

PROJECT IN SPOTLIGHT

Law and Order Trust Fund

2002 – 2013

Phase 6 : Jan 2011 – Mar 2013



Empowered lives.
Resilient nations.

LOTFA is a multi-lateral Trust Fund set up in 2002 as a mechanism for coordinating contributions from partners, as part of the international community's support to build the Afghan national police force.

ANDS Pillar 1 & Kabul Communiqué Focus Area Security

Contributions to date

\$ 2.8 billion

Proposed Budget for Phase 6

\$1.4 billion

Implementing Partners

Ministry of Interior (MoI)

Ministry of Finance (MoF) / *facilitating partner*

Current Donors

Canada, Denmark, EU, Finland, Germany, Italy, Japan, Netherlands, Norway, Switzerland, UK, and USA



The MoF is the other responsible party to which all police remunerations are made on a quarterly basis.

Key Components:

1. Improved performance of the Afghan National Police (ANP).

In Afghanistan, the traditional payroll processes used by the Ministry of Interior (MoI) were manual, which were open to administrative inefficiencies. Salary payments to the police too, were made in cash (rather than through individual bank transfers), thereby opening up possibilities for skimming by supervisors and payments to ghost employees. This impacted seriously on police morale and retention and their ability to respond effectively to public security requirements.

Milestones and Achievements:

- LOTFA developed the Electronic Payroll System (EPS), a computerized database that tracks time and attendance records for police officers across the country. Since rollout in 2006, the EPS has become the most advanced payroll system in the GoA and operational in all 34 provinces, currently covering 99.2% of the total police force. This is now being converged into a more sophisticated and accountable centralized web-based payroll system, WEPS (dependent on

Context

Rebuilding the national civilian police force for national security and recovery represents one of the highest priorities for the Afghan Government. The Afghanistan National Development Strategy (ANDS) has envisioned a professional, disciplined and reinvigorated the police force that is responsible and loyal to the MoI, widely visible to and respected by the public, and capable of protecting human rights as well as fighting insurgency and drug trafficking.

The Police Perception Survey 2011: The Afghan Perspective, showed an 8-point increase since last year to 81 percent in the number of Afghans expressing personal respect for the police; a 6-point gain in the number who see it as a prestigious occupation to 75 percent; and a slight 3-point gain in overall confidence in the force to 74 percent. For more details about survey read here: <http://www.undp.org.af/Publications/KeyDocuments/2011/PPS-Eng%20Version-2011%20Final%20Lowest%20Res.pdf>

Project Overview

In recognition of the need to build the police force, in May 2002, at the request of the Afghan Government and the United Nations Assistance Mission for Afghanistan (UNAMA), UNDP established LOTFA. The project has been supporting the establishment, payment, equipment, training and gender enhancement of the Afghan national police force.

LOTFA is nationally managed as per National Implementation Modality (NIM) through the MoI, and is governed by UNDP's financial rules and regulations.

network expansion).

- In inaccessible regions, or areas that do not have banks, UNDP adopted technology like the M-paisa system, which transfers salaries through mobile phones. The M-paisa technology for mobile salary payments in insecure regions currently covers around 500 police, with plans to expand to 25 new districts, covering approximately 4,700 police that do not have access to bank accounts.
- 90-95% of funds were channeled through the national Govern-





ment of Afghanistan (GoA) budget, contributing to national ownership and prioritization plans.

- During major political events like Presidential and Parliamentary elections, as well as major International Conferences, European Police (EUPOL) report appraised that police performed from “professional” or “excellent” to “good” or “reasonable.”
- Periodic US military surveys (2010-2011) revealed that timely police remunerations through LOTFA led to an increase in police retention (8-10%) and decrease in absenteeism (13-15%), contributing to greater police professionalization.

2. A more gender sensitive police force

Given the Afghan context, there have been serious challenges to female recruitment and gender mainstreaming in the police and Ministry of Interior (MoI). Although the MoI’s strategy calls for 5,000 female police by 2014, there continues to be reluctance by young women to join the force because of the reputation and image of the police, systemic factors in work

Costs and Partnerships

Contributions to the project since inception have been \$2.4 billion. The 3 largest donors were US (\$914 million); Japan (\$565 million); and EU (\$423 million). For 2011 itself, the projected budget was \$604 million.

There was strong collaboration with other police sector organizations like EUPOL and International Police Coordination Board (IPCB) to align policy and funding components. Effective collaboration was developed with the NATO Training Mission (NTM-A) in particular, for M-paisa and EPS programmes. Partnerships also proved useful in dealing with the security challenge, particularly joint monitoring of projects at the provincial level.

environment like inadequate promotional avenues and lack of clear-cut allocation of operational functions, Afghan culture and family compulsions. This has been a constraining factor in Afghan National Police (ANP) developing into a more gender balanced force (current female ratio is only around 1% in total police), and this impacts on the ability to provide gender-sensitive service delivery.

Milestones and Achievements:

- LOTFA has helped the Ministry of Interior (MOI) to recruit around 1,300 additional females into the police since 2007 and trained 300 Trainers in gender concepts of domestic violence against

- women and children, as a sustainable resource base at the sub-national level.
- The Gender Mainstreaming Unit (GMU) was set up in MoI, among the first in any government Ministry, and provided leadership training and logistics support for progressive independent functioning.
- Logistic support was provided for setting up of Family Response Units in key zones. LOTFA also set up the Afghan National Police Women’s Association (ANPWA), for addressing service conditions of female police.
- LOTFA’s gender empowerment and female recruitment work contributed to more responsive police service delivery, particularly for female populace.

3. Improved police and community relations

A pilot community policing project was undertaken in 8 Kabul districts for building credible and institutional police-community partnerships through support-

Costs and Partnerships

Costs since inception have been around \$3 million. For 2011 itself, the projected budget is \$2 million and for the whole of Phase VI, the estimated budget was \$4.5 million.

Effective synergies were built with the Ministries of Women’s Affairs, Labour and Education. LOTFA collaborated with the European Police (EUPOL) and bilateral police gender projects for capacity and gender-themed workshops, and with UN Women, UNHCR and UNFPA on promotion of UNSC Resolution 1325 and Campaign against Elimination of Violence Against Women. At the NGO level, strong partnerships were continued with women organizations like the Afghan Women’s Network (AWN).



ing police and community dialogue, legal literacy training and establishing “Information Desks” at Police Stations. The objective to bridge the gap between the police and communities in support of the rule of law, furthering human rights and improving service delivery at the local level. At the request of MOI, the pilot has been expanded to 65 new districts in “transition” provinces of Nangarhar, Panjsher, Laghman, Herat, Parwan, Daikundi, Bamiyan, Herat and Kabul. The expansion programme has key components of supporting police deliver safety lessons to schools, formal engagement with Universities, setting up of women platforms, police and community sports events, and a seminar series connecting Mol officials with civil society think tanks to explore topical security issues. Civil society facilitation, accepted by both the police and the communities, is the key to implementation of activities.

Milestones and Achievements:

- Lessons learnt over the one-year pilot in 8 Kabul districts showed that voluntary consultative processes improved police-community relations.
- There was increase in reported incidents to the police through the crisis response centres, as a result of increased confidence on the part of communities and civil society.
- Women were accorded greater say in local security issues.
- Independent Impact Assessment Surveys in targeted districts showed that on the basis of improved police credibility, the police received better quality information on illegal weapons, kidnapping, car hijacking and other serious crimes (up from 20% to 60% in some cases).
- In May 2011, in Deh Sabz district of Kabul, 48 representatives of 67 villages awarded the Police Chief a Certificate of Appreciation for responsiveness to community concerns, as a direct result of the LOTFA programme.
- Improved police and community relations is now being institutionalized through the establishment in 2011 of a “police-e-mardumi” (“policing with the people”) Secretariat in MOI. The Secretariat role includes formal information sharing with civil society. However, limitations of institutional capacity remain.

February 2012

THE LOTFA IMPACT IN THE FIELD

Supporting Female Leaders in the Police

Kabul, Afghanistan - Inside a classroom at the Kabul Police Academy, 21 female police officers are busy typing away on computers, creating organizational diagrams and entering data into a document. “They’re writing a case file,” says Habiba, their computer instructor.

These police officers are in the last module of a three-month leadership training course initiated by the Gender Mainstreaming Unit (GMU) of the Ministry of Interior, which oversees the police force in Afghanistan. With the support of LOTFA, the GMU has initiated the course for female police at officer rankings of Lieutenant Colonel and above, covering topics on leadership, management, accounting, and IT.

One of these students is Colonel Jamila Bayaz, with 25 years of experience as a police officer. “Most police officers, male or female, do not have these skills,” she says. “Before, many of these women didn’t even know how to turn on a computer”

One of these students is Colonel Jamila Bayaz, with 25 years of experience as a police officer. “Most

police officers, male or female, do not have these skills,” she says. “Before, many of these women didn’t even know how to turn on a computer.”



Although LOTFA has conducted similar trainings for police officers before, they only began the course specifically for female officers in Dec 2010. Currently, there are almost 1,200 female police in the Afghan National Police force, with the target of reaching 5,000 by 2014.

To ensure that females can excel within the police force, the ANP needs to have qualified, skilled female officers in the management ranks. This type

of on-the-job training is a key component of that strategy. The trainings are scheduled every day in the afternoons, giving the officers the chance to apply what they learned at work the following day.

The GMU, supported by LOTFA, plans to continue these types of trainings for both male and female officers of the GMU, training them in the new skills that are necessary for managers in any organization.

“Many of these women have been police officers for 20 or 25 years,” says Habiba, the trainer. “They are updated to the new skills and systems.”

Costs and Partnerships:

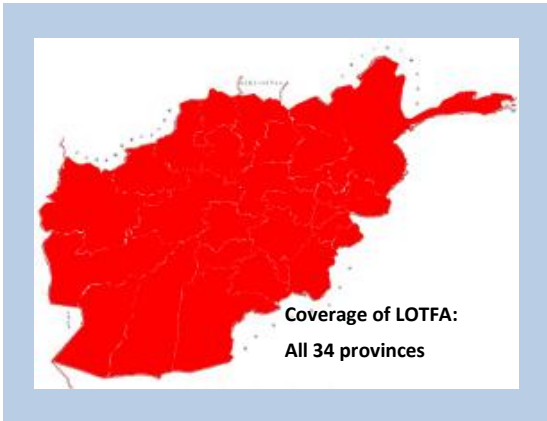
For this result, total budget since inception was \$3.5 million. For 2011, the projected budget is \$6 million and for whole of Phase VI, the estimated budget is \$16.2 million. Strategic partnerships were built with nodal international actors like EUPOL, NTM-A, and International Police Coordination Board (IPCB), having the mandate of synergizing all police capacity initiatives.

Close liaison was developed also with the Mol International Coordination Cell (MICC) set up for streamlining all donor capacity initiatives. At the NGO level, strong links were established with national civilian capacity facilitators, for sustainable results, taking into account the Afghan context and the pace of learning of the police force.

Street Art captures Child's Eye View of Police In Afghanistan

Kabul, Afghanistan – Resonant with meaning, street art said it all. Through gentle strokes of brush and an imagination leavened by their daily interactions with the police force that best symbolizes the writ of the state, children spoke loud and clear. "The Child's Eye View" was a special art show unveiled on the occasion of the launch of the Police Perception Survey 2011, here today. The show profiled the work of 50 street children aged 8 to 15. Their paintings represent the veritable agenda for the police that young, tormented souls on the street would like to have for their country.

Using the medium of water colors, Naziba, a child of 14 and living off the streets of Kabul, has painted a larger-than-life policeman with citizens occupying all the space of his expansive chest. Her wish, expressed in a caption: the police and public should be partners and improve mutual behavior. Nabila, 15, shows women prisoners participating in a learning session in the prison with a woman police officer. Another child artiste, Aziza, shows the police arresting a militant. She wants the police should capture terrorists who destabilize the country.



The UNDP-managed Law and Order Trust Fund for Afghanistan (LOTFA) together with Aschiana, an NGO for street children, organized the painting workshop, "Police-e-Mardumi : The Child's Eye View" to gauge children's perceptions of their police. Quite a few paintings showed women in uniform. Increasing recruitment of women into the Afghan National Police is a key recommendation of the latest Survey. A majority of the respondents says they would be more likely to report crimes to a woman officer, who are more likely to treat



people fairly.

The survey calls for more intensified efforts towards com-

munity outreach and confidence building that will encourage citizens to share information on malcontents and crime more regularly with the police.

Taken together with the Perception Survey findings, the paintings deliver powerful visual insights into aspects that citizens are most keen to see improve in their fragile day-to-day security environment in Afghanistan.

Extortion and police corruption is a theme that street children have put their mind to for the art show. Manizha, 14, shows the police extorting money from street children. She feels the police should not take bribe

and get a bad image in society. It is an area that the Survey deals with at length. Even as there are signs of gradual improvement since last year, with 53 percent Afghans perceiving the police force to be corrupt – a seven percent decline since 2010 – it still represents a large number of people who see the police as corrupt. Government employees in general, however, are viewed corrupt by nearly 80 percent of the respondents.

Other themes explored by children on the canvass involve police playing a better role in



traffic control on the busy streets of Kabul; education and respect for both male and female prisoners; getting rid of bad police so that the good ones are not put to disrepute; the need for police to be tough when searching vehicles. Diana, 14, paints a woman judge presiding over a court trial of a female prisoner escorted to the court by the police. "Police and courts should never do injustice to anyone", says the small legend at the bottom of the painting. A reminder of the yearnings among the young for rule of law and justice to prevail in their country.

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