISA working group met during the first quarter on weekly basis, chaired by CSTC-A/NTM-A and co-chaired by UNDP-LOTFA. M-PAISA coverage did not feature change compared to 2012: 5 provinces and 12 districts were part of this network, 1,041 ANP accessed secure and efficient salary payment. Provinces served through M-PAISA feature access and insecurity barriers, which makes it necessary to use alternative technology: Badakshan, Khost, Ghor, Helmand and Wardak.

M-PAISA expansion plan consists of two stages. First, add new districts among some of the provinces already covered by M-PAISA technology, namely Helmand, Khost, and Badakhshan. Second, establish the mobile technology in new provinces, namely Badghis, Nuristan and Uruzgan. M-PAISA working group identified operational challenges to the system expansion, including safe handling and use of phone sets among end-users, threats among some identified districts, access as some districts cannot be reached by road or air.

Cash payment conversion to M-PAISA remains a major objective of the M-PAISA working group and UNDP-LOTFA; however, risk analysis findings indicate that not all districts can be realistically covered through mobile transfers. During the first quarter of 2012, 24,407 ANP was the annual target to convert cash-paid into mobile-based payment through M-PAISA Trust Agents. Events associated to the Kabul Bank crisis affected banking-based payroll system

and entailed the use of cash-paid transfers in the short term, with an increase in the number of ANPs receiving cash –paid during the first quarter of 2013.

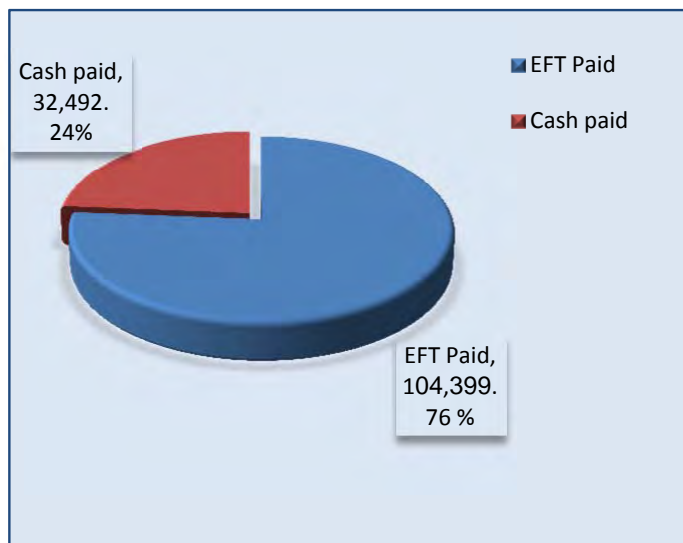


Chart 5: Distribution of cash paid ad versus EFT coverage, Q1/2013. Source: UNDP-LOTFA.

Independent Monitoring Agent contributed to keep close monitoring of both payroll and food stocks among provinces. MA used targeted random sampling to conduct detailed checking of payroll transactions and disbursements made against procurement of food and food allowance and physical verification of police personnel.

During the month of January 2013 the MA covered 33 provinces and reported on relevant issues such as payment record, correct use of fund code, availability and accuracy of reports released at the provincial level. UNDP-LOTFA shared MA report with Mol for official response and joint corrective actions, which were addressed during the first quarter. MA report of February is under process and March report will be produced in April 2013.

Transfer of EPS and EFT functions to Mol – Finance continued, as part of the long-term institutionalization of EPS and EFT processes and systems. The hand-over of EFT functions to Mol comprises development of cash payment reports at the provincial level, EPS/EFT reports from CPD payroll stations, and reconciliation of Mol payroll data with Kabul Bank

core data. These functions will ensure better reporting system and build up Mol capacity to consolidate accountability and transparency in the payroll payment procedures. During the first quarter of 2013, UNDP-LOTFA coordinated with Mol – Finance for the hand-over of additional functions associated to the EPS Enrollment Utility Software, including automatic ANP Enrollment into EPS and check utility to detect duplicated bank accounts.



Photo 1: Gender-responsive session during WEPS training.
Credit: UNDP-LOTFA.

The transfer of functions and responsibilities is being accompanied by on-the-job coaching. The progressive hand-over of EPS and EFT is in alignment with the institutional reform of ANP, as envisioned in the Mol Minister's 10 Priorities.

1.5 Number of Mol trained officials at regional, provincial and central level in WEPS, EPS, and EFT

In March 2013, EPS team conducted five-day training in Kabul for 20 WEPS end- users, proceeding from Kabul Regional Command Capital – Asmayee Region, and 70 CPD officers. This training, like previous sessions held at UNDP-LOTFA, comprises modules on EPS backup and recovery, EPS maintenance and troubleshooting, and WEPS payroll processing.

For the first time, WEPS/EPS training included capacity building on gender-responsive budgeting, which was carried out by UNDP-LOTFA Gender Team and will be repeated in future WEPS/EPS trainings, in coordination with Pillar 1. Gender mainstreaming in EPS/ WEPS reporting is expected to increase transparency and accuracy in the payroll reporting, capturing the status and trends of payment among men and women police, in the next coming quarters of the year.

Pillar 1 followed-up the post-training through on the job site mentoring; additionally, performance was assessed through EPS generated reports received on monthly basis, upon completion of the training; overall, reports were received on time with correct information. Post-training activities will continue during the second quarter, as part of the capacity building within Pillar 1.

The current resource pool comprises more than 1,700 Mol officials trained in WEPS, EPS and administration of EPS/WEPS system; 2 women only are part of this group and both proceed from Kabul (Provincial Headquarter and Police District 6). Corrective actions to address this gender gap shall be planned, in coordination with Mol-Gender Directorate.

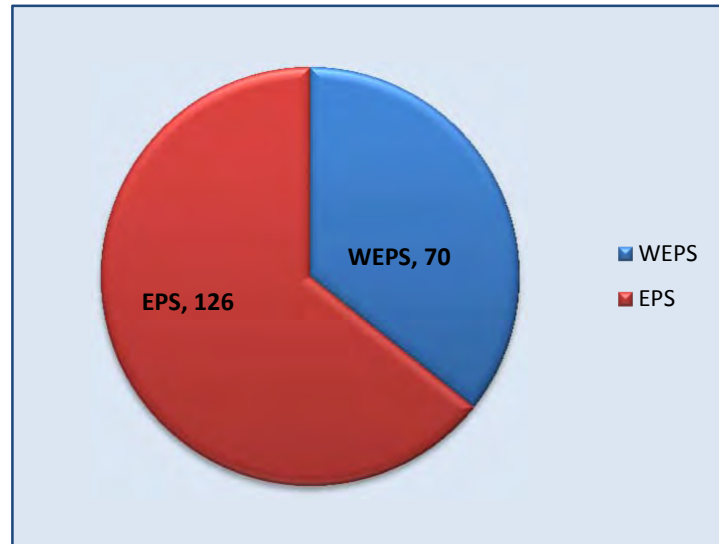


Chart 6: Distribution of payroll focal points by EPS and WEPS.
Source: UNDP-LOTFA.

1.6 Number of resource pool of Mol trainers under Training of Trainers (ToTs) in specialized fields at regional, provincial and central level

At beginning of 2013, Pillar 1 had a pool of 324 ToTs, expected to reach 350 by end of 2013. During first quarter of this year, no training sessions were planned, as priority was given to WEPS/EPS capacity building.

Trainings will be planned during the second quarter. In the meanwhile, Pillar 1 undertook regular monitoring and follow-up of ToTs deployed in the field through phone-based contact, on monthly basis.

1.7 Number of Mol payroll focal points who have technical support in centralized WEPS and new age technologies (M-PAISA)

The network of 196 payroll focal points has a capillary distribution, covering Mol departments, provincial police and regional headquarters, ANCOP and ABP Brigades and CPD General Directorate. During first quarter of the year, UNDP-LOTFA ensured continuous technical support, addressing system maintenance, troubleshooting, and disaster recovery. Monitoring of the payroll transactions on monthly basis remains proxy to track payroll focal points' performance, complemented by supervision visits and on the job mentoring.

1.8 Timely and transparent payment of CPD personnel among provinces

In early 2012, as part of a comprehensive Ministry of Justice (MoJ) reform plan, CPD was administratively transferred to the Ministry of Interior (Mol). Since that time, CPD prison guards, within the transferred Tashkeel of 6,056 have been paid by UNDP-LOTFA from a

combination of earmarked and un-earmarked fund contributions to Pillar 1. During the Steering Committee held on 20 March 2013, SC approved sufficient funding to enable payment for the CPD guards for Solar Year 1392 at parity, at the increased Tashkeel level; and the principle that donor funds earmarked to Pillar 1 can be used to pay the CPD guards unless specifically excluded. Parity payment will further contribute to better empowerment of state institutions responsible for maintenance of Rule of Law.

EFT coverage for CPD personnel remained stable at 92 percent, with no variation compared to end of 2012: EFT ensured timely salary for 4,631 prison guards. EPS payment reached 99 percent of CPD, corresponding to 4,983.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 102,931,176 was spent for Pillar 1-Output 1. For more details, please see Annex 2.

Below is a snapshot of where UNDP-LOTFA is in relation to its annual targets of Pillar 1, Output 1 after Q1.

Table 1: Progress towards targets for Output 1.

| 2013 Baseline ¹ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|---|--|--|--|---|
| 1a.1 Ongoing payment of ANP salaries in 34 provinces. | Maintain timely payment of ANP salaries in 34 provinces. | 34 | 34 | 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% ANP salary coverage through EPS. 22 provinces using WEPS. | 97% ANP salary coverage through EPS. 22 provinces using WEPS. | 97% ANP salary coverage through EPS. 22 provinces using WEPS. | Met target. Total EPS coverage is around 97% of MoI HR figure; EPS has slightly decreased against an increase in MoI HR recruitments (process ongoing for enrolling the new recruits under the EPS system). |

¹ 2013 baseline and annual targets as approved in the UNDP-LOTFA Annual Work Plan - Q1/2013.

| 2013 Baseline ¹ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|---|-------------|------------|-----------|--|
| | | | | | <p>WEPS expansion: 28 provinces are connected to Mol.</p> <p>Limitedly to Q1/2013, the Project did not plan expansion since feasibility analysis is needed to identify the possible options for scale up, taking into account connectivity challenges and opportunities at the provincial level.</p> |
| 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% | 82% | 76% | Unmet target. Similarly to EPS coverage, New Kabul Bank in Kandahar |

| 2013 Baseline ¹ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|---|--|-------------|----------------------------------|-----------|---|
| | | | | | remains closed. |
| 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 | 200 on quarterly average. | 70 | Unmet target. Training facilities at UNDP-LOTFA have less capacity space due to re-arrangements of the office space, made to accommodate increased number of Project staff. |
| 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 | No training planned for Q1/2013. | N/A | Pillar 1 will coordinate with Mol – Finance to jointly program ToTs trainings in Q3. Given the programming needs at Pillar 1, ToTs trainings will not |

| 2013 Baseline ¹ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|---|---|-------------|------------|-----------|------------------------|
| | | | | | take place in Q2/2013. |
| 1a.6 Provision of technical support to 28 Mol focal points in centralized WEPS/M-PAISA. | Provision of technical support to 196 Mol focal points in new-age payroll technologies i.e. centralized WEPS/M-PAISA. | 196 | 196 | 196 | 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 | 34 | 34 | Met target. |
| 1b.2. 82% uniformed CPD covered under EPS. | 95-100% CPD force covered under stand-alone EPS by June 2012. | 99% | 99% | 99% | Met target. |
| 1b.3. 87% uniformed CPD covered under EFT. | 100% CPD force covered by end of 2013. | 92% | 92% | 92% | Met target. |

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

2.1 Percentage of construction work completed

During the first quarter of 2013, UNDP-LOTFA followed-up construction projects launched between 2011 and 2012, namely: housing for 60 families of ANP martyrs and the disabled, and the seven story building for MoI support staff. Construction works of the house of martyrs continued according to 2013 schedule: as of March 2013, 86 percent progress has been registered in the construction process and the building will be completed by end of June 2013. UNDP-LOTFA provided its technical oversight as to quality control and assurance through regular visits to the construction site; in February 2013 a delegation from the Italian Embassy in Kabul visited the building, as part of the joint monitoring activities UNDP-LOTFA carries out with its development partners. During this joint visit, construction works were found to be on-track.

After a competitive procurement process, the construction company was selected to start the works for the MoI Administration building. An un-exploded bomb, proceeding from civil war times, was found during the excavation works and needed to be defused. This only partially delayed the start of construction works and completion remains scheduled in August 2014. Details on the construction progress are provided at Table 2. UNDP-LOTFA will continue providing oversight for quality control purpose. During first quarter of 2013, civil works specialist from Pillar 1 started the technical drawings for an additional floor for the UNDP-LOTFA annex building, in order to provide adequate working space to the increased Project team. These works will take place during the second quarter 2013.



Photo 2: On-going work for MoI Administration building, with visible sign of the un-exploded bomb found during excavation. Credit: UNDP-LOTFA.

EXPENSES FOR THE QUARTER

During Q1, no expenditures were registered under this output as funding disbursement is linked to progress in construction. As to the house of martyrs, the final payment will take place in Q3, upon completion of the building and hand-over to Mol. As for Mol Administration building, the first disbursement will be processed in Q3, in alignment with the original contract signed between Mol and the construction company under National Implementation Modality (NIM).

Below is a snapshot of where UNDP-LOTFA is in relation to its annual targets of Pillar 1, Output 2 after Q1.

Table 2: Progress towards targets for Output 2.

| 2013 Baseline ² | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|--|---|---|---|--|
| 2.1 82% completion of construction of housing for martyrs and 0% of Mol Administration building, 2012. | 100% completion of construction of housing for martyrs; and 10% of Mol Admin building. | 84% (house of martyrs) and 2% (Mol Administration building) | 91% construction completion (house of martyrs); and 2% building progress (Mol Administration building). | 86% progress to complete the building (house of martyrs); and 1% Mol Administration building. | Partially met target. House for martyrs: Winter (January-February 2013) slightly delayed the construction activities. However, the project will be completed in June 2013. Unmet target. Mol Administration building: initial construction delay due to the bomb found during excavation. |
| 2.2 60% completion of construction of UNDP-LOTFA annex building. | 100% completion of construction of UNDP-LOTFA annex building. | 100% | Add a 3 rd floor to the UNDP-LOTFA annex building during Q2/2013. | Technical drawings prepared. | On-going. |

² 2013 baseline and annual targets as approved in the UNDP-LOTFA Annual Work Plan - Q1/2013.

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

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

During the first quarter of 2013, initial discussions have been undertaken with Mol and other development partners to design and establish the Mol Performance Management System (PMS). This system will consist of a set of key performance indicators that measures the quality of services. The key performance indicators will be selected by Mol according to its priorities and targets. Police agencies, from the local level to the national level, are then requested to develop operational strategies to achieve the goals; ultimately the Inspector General audits the ANP performance. The establishment of PMS is critical in reforming police supervision and planning. In the next coming quarter, UNDP-LOTFA will support feasibility assessment to design the roadmap of PMS development, jointly with Mol and partners.

3.2 Number of ANP cadets with leadership and management capacity

The collaboration with Government of Turkey started in 2010, when Mol of Afghanistan sought Turkish support for basic and advanced police training. This training program is regulated by a Memorandum of Understanding between Government of Afghanistan and Turkey, signed on 5th March 2011.

Since 2011, UNDP-LOTFA has supported the organization of the training held at SPTC-A. This is a cost-sharing training between UNDP-LOTFA and NTM-A: Government of Japan contributed to both editions with USD 6 million in total; funding was channeled through UNDP-LOTFA. NTM-A funds the remaining part of the organizational costs.

The first group comprised 492 second lieutenants who started the 6-month programme in July 2011 and completed the training with 99 percent successful graduation. 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 second group returned to Kabul in February 2013, and included 482 Afghan Non-Commissioned Officers who successfully completed their training. The second edition training comprised essential knowledge on gender, ethics and community policing, followed by two months of intensive training

including leadership and management skills. Additionally, participants received intensive training on logistics and operations management.

In order to measure learning degree and performance of all trained officers SPTC-A uses the Kirkpatrick's four level of evaluation, applied to pre and post-test examinations. Additionally, on-the-job observation and field supervision took places in July 2012 to follow-up with the first group of cadets.

The Police Training Coordination Unit at the Embassy of Turkey in Kabul has been monitoring performance and deployment of Afghan participants upon completion of the residential courses at SPTC-A.³ The first group of cadets has been fully deployed among provincial police zones with supervision and management functions; Non-Commissioned Officers will attend a two-week orientation at the Training General Command before being assigned to Mol/ANP logistic units. Later in 2013 SPTC-A will undertake a second field mission to observe Non-Commissioned Officers' performance.

Government of Turkey role is both operational and strategic. Turkish Government provides police trainers and logistical support in Turkey, during the period of stay of Afghan cadets, with approximately 200 Turkish trainers deployed over six months.



Photo 3: Non-Commissioned Officers returning from Sivas Police Training Center for Afghanistan, February 2013. Credit: UNDP-LOTFA.

Sivas initiative contributes to peace and stabilization process in Afghanistan: in view of 2014 transition, ANP professionalization remains a key priority at Mol. In recognition of this, planning for the third edition is on-going among UNDP-LOTFA, NTM-A and Government of Turkey. The next session is expected to start in June 2013 when 500 new officers will be trained with a focus on crime investigation.

³ UNDP-LOTFA thanks the Police Training Coordination Unit at the Embassy of Turkey in Kabul for the contribution provided to the UNDP-LOTFA First Quarterly Progress Report, 2013.

As part of capacity building in leadership and management of ANP officers, during the first quarter of 2013 new Code of Conduct (CoC) training courses (both ToT and Basic). In 2012 more than 800 officers have been trained in CoC; this program is provided among different provinces and targets Police Commanders, as well as CoC National Police Trainers.



Photo 4: Photo group of ToTs from Mazar-e-Sherif. Credit: EUPOL.

Since the beginning of 2013, 574 police commanders and officers were trained in Basic CoC training; 10 ToTs from Mazar-e-Sherif Provincial Training Center received capacity building to become CoC National Police Trainers. Between January and March 2013, training courses were conducted by national Code of Conduct trainers trained on CoC ToT in 2012; these trainings took place in Pol-e Khumri and Mazar-e Sharif. All training materials and the course had been accredited by the Mol in 2012 when the CoC training process has been launched. EUPOL is the major implementing partner of UNDP-LOTFA within the CoC training programme; EUPOL provincial offices conduct post-training follow-up to monitor CoC implementation and mentor trainees.

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

In collaboration with Mol Media Department, Pillar 2 planned to conduct two additional campaigns using new and old media (TV, radio and billboards) with the goal to promote ANP among communities. However, both campaigns could not take place since both Pillar 2 and Media Department agreed to revise the campaigns concept before rolling them out.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 1,824,122 was spent for Pillar 2-Output 3. For more details, please see Annex 2.

Below is a snapshot of where UNDP-LOTFA is in relation to its annual targets of Pillar 2, Output 3 after Q1.

Table 3: Progress towards targets for Output 3.

| 2013 Baseline ⁴ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|---|---|---|--|----------------------------------|---|
| 3.1 Computerized assets management system developed and number of MOI staff trained on that system. | Digitalize asset management; upgrade functional capacity of procurement unit (training and IT tools). Continue supporting 41 advisors to various units and departments of the MoI as of 2012. | Completed trainings for 39 mentors embedded in various departments in the MoI; trainings covered finance and administration subjects. Trained 242 police officials from Balkh, Kabul, Herat, Kandahar, Kunduz, Nangarhar and Paktiya police zones, in store keeping, record maintenance, payroll, and tax deduction on salary accounts, payroll risks and related controls. Supported training of 100 MoI financial officers on the financial software introduced by MoF. | Consultation with MoI and other development partners to design and launch PMS. | Consultation started as planned. | PMS roadmap to be developed in the next coming quarter of 2013. |

⁴ 2013 baseline and annual targets as approved in the UNDP-LOTFA Annual Work Plan - Q1/2013.

| 2013 Baseline ⁴ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|---|---|--|--|---|
| 3.2 Limited capacities in police leadership and skills as of 2012. Additionally, limited knowledge and capacity built on Code of Conduct. | <p>Facilitation of leadership and management capacity programs, including training of 500 additional ANP cadets in Turkey.</p> <p>Approximately 100 staff of the Mol officers to be trained in Code of Conduct.</p> | <p>Second batch of 500 ANP officers trained in, Turkey and 50 officers trained in community policing, traffic police and criminal investigation in Indonesia.</p> <p>34 provincial prison commanders, 18 leaders of prisons and 36 members of Family Response Units trained in Code of Conduct.</p> | Preparation of the third training edition in Turkey, with 500 new Mol officers. | <p>Plan did not change; preliminary coordination is on-going with other partners to organize the third training session in Turkey.</p> <p>Similarly, CoC trainings are on – track according to the Q1/2013 calendar.</p> | On-going. |
| 3.3 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 Mol/ANP and substantial strengthening of Mol publicity department. | Campaigns in the TV and radio as well as billboards to support the institution of the police. | Remaining 2 campaigns to be conducted (TV, radio and billboards) to promote ANP among communities. | No campaigns conducted. | Unmet target. Discussion on-going between Pillar 2 and Mol Media Department to conceptualize the new campaigns. |

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

4.1 Number of women police recruited

Despite several recruitment campaigns, recruitment of new women police was slow in 2012 and the total number – including civilian and female officers - increased by only 207 during 2012.

In 2013 no recruitment campaigns took place during the first quarter, though 77 new female officers were recruited at Mol during first quarter of 2013.

The current total number of women recruited at Mol is 1,929 comprising CPD guards deployed at female prisons, ANP, Special Forces; civilian female staff constitutes 11 percent of the total female workforce.

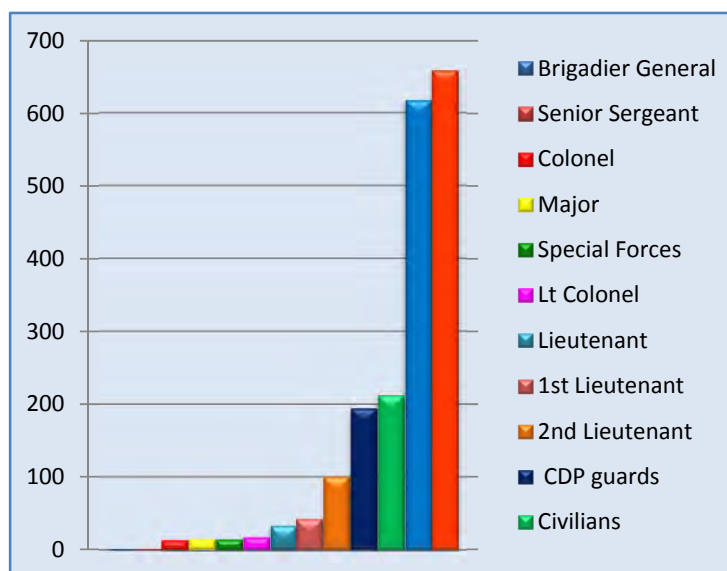


Chart 7: Distribution of women at Mol, March 2013.
Source: UNDP-LOTFA.

Low retention and high attrition among recruited women are due to systemic challenges, such as impunity of abuses against female officers, minimal working conditions for female police officers and lack of promotion.

Safety at work, enforcement of retention and promotion policies, cultural barriers and perception change among communities are the major areas of work which UNDP-LOTFA will address in the coming quarters of 2013, in close coordination with Mol, before engaging in new recruitment campaigns.

During the first quarter of 2013 UNDP-LOTFA undertook preparatory actions to procure and install fitting rooms and toilets for women police among police stations; this intervention will be fully rolled-out during second and third quarters of this year, with the goal to ensure 'gender friendly' working environment for all women at Mol.

4.2 Number of functional Family Response Units

During first quarter of 2013 Gender team at UNDP-LOTFA followed-up the distribution plan of IT equipment, phones with digital cameras and stationary procured in 2012, at support of FRUs functionality. Distribution will take place during second quarter of 2013 and will target 165 FRUs out of the total 184 FRUs network in the country. Functional FRUs meet criteria including proper office space, and adequate number of staff to perform their duties. Equipping plan is not a mere allocation of IT supplies, but is conducive to empower FRUs, which play a critical role in investigating domestic violence cases, and are fully part of the police criminal investigation department.

4.3 Number of female officers with increased skills in leadership

The leadership training was postponed to the second quarter of the year, due to renovation of the training facilities at the National Police Academy which will be finalized by May 2013; in view of the rehabilitation works, leadership and management trainings will be conducted between second and third quarter. This training targets 30 female lieutenant officers proceeding from different provinces; trainees will learn about 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.

As part of the process to enhance leadership and management skills among FRUs, UNDP-LOTFA supported the participation of 36 FRUs staff to a new training package, designed for staff members of FRUs, prosecutors and law faculty members from Herat, Nangahar, Balkh and Kabul. The training programme



Photo 5: Mr Alvaro Rodriguez, Country Director UNDP Afghanistan, signs the MoU with Mol and EUPOL. Credit: UNDP-LOTFA.

includes gender-awareness about violence against women, management of complaints and reporting, as well as crime scene analysis. This initiative is a joint partnership among UNDP-LOTFA, UNDP- Justice and Human Rights in Afghanistan (JHRA), EUPOL and Mol; a

Memorandum of Understanding (MoU) was signed among parties to provide a framework of cooperation and facilitate collaboration.

This initiative is critical to reinforce the collaboration between criminal investigation and prosecution in the provinces on gender-based violence.

Within the coordination framework, UNDP-JHRA selects prosecutors who will attend the training, in coordination with the Attorney General Office and financially supports organizational costs associated to the travel of prosecutors and law faculty members from regions; similarly, UNDP-LOTFA coordinates the training with Mol to select FRUs participants, and funds organizational costs of FRUs staff travel; EUPOL provides lead trainers, designs training modules, rolls-out training sessions.

The training programme will initially take place between March and May 2013; impact evaluation will be performed upon conclusion of all training sessions, in collaboration with Mol-Gender Directorate. Through this initiative, UNDP-LOTFA and UNDP-JHRA renew their partnership at support of the UNDP RoL Programmatic Strategy in Afghanistan, which seeks to improve trust in the state and non-state institutions in the Rule of Law sector, with a particular focus on women and youth.

Further, Pillar 2 planned training sessions on self-defense for 25 female officers to be carried out in the first quarter; delays in procurement of training supplies caused re-planning of the training, which will take place during the second quarter.

Training on management for 30 female officers based at Mol-HQ remains scheduled for the second quarter of 2013; the contract of this training has been finalized. UNDP-LOTFA/United Nations Assistance Mission in Afghanistan (UNAMA) phone literacy training targeting 165 functional FRUs was postponed to second quarter of 2013 due to delays in testing the “Paiwastoon's Ustad Mobil” software and adapting it to phone devices.

4.4 Number of Mol staff trained in gender mainstreaming

During 2012 Pillar 2 conducted five gender awareness training courses and trained 80 male and female police officers; UNDP-LOTFA financially supported the organizational costs and UNDP-Gender Equality Project rolled-out training sessions.

As follow-up of this first initiative, UNDP-LOTFA Gender team designed the new concept note for gender mainstreaming training, which will address gender-responsive budgeting and planning, combined to modules on human rights and Code of Conduct. The training package was fully developed during the first quarter of 2013 and meant to target 40 Mol selected staff, for the first edition. Procurement delays required to postpone this intervention to the second quarter of the year.

4.5 Number of Gender Mainstreaming Units supported

Gender Mainstreaming Units (GMUs) ensure Mol gender-related interventions are implemented at provincial and district level, including recruitment of women police. GMUs functionality remains critical to ensure gender-mainstreaming activities take place at the district and provincial levels.

In 2012 UNDP-LOTFA initiated a program to equip all 50 zonal and provincial GMU offices with IT equipment to improve GMUs operational capacity; during the first quarter of 2013 IT devices were distributed to 16 GMUs and to GMU-Headquarter in Kabul; regional distribution will follow during second and third quarter of 2013. As IT equipment is distributed, Gender team will start coordination for IT literacy trainings.

4.6 Number of female police networks established and supported

During the first quarter of this year the Gender team at UNDP-LOTFA engaged preliminary analysis on the status quo and perspective of female police networks, in coordination with Mol-Gender Directorate and UNAMA.

Currently women police are organized into provincial networks, based in Balkh, Bamyan, and Kabul, though with no regulatory framework. Development partners involved in this process recognized the need to support women police networking as part of professionalization and improvement of working conditions for female police officers. A first concept note, which outlines policy and operational requirements of women police networks, has been developed by UNAMA, in collaboration with UNDP-LOTFA and Mol-Gender Directorate. During the coming quarter, the three Parties will finalize the concept note and work to prepare a road-map for consolidation and expansion of women police networks.

4.7 Gender Strategy and Sexual Harassment Policy is in place

Mol-Gender Directorate prepared an initial draft of Mol gender strategy and sexual harassment policy with technical assistance from UNDP-LOTFA in 2012; however, review and finalization process has been lagging behind until beginning of 2013 due to limited coordination among concerned authorities and development partners. During the second quarter of this year Gender team at UNDP-LOTFA will enhance its collaboration with Mol-Gender Directorate to finalize the consultation process with relevant Mol Units and key stakeholders, including Ministry of Women Affairs. The ultimate goal is to have these two strategic documents approved and in alignment to the Mol 10-Year Vision, which sets zero tolerance for gender-based violence and harassment among women police.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 3,270 was spent for Pillar 2-Output 4. For more details, please see Annex 2.

Below is a snapshot of where UNDP-LOTFA is in relation to its annual targets of Pillar 2, Output 4 after Q1.

Table 4: Progress towards targets for Output 4.

| 2013 Baseline ⁵ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|---|--|--|----------------------|--|
| 4.1 1,852 women in the police (as of 2012 Mol data). | 2,050 women police (Mol annual target). | 1,929 (civilian and police). | 1,700 (civilian and police). | N/A | <p>Pillar 2 did not plan new recruitment campaigns with Mol-Gender Directorate. Structural factors underlying attrition rate need to be addressed in the coming quarters before any new recruitment campaign takes.</p> <p>UNDP- LOTFA will regularly check retention and attrition rates among women police, in coordination with Mol-Gender Directorate.</p> |
| 4.2 Limited functioning of FRUs due to lack of logistic and technical support. | <p>184 FRUs are functional (Mol long-term target);</p> <p>165 FRUs are functional (UNDP- LOTFA mid- and</p> | IT equipment, furnishing, communication means procured for 184 FRUs. | 165 out of 184 FRUs are functional; Pillar 2 planned to prioritize and target the functional FRUs in the IT distribution plan. | 165 out of 184 FRUs. | <p>On –going.</p> <p>Pillar 2 developed distribution for 165 functional FRUs; IT devices and stationary will be distributed during second</p> |

⁵ 2013 baseline and annual targets as approved in the UNDP-LOTFA Annual Work Plan - Q1/2013.

| 2013 Baseline ⁵ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|---|--|---|--|---|
| | long-term target). | | | | quarter of 2013. |
| 4.3a Limited female police capacity in technical skills. | 10 training activities for female police organized (self-defense, crime scene training, and management skills). | UNDP-LOTFA and its partners (MoI, EUPOL) agreed on the content and structure of 5 training activities. | 5 training activities. | 1 out of 5 initiated and completed by end of March 2013 (training conducted in collaboration with MoI, EUPOL and UNDP-JHRA). | Unmet target. Trainings were re-scheduled for second and third quarters 2013 due to procurement delays. Distribution plan of IT equipment started later than planned, early March 2013. |
| 4.3b Limited female officers' capacity in leadership. | 30 female officers to be trained in leadership. | Contract completed with company to train 30 female officers in leadership. | Training to take place in Q1. | Training postponed to Q2 and Q3/2013. | Unmet target. Renovation of the training facilities at the National Police Academy delayed the launch of the training. Rehabilitation works will last until May 2013; upon their completion the leadership training will take place. |
| 4.4 Gender awareness and mainstreaming. | Four gender awareness trainings conducted. | Four workshops held on Gender Awareness and UNSC R 1325 on Women, Peace and Security for 80 | Develop new concept for gender raising awareness trainings, with focus on gender-responsive budgeting and planning. | Concept note finalized; training session can start in Q2/2013. | Met target. |

| 2013 Baseline ⁵ | 2013 Annual Targets | 2013 Actual | Q1 Planned | Q1 Actual | Comments |
|--|--|--|--|--|--|
| | | male and female police officers of Mol. | | | |
| 4.5 Moderately independent functioning of Mol - GMU | Support independent functioning of GMUs in all 7 regions with 34 provinces. | IT and furnishing equipment procured for 50 GMU offices. | Distribution plan targeting GMUs in Kabul, first. Regional distribution to take place during Q2 and Q3/2013. | Distribution plan on track. | Met target. |
| 4.6 Limited support to Afghanistan national police women network; currently set up in Kabul, Balkh, and Bamiyan zones. | Support to expand the regional branches of the Afghan national police women network. | No progress. | Consultations among partners (UNDP-LOTFA, Mol and UNAMA) to take place in order to assess policy and operational requirements for the expansion of women police network. | A first concept note has been developed by UNAMA, in collaboration with UNDP-LOTFA and Mol-Gender Directorate. | On-going. |
| 4.7 Limited support for improving work conditions for female police. | Initial draft developed by Mol-Gender Directorate. | Gender strategy draft developed. | N/A | N/A. | Consultation process is be led by Mol-Gender Directorate with multiple stakeholders to finalize the Mol Gender Strategy. |

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

5.1 Level of public confidence and positive view about police

The first police film festival conducted in 2012 received positive reaction among general audience and Mol. Planning has commenced to conduct another police film festival in the third quarter of 2013, building upon lessons learned and media outreach generated through the 2012 edition. The objective is to engage the Afghan film industry to gauge police reform efforts, civil security and social stability through the medium of film.

A documentary commissioned in 2012 to capture good community policing practices has been completed. The final product is awaiting clearance by the Media and Public Affairs Directorate before it is released in the coming quarter. The annual police perception and victimization survey was conducted in December 2012. Data is being analyzed and results are expected to be released in April 2013. Benefits of the survey will include providing the Strategic Planning Department of the Mol with evidence which can be used to plan future community policing programmes.

This quarter saw the commencement of progress on the Police Women Mentorship Programme being implemented by a consortium of five Civil Society Organizations (CSO) led by the Afghanistan Public Policy and Research Organization.⁶ The consortium has a presence in the provinces of Kabul, Herat, Balkh, Kunduz and Jalalabad. This programme has a three-fold goal: strengthen women police to perform in professional roles related to access to justice, especially for women and children; improve understanding and capacity of male police to deal appropriately and professionally with women police and women victims; and raise awareness among communities about effective role of women police.

Progress this quarter saw the initial development of the baseline study, which was carried out to identify the current challenges faced by female police officers; map-out positive and negative trends of the detected challenges; identify the key actors and factors whose individual or collective roles have a bearing on police sector reform programming; and outline possible solutions, based on recommendations given by interviewees, to address the identified challenges. The baseline will be fully finalized in the next quarter; challenges will be elaborated on during the coming second quarter of the year. Results of the baseline survey will be delivered to stakeholders in Kabul and provincial locations early in quarter two and will guide the development of a comprehensive work plan for the next 12 months.

⁶ CSO Consortium comprises Afghanistan Public Research Policy Organization (APRPO), Afghan Women's Skills Development Center (AWSDC), Justice for All, Medica Afghanistan, and Women for Afghan Women.

With the deployment of project regional coordinators in Herat, Balkh, and Jalalabad provinces at the beginning of this quarter, these provinces will be targeted for future assistance. The regional coordinators have played a crucial role in promoting the concept of community policing to key provincial stakeholders and identifying the types of programmes that would be culturally acceptable.

In conjunction with both the 119 Call Centre Unit and the Media and Public Affairs Directorate; a 119 public information strategy was completed. A request for proposal was advertised to implement a public awareness campaign to encourage use of this facility and bids are currently under evaluation. Furniture was supplied to new 119 centres constructed in Helmand, Mazar-e-Sharif and Kandahar, and a contract for construction and installation of call taker booths in these centres is also under evaluation.



Photo 6: Afghan delegation in visit to Turkey, January 2013. Credit: UNDP-LOTFA.

Pillar 3 conducted follow-up to monitor functional and operational status of the 119 Call Centres; reporting is under finalization and will be available in the second quarter. However, preliminary information proceeding from Herat illustrates the relevance 119 Call Centres can have among communities: in the month of December 2012 a total of 7 incident reports were received from 8 Information Desks located in the Herat province. Incident reporting improved during the first quarter of 2013: 78 reports in January, 108 in February and 155 in March 2013. The increase is attributed to efforts made by the 119 Call Centre regional coordinators to advocate for the use of these centres among provincial and district commanders, in accordance with the 119 intended purposes.

5.2 Increased level of understanding of Community Policing in ANP

In January 2013 a delegation of Ministry of Interior officials travelled to Turkey with the purpose of examining the community policing approach adapted by the Turkish National Police to inform the development of a community policing model for Afghanistan. The delegation was led by General Zul, Commander of the Police Academy and included representatives from Mol Chief of Staff, Strategy and Policy, Police-e-Mardumi Secretariat, and Training and Education Directorate. As gender is a cross cutting theme across all

aspects of police reform, particularly community policing, representatives from Mol-Gender Directorate joined this mission. Key features of the Turkish model, which the delegation considers might have application in Afghanistan, were noted in a report submitted by General Zul to the Minister. These features include: structure, staffing, recruitment and training standards, community engagement, youth engagement through schools, assistance to victims of crime and vulnerable groups, city surveillance and public response centers. The mission report is currently under Minister's review; Pillar 3 will undertake further steps, to follow-up with this initiative, once feedback is received from Mol leadership.

In support of Ministry efforts to determine the type of community policing model which could be suitable for Afghanistan, UNDP- LOTFA has conducted or facilitated a range of research to inform this process. This includes the production of draft papers outlining academic definitions of community policing, and community policing principles. Work has also commenced on investigating models of community policing adapted in six countries with similar sociological or conflict histories to Afghanistan. The final drafts and completion of these research pieces and translation is scheduled for completion in quarter two.

Towards the end of this quarter research commenced on customary organizations and the policing implications in Afghanistan along with a study on police perceptions, values, and living and working conditions at the district level. These research pieces which are due for completion by the end of quarter two, will better inform policy makers on some of the unique characteristics of policing in Afghanistan which is essential in order to develop sound policy. Consistent with this principle of providing access to contemporary thinking to the Ministry on police reform issues, work has commenced on establishing a security sector reform section within the Ministry of Interior library. A selection of books and publications related to police reform has been sourced and efforts are currently underway to obtain publisher approval to reproduce and translate into Dari and Pashtu.

In preparation for an anticipated change in the training and development requirements for the ANP, work continued this quarter on the development of a framework for a comprehensive community policing curriculum, in coordination with Mol Department of Training and Education. A commission has been established under authority of the Minister to review the framework, which should enable substantive work on the development of curriculum to commence in the next quarter.

A planning workshop was conducted towards the end of the quarter to determine preliminary activities for Pillar III during Phase VI extension. There was active participation from key Mol counterpart Departments including the Strategic Planning Department (SPD). During the workshop participants identified key activities which will be conducive to increase level of understanding of Community Policing in ANP:



Photo 7: Col. Zaki from Mol/SPD illustrates the new UNDP-LOTFA/Mol joint planning during the workshop on Phase VI extension. Credit: UNDP-LOTFA.

prepare a recruitment policy which reflects the needs of the ANP as per the Minister's vision; build an Afghan model of community policing which can benefit from the completion of ongoing research at UNDP-LOTFA; and establish programmes at the district level, including the police interaction with customary organizations, and gender.

Group discussions were distilled into strategic objectives, which are consistent with the 10-Year Vision for ANP.

5.3 Secretariat for Community Policing with clear mandate and capacity established

During this quarter a permanent head to the Community Policing Secretariat (CPS) was appointed by the Minister. Colonel Shah Mahmoud replaced Colonel Ainee, Chief of the 119 Unit, who has been holding the position in a part time capacity since the Secretariat was formally established in April 2012. Colonel Shah Mahmoud was also appointed to chair Working Group IV of the International Police Coordination Board (IPCB). This working group is tasked to provide community policing inputs into the Minister's 10-Year Vision and 2-year national police plan. CPS Head leads IPCB-Working Group IV, and inputs into the national police plan.

The working group conducted a mapping exercise which identified 34 separate activities consistent with Police-e-Mardumi which were being supported by the international community. Other actions undertaken by the working group included developing inputs for consideration in the two year national police plan. The appointment of a permanent Mol officer in charge of the Community Policing Secretariat led to greater coordination of community policing related international assistance, since Mol gained full leadership and ownership through the Secretariat.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 195,237 was spent for Output 5. For more details, please see Annex 2.

Below is a snapshot of where UNDP-LOTFA is in relation to its annual targets of Pillar 3, Output 5 after Q1.

Table 5: Progress towards targets for Output 5.

| 2013 Baseline ⁷ | 2013 Annual Targets | Q1 Planned | Q1 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. | 5% increase from baselines in UNDP-LOTFA2011 Perception Survey. | n/a | n/a | Pillar 2 supported the design and development of the survey, which was completed in 2012. Results will be released in Q2/2013. |
| 5.2 Limited understanding of CP within Mol and provincial HQs. | 10% increase in level of understanding of CP. | Captured baseline in research on police values and working conditions. | Research conducted and will be available next quarter. | Raw data was obtained by researcher and is being analyzed by UNDP-LOTFA. |
| 5.3 Newly established CP Secretariat with unclear mandate and lack of proper monitoring capacity. | The Secretariat leads project monitoring and officially has a mandate. | Secretariat plays role in leading CP inputs into the two year police plan. | Part time chair of Secretariat replaced with a full time Chief, Secretariat is being upgraded to a Directorate. | Met target. |

⁷ 2013 baseline and annual targets as approved in the UNDP-LOTFA Annual Work Plan - Q1/2013.

III. GENDER SPECIFIC RESULTS

As part of the transformational process of UNDP-LOTFA, gender increasingly became a cross-cutting theme among all three Pillars during the first quarter of 2013. Gender mainstreaming is one of the five Outputs constituting the Project architecture. Due to the nature and scope of activities planned under Pillar 2 and 3, Gender Responsive Budget (GRB) allocation for both Pillars exceeded 20 percent target in respected Pillars' plan for the first quarter of 2013.

For the first time, Pillar 1 trained 90 WEPS/EPS on gender-responsive budgeting, in collaboration with Gender team at UNDP-LOTFA. Gender mainstreaming will be ensured in the new training calendar of Pillar 1, starting with 2013 capacity building program. Gender-responsive budgeting contributes to increase transparency and accuracy in the payroll, casting a light on the status quo and trends of payment among men and women police.

Under Pillar 2, women police empowerment remained the leading theme inspiring the activities carried-out during the first quarter of the year, with a 6-training package exclusively addressing leadership and management needs of FRUs and GMUs staff.



Photo 8: H.E. Gen. Ghulam Mujtaba Patang, Minister of Interior on the International Women Day celebration at Mol, March 2013. Credit: UNDP-LOTFA.

UNDP-LOTFA financially supported Mol-GMU to organize the International Women's Day on 8 March. At the presence of H.E. Gen. Ghulam Mujtaba Patang, Minister of Interior, approximately 300 police officers and Mol staff joined to pay tribute to women police of Afghanistan. The celebration took place in Kabul, at Mol Headquarter. Along with Minister Patang, the Head of Independent Human Rights Commission of Afghanistan, generals from Policy and Strategy and Mol-GMU were main speakers.

Under Pillar 3, the Police Women Mentorship Programme is at its early stage of implementation; however, it will contribute to strengthen women police to perform professional roles among available 165 FRUs and communities from 5 different provinces.

Future gender interventions and results will be informed by the Mol 10-Year Vision which prioritizes professionalization of women police, as well as regulation of harassment policies at protection of women serving for Mol/ANP.

IV. PARTNERSHIPS

In response to the Management Review Team, UNDP-LOTFA management commenced actions to ensure Mol ownership of UNDP-LOTFA. These actions included design of joint planning processes that are directly linked to Mol strategies and planning, such as 5-year and 2-year transitional plan; development and implementation of complementary procedures to ensure project actions will be implemented in accordance with the Afghan laws, policies and procedures; and elaboration of a long-term roadmap for the transfer of responsibility for police payment to Mol and other national partners.

Collaboration with international policing entities such as EUPOL, NTM-A and IPCB enabled UNDP-LOTFA to be part of Mol Vision development and institution building. This contributed to redefine the substance of Pillars 2 and 3 during Phase VI extension, and re-align these Pillars to ministerial reform and police professionalization, respectively.

The new Project management re-established trust and stronger coordination with International Community partners, through closer and open dialogue related to UNDP-LOTFA investigation and Project reform. Donors renewed their support, through 14 active fund agreements, and ensured active participation to the Technical Donor Meetings, during which International Community partners shared relevant inputs with UNDP-LOTFA, which helped identify Strategic Management Priorities of UNDP-LOTFA for 2013. Further, donors' suggestions helped how to prioritize and approach recommendations of MRT Report.

V. ISSUES

▪ **New Kabul Bank temporary closure in Kandahar**

In Kandahar, as consequence of the 2012 threats and insecurity, the Kabul Bank branch at Kandahar Provincial Police Headquarter remained closed during the first quarter of 2013. The prolonged closure of the Bank branch prevented automatic posting of salaries into individual police and CPD bank accounts.

In order to overcome this issue UNDP-LOTFA is using cash-paid, as immediate solution. At the same time, Pillar 1 continued participating to the banking working group meetings with CSTC-A, NTM-A, Mol and MoF to monitor Kabul Bank status.

- **Women police recruitment slowing down**

Mol 10-Year Vision indicates that ‘by solar year 1402, at least 10 percent of all ANP and Mol personnel will be women’; however recruitment of women police and female civilian staff lags behind, as illustrated in previous sections of this Report. Sexual harassment, unequal promotion opportunities and inadequate work facilities for female police officers affect both recruitment and retention of female staff.

The proposed plan of action at UNDP-LOTFA envisions the procurement and installation of fitting rooms and toilets for women police among police stations with the goal to ensure ‘gender friendly’ working environment for all women at Mol. This is a first step at the operational level; as to policy and regulatory framework, UNDP-LOTFA will work with Mol-Gender Directorate to finalize and set in place the Mol sexual harassment policy.

VI. RISKS

During first quarter of 2013 the Project did not identify new risks; nevertheless, substantial changes in the status of already identified risks have occurred.

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

When newly established in 2012, CPS featured strategic gaps weakening Mol ownership, including lack of clear mandate of CPS and limited monitoring capacity of the Secretariat. Significant changes were witnessed during the first part of 2013, namely: a permanent head to the Community Policing Secretariat was appointed by Mol Minister, and CPS Head has been leading the IPCB-Working Group IV.

- **Mol insufficient ownership**

During its previous phases of implementation UNDP-LOTFA worked through ad-hoc planning and UNDP-LOTFA- driven projects, with limited attention to Mol ownership of interventions. A major change to this risk comes from the UNDP-LOTFA action plan for 2013 which addresses Afghan ownership as to development and implementation of joint planning processes that are directly linked to Mol visions, strategies and plans; and establishment of complementary procedures at safeguard of NIM modality.

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

The Management Review recommended integrating IT, HR and Financial systems to ensure 100% accuracy of payroll data, in light of need to prevent and mitigate risks

associated to transparency and accuracy of payroll data against HR figures. Within the strategic management priorities for UNDP-LOTFA 2013, Pillar 1 will support professional assessment of the internal operations of the EPS/WEPS system, coupled with an enhanced work-plan to establish linkages with other key systems, such as AHRIMS, and the identity system. During the first quarter of 2013, coordination continued between Mol, UNDP-LOTFA and NTM-A to establish linkages between HR managers, EPS operations and Police Provincial Headquarters. These Parties are closely working together to launch and monitor the work-plan to link AHRIMS with the payroll system among all police provincial headquarters.

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

VII. LESSONS LEARNED

▪ New factors arising while addressing MRT recommendations

While addressing the top priorities from the MRT, UNDP-LOTFA Management identified two additional factors which broaden the spectrum of actions required to build a new UNDP-LOTFA. These factors are: a new focus on the payroll process, and the extension of Phase VI until December 2013 to ensure the new Project governance would be informed by and aligned to Mol new strategic planning, including IPCB work on 10-Year Vision. The 2013 UNDP-LOTFA Strategic Management Priorities proposes modalities of action to address both the payroll process and Phase VI extension.

▪ Pillars delivery capacity subject to human resources availability

Pillars analyzed and revised their delivery capacity, coming to the conclusion that strategic planning and efficient implementation were often hampered by limited availability of national and international human resources. Grounded on these facts, Pillars revised their human resource plans and additional recruitments were initiated, based on the new business implementation processes which will take place during Phase VI-extension.

VIII. FUTURE PLAN

On 20th March 2013, the Steering Committee approved Phase VI-extension (April-December 2013), which will allow for a 'proof of concept' through the next nine months of practical experience related to joint planning and programming with Mol, inter alia. Successful elements and lessons learned from Phase VI-extension will inform Phase VII of the UNDP-LOTFA project.

During the Steering Committee UNDP-LOTFA presented the Strategic Management Priorities for 2013 that UNDP and LOTFA management will address in the coming months, including: UNDP-LOTFA Project Governance, Afghan ownership, payroll system, and revised and enhanced Country Office and Project Management arrangements. SC members endorsed the proposed Strategic Management Priorities.

As part of the governance reform of UNDP-LOTFA, the Steering Committee Terms of Reference were revised and approved last March 2013, which will ensure SC strengthen its oversight and decision-making functions. Parallel to the new SC, a Technical Committee will be established to review and recommend project proposals to the SC.



Photo 9: H.E. Gen. Ghulam Mujtaba Patang, Minister of Interior delivers his opening remarks at the Steering Committee. Credit: UNDP-LOTFA.

As for implementation delivery, Pillar 2 and Pillar 3 will focus on programming for second quarter and prioritize interventions off-track during the first quarter of this year.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

| Donor Name | COMMITMENT/ PREVIOUS YEARS RECORD | | | | CURRENT YEAR-2013 | | | | | FUTURE EXPENSES | | TOTAL RECEIVABLE | | |
|--------------------|-----------------------------------|----------------------------------|-------------------------|----------------------|---------------------------|--------------------------|-------------------|--------------------|-------------------------------|---|--|------------------------|----------------|------------------------------------|
| | Commitment (a) | Revenue Collected 31/12/2012 (b) | Expenses 31/12/2012 (c) | IPSAS Adjustment (d) | Opening Balance E=(b-c+d) | Contribution Revenue (f) | Other Revenue (g) | Expenses (h) | Closing Balance I=(e+f+g - h) | Commitment s (Unliquidated Obligations) | Undepreciate d of fixed Assets and Inventory (k) | (Future Due) L=(a-b-f) | (Past Due) (m) | Available Resources N=(i -j - k-m) |
| Denmark | 11,209,547 | 6,939,844 | 7,054,960 | | (115,116) | | - | 70,201 | (185,317) | | - | 4,269,703 | - | (185,317) |
| Canada (DFAIT) | 12,337,397 | 12,337,397 | 12,219,898 | | 117,499 | - | - | | 117,499 | | | - | - | 117,499 |
| European Union | 48,887,732 | 48,887,732 | 48,886,502 | | 1,230 | - | - | | 1,230 | | | - | - | 1,230 |
| | 53,759,067 | 51,616,667 | 47,795,055 | | 3,821,612 | | | 1,148,028 | 2,673,584 | | | | | 2,673,584 |
| Finland | 5,396,578 | 5,396,578 | 3,487,386 | | 1,909,191 | | - | 1,951,663 | (42,472) | | | - | - | (42,472) |
| Germany | 72,626,280 | 72,626,280 | 72,626,280 | | (0) | - | - | | (0) | | | - | - | (0) |
| | 26,560,425 | 26,560,425 | 14,790,004 | | 11,770,421 | | - | 11,611,468 | 158,953 | | | - | - | 158,953 |
| Italy | 1,225,014 | 1,225,014 | 664,537 | | 560,477 | - | - | | 560,477 | | | - | - | 560,477 |
| | 248,653,805 | 248,653,805 | 248,653,805 | | (0) | - | - | | (0) | | | - | - | (0) |
| Japan | 231,000,000 | 231,000,000 | 213,688,443 | (1,388) | 17,310,170 | | - | 8,690,594 | 8,619,576 | | | - | - | 8,619,576 |
| | 101,044 | 101,044 | | 5,514,139 | 5,615,183 | | | | 5,615,183 | | | - | - | 5,615,183 |
| | 122,500,000 | | | | - | | | | - | | | 122,500,000 | - | - |
| | 12,500,000 | | | | - | | | | - | | | 12,500,000 | - | - |
| Netherlands | 14,666,767 | 14,666,767 | 14,393,048 | | 273,719 | | | 395,088 | (121,368) | | | - | - | (121,368) |
| Norway | 15,942,831 | 15,942,831 | 15,897,054 | | 45,777 | - | - | 130,638 | (84,861) | | | - | - | (84,861) |
| SDC (Switzerland) | 2,672,833 | 2,672,833 | 1,192,934 | | 1,479,898 | - | - | 135,415 | 1,344,483 | | | - | - | 1,344,483 |
| | 7,216,000 | 7,216,000 | 1,077,554 | | 6,138,446 | - | - | | 6,138,446 | | | - | - | 6,138,446 |
| USA | 218,358,432 | 218,358,432 | 104,505,799 | | 113,852,633 | - | - | | 113,852,633 | | | - | - | 113,852,633 |
| | 5,000,000 | 5,000,000 | | | 5,000,000 | | - | 2,047,493 | 2,952,507 | | | - | - | 2,952,507 |
| | 141,876 | 141,876 | | | 141,876 | | | | 141,876 | | | - | - | 141,876 |
| | 163,844,414 | 163,844,414 | 81,303,438 | | 82,540,976 | | - | 78,404,152 | 4,136,824 | | | - | - | 4,136,824 |
| | 139,308,825 | 139,308,825 | 139,308,825 | | - | | | | - | | | - | - | - |
| | 31,500,000 | 31,500,000 | 31,500,000 | | - | | | | - | | | - | - | - |
| | 294,000,000 | | | | - | | | | - | | | 294,000,000 | - | - |
| UK | 13,320,229 | 13,320,229 | 13,320,229 | | (0) | - | - | | (0) | | | - | - | (0) |
| | 16,483,516 | 16,483,516 | 16,436,545 | | 46,971 | - | - | | 46,971 | | | - | - | 46,971 |
| Korea | 50,000,000 | 50,000,000 | | | 50,000,000 | - | - | 1,414,645 | 48,585,355 | | | - | - | 48,585,355 |
| Czech Republic | 51,589 | 51,589 | | | 51,589 | - | - | | 51,589 | | | - | - | 51,589 |
| Poland | 158,143 | 158,143 | | | 158,143 | - | - | | 158,143 | | | - | - | 158,143 |
| Interest (UNDP) | 1,451,019 | 1,451,019 | 1,416,019 | | 35,000 | - | - | | 35,000 | | | - | - | 35,000 |
| Grand Total | 1,820,879,361 | 1,385,467,258 | 1,090,224,316 | | 300,755,693 | - | - | 105,999,385 | 194,756,308 | - | - | 433,269,703 | - | 194,756,308 |

Note:

- The Opening balance for 2013 accounting period is not available due to the UNDP Certified Financial Statements for the 2012 are under the review, and verification of UN board of auditors. Therefore, all figures in the above statement are provisional.
- Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- The \$122.5 million Japanese contribution received in UNDP bank account as of April 2013 therefore, will reflect as revenue collected in Q2.

ANNEX 2: EXPENSES BY OUTPUT

| Project Output ID and Description | 2013 Budget (AWP) | Expenses (Jan-Mar 2013) | Delivery Rate | Remarks |
|--|--------------------|-------------------------|---------------|---------|
| Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid effieciently and timely | 633,232,991 | 102,931,176 | 16% | |
| Sub-total Output 1 | 633,232,991 | 102,931,176 | 16% | |
| Output 2 (00081409): Required Equipment and Infrastructure provided to MOI | 2,325,415 | - | 0% | |
| Sub-total Output 2 | 2,325,415 | - | 0% | |
| Output 3 (00077274): Capacity of MOI at policy, organizational and individual level in identified areas as well as administrative systems improved | 8,636,886 | 1,824,122 | 21% | |
| Sub-total Output 3 | 8,636,886 | 1,824,122 | 21% | |
| Output 4 (00081410): Gender capacity and equality in the police force improved | 41,600 | 3,270 | 8% | |
| Sub-total Output 4 | 41,600 | 3,270 | 8% | |
| Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service | 1,996,031 | 195,237 | 10% | |
| Sub-total Output 5 | 1,996,031 | 195,237 | 10% | |
| Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PM | 7,260,092 | 1,045,580 | 14% | |
| Sub-total Output 6 | 7,260,092 | 1,045,580 | 14% | |
| Grand Total | 653,493,015 | 105,999,385 | 16% | |

ANNEX 3: EXPENSES BY DONOR

| Donor | Project Output ID and Description | 2013 Budget (AWP) | Expenses (Jan-Mar 2013) | Delivery Rates |
|------------------|--|-------------------|-------------------------|----------------|
| Denmark | Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU) | 4,463,432 | 70,201 | 2% |
| Sub-Total | | 4,463,432 | 70,201 | 2% |
| European Union | Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved | - | 1,148,028 | 0% |
| Sub-Total | | - | 1,148,028 | 0% |
| Finland | Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely | 1,951,663 | 1,951,663 | 100% |
| Sub-Total | | 1,951,663 | 1,951,663 | 100% |
| Germany | Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely | 11,611,468 | 11,611,468 | 100% |
| Sub-Total | | 11,611,468 | 11,611,468 | 100% |
| Poland | Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved | 157,890 | - | 0% |
| | | 157,890 | | 0% |
| Korea | Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely | 50,000,000 | 1,414,645 | 3% |
| Sub-Total | | 50,000,000 | 1,414,645 | 3% |
| Czech Republic | Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved | 51,589 | | 0% |
| Sub-Total | | 51,589 | - | 0% |
| Japan | Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely | 141,564,566 | 8,014,500 | 6% |
| | Output 2 (00081409): Required Equipment and Infrastructure provided to MOI. | 2,325,415 | - | 0% |
| | Output 3 (00077274): Capacity of MoI at policy, organizational and individual level in identified areas as well as administrative systems improved | 8,427,407 | 676,094 | 8% |
| | Output 4 (00081410): Gender capacity and equality in the police force improved | 41,600 | - | 0% |

| Donor | Project Output ID and Description | 2013 Budget (AWP) | Expenses (Jan-Mar 2013) | Delivery Rates |
|--------------------|---|--------------------|----------------------------|-------------------|
| | Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery | 500,000 | - | 0% |
| Sub-Total | | 152,858,988 | 8,690,594 | 6% |
| Netherlands | Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU) | | 394,961 | |
| | Output 4 (00081410): Gender capacity and equality in the police force improved | | 127 | |
| Sub-Total | | | 395,088 | |
| Norway | Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU) | | 130,638 | |
| Sub-Total | | | 130,638 | |
| Switzerland | Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery | 1,496,031 | 132,272 | 9% |
| | Output 4 (00081410): Gender capacity and equality in the police force improved | | 3,143 | |
| Sub-Total | | 1,496,031 | 135,415 | 9% |
| USA | Output 1 (00077273): Police force and uniformed personnel of Central Prisons Department (CPD) paid efficiently and timely | 428,105,294 | 79,938,900 | 19% |
| | Output 5 (00077275): Police-Community partnerships institutionalized for improved local security, accountability and service delivery | | 62,965 | |
| | Output 6 (00078879): Project Implementation managed effectively and efficiently through Project Management Support Unit (PMU) | 2,796,660 | 449,780 | 16% |
| Sub-Total | | 430,901,954 | 80,451,645 | 19% |
| Grand total | | 653,493,015 | 105,999,385 | 16% |

ANNEX 4: RISK LOG

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Management response | Owner | Submitted by | Status |
|---|---|---------------------------------|----------------|----------------------|--|------------------------|---|----------|
| 1 | Limited institutional capacity of the CP Secretariat in Mol puts at risk Mol ownership. | 3 rd Quarter 2012 | Organizational | Low | UNDP-LOTFA and IPCB continued supporting CP Secretariat, particularly in its institutional development process. | Project Manager | Pillar III Manager. | Reducing |
| 2 | Insufficient ownership by Mol can impact on the sustainability of UNDP-LOTFA processes. | 4 th Quarter 2012 | Strategic | Low | UNDP-LOTFA action plan for 2013 addresses Afghan ownership at the policy, planning and operational level. | Mol, UNDP-LOTFA | Strategic Level – Project Manager <i>ad interim</i> . | Reducing |
| 3 | IT systems not talking to each other optimally. | 4 th Quarter of 2012 | Organizational | High | <p>Within the strategic management priorities for 2013, Pillar 1 will support professional assessment of the internal operations of the EPS/WEPS, and develop an enhanced work-plan to establish linkages with other key systems, such as AHRIMS.</p> <p>A work group is in place to plan and program the integration between HR functions and payroll system; this group comprises Mol, NTM-A and UNDP-LOTFA.</p> | Project Manager and HR | Pillar I Manager. | Reducing |

ANNEX 5: ISSUE LOG

| ID | Type | Date Identified | Description | Status/Priority | Status Change Date | Author |
|----|-------------|------------------------------|---|-----------------|---|--------------------|
| 1 | Operational | 1 st Quarter 2013 | New Kabul Bank temporary closure in Kandahar prolonged during Q1/2013. | High | Status of change: the bank branch in Kandahar should be reactivated by mid-2013. However, this will largely depend on the security situation. | Pillar I manager. |
| 2 | Regulatory | 1 st Quarter 2013 | Addressing gender-related issues as part of Mol reform. Harassment, poor working conditions hamper recruitment and retention of women police. | High | <p>UNDP-LOTFA will procure and install fitting rooms and toilets for women police among police stations to ensure 'gender friendly' working environment for all women at Mol. Pillar 2 will work with Mol-Gender Directorate to finalize the Mol sexual harassment policy.</p> <p>Status of change: in the mid-term, procurement and installation of fitting rooms and toilets will trigger a first change between Q2 and Q3/2013. Sexual harassment policy completion will require the next nine months, including Mol final approval.</p> | Pillar II manager. |