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This action is funded by the European Union

ANNEX III

of the Commission Implementing Decision amending Implementing Decisions C(2017)8795, C(2018)5873, C(2019)8176, and C(2020)5471 on the financing of the annual action programmes for 2017 (part 2), 2018 (parts 1 and 2), 2019 (parts 1 and 2), and 2020 (part 1 and 2) in favour of Afghanistan from the general budget of the Union

Action Document for Support to police reform in Afghanistan

1. Title/basic act/ CRIS number	Support to police reform in Afghanistan CRIS number: ACA/2018/040-711 and ACA/2019/041-465, financed under the Development Cooperation Instrument	
2. Zone benefiting from the action/location	The action shall be carried out at the following location: Asia, Afghanistan - country-wide	
3. Programming document	Addendum to the Multiannual Indicative Programme (MIP) between the European Union and Afghanistan for the period 2014-2020 ¹	
4. Sector of concentration/ thematic area	MIP – focal sector 1) Peace, Stability and Democracy	DEV. Aid: YES
5. Amounts concerned	Total estimated cost: EUR 853 895 910 ² Total amount of EU budget contribution: EUR 57 471 200 ³ The contribution is for an amount of EUR 25 640 000 from the general budget of the European Union for 2018 and for an amount of EUR 31 831 200 from the general budget of the European Union for 2019, subject to the availability of appropriations following the adoption of the relevant budget.	
6. Aid modality(ies) And implementation modality(ies)	Project Modality LOTFA ⁴ : Indirect management with the United Nations Development Programme (UNDP). EU Police Advisory Team: Direct management, procurement of services.	
7 a) DAC code(s)	15210 – Security system management and reform	
b) Main Delivery Channel	United Nations Development Programme - 41114	

¹ C(2018)4741 of 20.7.2018, Annex I

² InforEuro rate in November 2017: 1 USD = 0.86118 EUR.

LOTFA FY 2017-2020 (UNDP: 25/10/2017): EUR 844 424 710 (USD 1 006 216 485) + EU contribution to EU Police Advisory Team: EUR 10 000 000

³ EU contribution to LOTFA: EUR 48 000 000 + EU contribution to EU Police Advisory Team: EUR 10 000 000.

⁴ Law and Order Trust Fund for Afghanistan (LOTFA).

8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagship	N.A.			
10. SDGs	Goal 5: Gender equality Goal 10: Reduced inequalities Goal 16: Peace, justice and strong institutions			

SUMMARY

In line with the revised 2014-20 Multi-annual Indicative Programme for Afghanistan, the overall objective of this action is to strengthen the civilian police force in the country. As protracted insecurity and fragility continue to lie at the core of the country's development challenges, continued EU support to civilian policing and the sustainment of the police force is indispensable.

The financial efforts required for sustaining the Afghan National Security Forces are only guaranteed by prolonged external support. The overall budget for the security sector in 2017 was at EUR 1.98 billion⁵ which constitutes 36% of the overall national budget. Institutional capacity remains limited. Lack of reform within the Ministry of Interior and the Afghan National Police weighs on the stabilisation efforts and the development of a well-functioning Rule of Law-based society and civilian policing in Afghanistan.

The Government of Afghanistan has prioritised the reform of the Ministry of Interior and its police force, which provides a window of opportunity for much needed institutional reforms, to which this action contributes through two distinguishable components, i.e. the Law and Order Trust Fund for Afghanistan (LOTFA) and the EU Police Advisory Team.

This action aims at further contributing to the currently existing two LOTFA-projects. (i) The Support to Payroll Management Project provides exclusively for full Ministry of Interior (MoI) payroll management along with the timely provision of salaries for around 150 000 employees. (ii) The MoI and Police Development Project is centred on developing national capacity for self-sustained reform and improvement of the MoI as an institution, and the police services with a view to the

⁵ 2.3 billion USD - InforEuro rate in November 2017.

civilianisation of the police force as instruments for citizen safety and maintenance of the rule of law.

In the volatile context, it is essential to avoid pervasive capacity gaps within the MoI and its police force and to provide strategic level support through the Police Advisory Team-project. The project will provide strategic support with a view to the transformation of ANP into a civilian police force and to enable MoI and ANP to effectively perform their tasks through a professional police force. Several advisors will be placed in the MoI in order to contribute to the re-orientation and policy reform, to improve institutional accountability on the basis of strengthened internal monitoring and information management and to support the professionalisation of the Afghan Police Force as such. The project will build on support managed by the European Commission's Service for Foreign Policy Instruments and funded under the Instrument contributing to Stability and Peace (IcSP) as per the Exceptional Assistance Measure in favour of Afghanistan – "Support to police reform and to national peace initiatives". Following a stock-taking exercise, the present action foresees a continued funding of these activities under the Development Cooperation Instrument (DCI) through a new service contract while closely linking to and following on the IcSP project.

Advancing gender equality and the empowerment of women within the MoI and ANP is a priority under both components of this action and provided for through the establishment of an improved gender coordination mechanism, the provision of safer work environment, gender appropriate facilities for female police personnel and a gender sensitive police curriculum.

The LOTFA component will be implemented by UNDP in indirect management (Delegation Agreement). The Police Advisory Team-component will be implemented in direct management (Service Contract).

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

The overall **security situation** in Afghanistan, due to increased insurgent activity, has markedly **deteriorated** since 2015 and remains intensely volatile. The Afghan National Security Forces (ANSF) remain in control of approximately 64% of the total territory of Afghanistan, while the remaining 36% is either controlled by insurgents or contested⁶. This translates into approximately three million Afghans living under insurgent control or influence.

The ever-growing delay in organising the legislative and district council elections in 2018 underlines the fragility in the political institutions which could be further compounded by the ongoing power struggle between the political parties in the run up to the 2019 Presidential and Provincial Councils elections.

Security, rule of law, political **fragility**, respect for fundamental values, viability of the economy and corruption constitute key risks for meeting Afghanistan's development objectives and for further deteriorating. Corruption is a wide-spread ailment⁷, undermining trust in and legitimacy of the police force, impeding its effectiveness as well as overall economic development. The high degree of **corruption** in the security sector also undermines state legitimacy and, thereby, increases support for insurgents. A sufficient degree of security, and to that end, continued international support to the Government of Afghanistan (GoA) is indispensable in order to reduce developmental and macroeconomic risks.

⁶ Special Inspector General for Afghanistan Reconstruction (SIGAR) quarterly report, 30 January 2018.

⁷ Afghanistan ranks 177 out of 180 countries on Transparency International's Corruption Perceptions Index 2017 and surveys show that almost 80 % of citizens claim that corruption is a serious problem in their daily lives.

The **lack of reforms** within the MoI and the Afghan National Police (ANP) remains a key challenge for stabilising the state and developing the rule of law and civilian policing in Afghanistan. Institutional capacity remains limited. The MoI has seen frequent changes in its leadership over the past decade and the fragile security situation and the involvement of the ANP in the counter-insurgency efforts have hampered its transformation into a civilian police force as advocated for by the EU and other partners. Nonetheless, the ANP has massively increased from the intended strength of 62 000 in 2006 to 157 000 in 2017⁸.

1.1.1 Public Policy Assessment and EU Policy Framework

The EU contribution is aligned with the New European Consensus on Development of 2017, while security constitutes an integral part of the peace, stability and democracy focal sector in the revised EU-Afghanistan MIP 2014-2020.⁹ Nearly four decades of protracted conflict have resulted in weakened government institutions, including the security sector which prompted the GoA to commit to a comprehensive reform programme at the Brussels Conference on Afghanistan (BCA). The **Afghanistan National Peace and Development Framework**¹⁰ (ANPDF) is the core of the current Afghan development policy, which complements the **Self-Reliance through Mutual Accountability Framework**¹¹ (SMAF).

National Strategic Plans: In order to create a sustainable police force, the MoI's well defined long-term vision is set forth in a series of strategic plans to outline the missions, roles and responsibilities of the MoI: The "Ten-Year Vision for the ANP (2013-2023)"¹² which establishes the objectives of the ANP. Stemming from the Ten-Year Vision, the Ministry of Interior Strategic Plan (MISP) is now the primary document for managing and assessing the MoI's performance.

Reorganisation of the ANP: In 2017, the four-year implementation plan¹³ of the MoI was approved which is to bring about the reorganisation of the ANP, by transferring 36 325 police personnel to the Ministry of Defence (MoD).¹⁴ The transfer of the semi-military capacity of the ANP to the MoD shall allow the ANP to re-focus on its core tasks and to shift to a civilian policing model. In order to achieve the "civilianisation", the President decided to appoint external civilians into key positions at the MoI up to the level of Minister with the purpose of increasing civilian oversight.

Gender and security: UNSCR 1325 is recognised by the GoA as an important resolution to promote women's representation in security. Following that, the "National Action Plan for the Women

⁸ As per the staffing table (*Tashkil* table) provided by the MoI.

⁹ OJ, C 210, 30.6.2017 (<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:C:2017:210:FULL&from=EN>)

¹⁰ The Afghanistan National Peace and Development Framework (ANPDF) is a five-year strategic plan for achieving self-reliance. The Framework presents a long-term development narrative by providing consistent high-level guidance to government and other stakeholders.

¹¹ Realising the need for deepening mutual accountability between GoA and the international community, the Tokyo Mutual Accountability Framework (TMAF) of 2012 initiated a new phase of their relationship and has been effectively guiding their activities. The TMAF and the reform agenda of the government together represented the actions to be taken which had been consolidated in the SMAF in 2015 and subsequently refreshed by the SMART indicators in 2016.

¹² <http://moi.gov.af/en/page/5718/5729>

¹³ The stated goal of the transfer is to improve unity of command by combining Afghan National Army (ANA) and ANP combat forces under one command structure. The transfer also aims to reduce corruption and ministerial complexity within the MoI, enabling it to focus on civil policing and promotion of the rule of law.

¹⁴ Transfer of 19 325 Afghan Border Police personnel and 17 000 Afghan National Civil Order Police personnel.

of Afghanistan" was established. It serves as the government's instrument for implementing policies and commitments on women's empowerment and gender equality. Their implementation remains far from ensuring gender equality. In 2014, the MoI adopted a strategic plan for the recruitment of and support to female members of ANP with an ambitious long-term aim of increasing the current 1.9% ratio of female police personnel to 10% by 2023.

International Community: The July 2016 NATO Summit in Warsaw reaffirmed the NATO member states' mutual commitment to ensure long-term security and stability in Afghanistan¹⁵. The BCA underlined that stability and security are not divisible; they can only be achieved and maintained with an approach that promotes security for all states in the region. It re-emphasised that a secure, stable, and prosperous Afghanistan is vital to peace and stability in the region.

At the third Senior Official Meeting of October 2017, the President of Afghanistan pointed out the government's commitment to forging a stable and sustainable country through a long-term process of reforms and institution building. Reform efforts focus as a priority on the critical drivers of corruption. In that respect, the National Anti-Corruption Strategy was adopted in 2017 pursuant to which the GoA will consider a wide range of reforms in the nation's security sector to root out administrative corruption.

EU Policy Framework: On the EU side, the Foreign Affairs Council on 16 October 2017 adopted the new EU-Afghanistan Strategy¹⁶ (2017-19) which, *inter alia*, foresees the support to a more effective, responsive and transparent civilian police force, including the professionalisation of the police, the fight against corruption in that area and the support to institutional reforms and capacity building, drawing on the experience of the EUPOL Afghanistan Mission which ended in 2016.¹⁷ EU support for MoI reform and the professionalisation of the ANP shall also continue through a new EU Police Advisory Team as well as political engagement.

1.1.2 Stakeholder analysis

The main stakeholders in police matters are the MoI and the ANP, the Police Women Councils (PWCs), the provincial governments, district chiefs, the National Security Council (NSC), as well as LOTFA donors¹⁸ as the main financiers of the police sector in Afghanistan in the last 15 years.

The MoI is responsible for the ANP, the Afghan Special Narcotics Force, the Counter Narcotics Police of Afghanistan, and the Afghan Public Protection Force. It also supervises the General Directorate of Prisons and Detention Centres (GDPDC). The MoI supported PWCs are a practical mechanism to support police women and advance their participation, protection and professionalisation. The PWCs, through their presence in the provinces of Afghanistan, are capable of working locally to build capacity and solidarity to improve welfare among female police personnel. The National Security Council, led by the President, is the supreme institution entrusted with the authority of making decisions regarding national security, national interests, territorial integrity and national sovereignty.

¹⁵ NATO Allies and Resolute Support Mission partners committed to give financial support to the Afghan security forces until 2020, as part of the broader effort by the international community. Afghan authorities are expected to maintain own financial support to the Afghan security forces.

¹⁶The new EU policy framework for Afghanistan is based on the Joint Communication on Elements for an EU Strategy on Afghanistan and reflects the Global Strategy for the European Union's Foreign and Security Policy, the new European Consensus on Development and the 2014-2020 Multi-annual Indicative Programme for Afghanistan.

¹⁷See Joint Communication on Elements for an EU Strategy on Afghanistan.

¹⁸Currently: The United States of America, European Union, United Kingdom, Japan, Republic of Korea, Germany, Australia, Canada, Czech Republic, Kingdom of Denmark, the Netherlands, Hungary, Norway, Poland, Italy, New Zealand, Switzerland, Finland, Estonia and the Combined Security Transition Command – Afghanistan (CSTC-A).

Other Afghan stakeholders are:

- the Ministry of Women Affairs (MoWA) as the lead agency for promoting women's rights and advancement in Afghanistan. The MoWA provides direction, builds inter-ministerial collaboration and develops the capacity of government agencies to ensure that policy formulation, planning, implementation, reporting and monitoring respond to the differential needs and situations of women;
- the judiciary institutions, especially those in the criminal justice chain such as the Attorney General's Office (AGO) in order to strengthen the linkage between the police and prosecution through an integrated police-justice reform;
- civil society organisations such as the Afghan Women's Network (AWN) in the area of gender equality and empowerment of women to ensure a robust gender focus;
- independent oversight bodies such as the Afghan Independent Human Rights Commission (AIHRC) and the Supreme Audit Office (SAO) to guarantee external oversight.

The MoI, and its police force the ANP, are the direct beneficiaries and the population of Afghanistan are the final beneficiaries of this action.

1.1.3 Priority areas for support/problem analysis

Sustainment of the ANP: The priority for the EU's engagement in the sector is to support the Government of Afghanistan in sustaining and further developing a professional ANP that delivers essential services to the Afghan people for improved public trust, safety and security, eventually achieving a fully self-reliant and rule of law-based civilian police force at the service of its citizens. The by far largest portion of donor contributions remains committed towards the sustainment of the ANP, covering a large part of the currently unsustainable security sector costs throughout the period of transformation to safeguard progress made over the past decade and to provide an enabling environment for the GoA to move out of the current state of fragility. This support includes institutional strengthening of the MoI, its payroll management system and the MoI-led police professionalisation. Increased support is needed to crack down on the "ghost police" issue, i.e. the intentional false reporting of staff numbers for fraudulent financial gains, through reinforced physical verification systems with the utilisation of biometric features.

Civilianisation: Particular attention will be paid to supporting the transformation of the ANP towards a more civilian-oriented policing model to bolster the state's legitimacy and enforce rule of law country-wide, and safeguarding the rights of women and children. In this respect, the EU Police Advisory Team is aiming at providing continuity in supporting the reform process with the provision of sound EU expertise and strong EU visibility, building on the achievements and the lessons learned from the EU's long-term support to police reform in Afghanistan through the EUPOL Afghanistan Mission. Building on EUPOL efforts, i.e. advancing institutional reform of the MoI and professionalising the ANP, the project shall support the MoI and the ANP on the strategic level with the transformation of the ANP into a civilian police force.

Internal and external oversight: Given the high-risk environment for corruption and mismanagement prevalent in the MoI and its police force, transparent and reliable programme management, monitoring and evaluation systems and governance structures need to be in place. Furthermore, increased focus will be put on the MoI's internal audit structure, in particular that of the

MoI's Office of the Inspector General (OIG)¹⁹, and on complaints/transparency mechanisms along with the external oversight by Civil Society Organisations and the international community.

Gender: In line with the Gender Acton Plan 2016-20 (GAP II), the empowerment of women shall be promoted through increasing their role in policing by getting better chances for employment in the sector, getting proper female facilities and better protection against all forms of violence including sexual and gender based violence.²⁰ Having the comfort of interacting with an increasing number of female police personnel in police matters will also be in line with the MISP. The PWCs in all 34 provinces will provide the capacity and guarantee for the thorough implementation of the gender equality objectives.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
Widespread corruption within the MoI.	H	Maintain/continue monitoring to increase oversight on donor funding and funding mechanism with sound risk management and oversight frameworks, safeguard funding against high-risk items through built-in mechanisms such as the personal asset inventory (PAI) and the reinforced expenditure and physical verification by the independent monitoring agent (MA). Require full and thorough investigation by the Afghan authorities into irregularities and mismanagement while providing capacity-building support to fill capacity gaps and strengthen oversight mechanisms.
Impasse on MoI reform plan implementation due to lack of political will, leadership and internal resistance.	M	Lend support to the President's transition team and to the civilianisation of the MoI in the form of technical assistance and leverage reform combined with reinforced policy dialogue.
Continued focus on counter-insurgency as priority police task, to a detriment of civilian policing.	M	Political dialogue with MoI. Support to GoA's reform agenda and the MoI Strategic Plan (2018-2021) to progressively strengthen civilian policing elements without antagonising police establishment/military donors. Maintain effective relations with involved actors, enhance coordination/ coherence.
Involvement of ANP in human rights violations.	M	Continuously monitor human rights situation and liaise with CSOs, international organisations incl. women's networks. Raise concerns with GoA where needed through policy dialogue and the existing coordination mechanisms, incorporate human rights training in police professionalisation programme with particular attention to women's and girls' human rights.

¹⁹ The OIG is charged with internal audit functions, including inspectorate of administrative and financial procedures across all the administrative and support functions of the MoI, including budget and finance, procurement, logistics, facilities, personnel, ICT and similar directorates and departments.

²⁰ GAP II Thematic Priority: Physical and Psychological Integrity, objectives No. 7 and 9.

Dismantling of funding mechanisms that can guarantee fiduciary risk management and misappropriation of donor funds.	M	Closely cooperate with transition team on phased transition of funding mechanism to MoI into enhanced Afghan ownership without jeopardising capacities of funding mechanism to provide sound fiduciary risk management assurances.
Misappropriation of donor funds.	M	Continuously monitor the spending of donor funds through the evaluation mechanisms of LOTFA and recover funds upon identified ineligibilities.
Ethnic tensions within the ANP.	M	Continuously monitor the government appointments among ethnic groups within the ANP through the LOTFA technical working groups and raise the issue during policy dialogues with the GoA as a potential conflict source.
Unintended consequences caused by the recruitment, training of female staff without adequate basic qualifications.	L	Maintain monitoring of the recruitments through existing coordinating mechanisms i.e. LOTFA technical working groups.
Assumptions		
<ul style="list-style-type: none"> • Afghanistan remains on its current trajectory in terms of security with only intermittent deterioration of the current situation; • GoA remains politically stable; • Donors remain engaged and sufficient funding to cover the overall high security sector expenditures is made available at least until 2020, while donors jointly support GoA's longer-term planning for cost reductions to render the security sector sustainable and self-reliant. 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Afghan-ownership: National ownership is key for success of security sector reform processes. Important elements of Afghan ownership have continued to be lacking to date and as a result, reforms have not fully addressed the complex political, geographical and cultural characteristics of the country, or the needs of the local population. Limited attention was given to institutional development of the MoI to ensure that sustainable systems were in place to pay, train, maintain and manage the ANP itself. The capacity-development approach has been fundamentally reviewed with regard to the lack of progress in building Afghan institutions during the past decade.

Coordination: The lack of effective coordination is one of the most common criticisms of police support in Afghanistan. The efforts of the international community have been characterised as ad hoc and poorly aligned. Coordination platforms have been established to address this problem, but overall with limited effect. To ensure national ownership, effective coordination would more usefully be led by the GoA, oriented around national goals and linked to funding and monitoring and evaluation systems. For the future, special emphasis should be put on effective and aligned stakeholder coordination.

"Ghost police": Continuous pressure from donors is inevitable to enact full transparency and accountability on expenditures, to increase the reliability and accuracy of the MoI's payroll management. The absence of sufficient safeguards created an environment ripe for exploitation, i.e. the *ghost police* trick, in which unit commanders falsely reported extra personnel and siphoned the

money distributed for salary payments into their own bank accounts. Based on that experience, in 2017 LOTFA donors decided to make salary payments only on the basis of validated numbers of police personnel via the personnel asset inventory (PAI) mechanism, reinforced by biometric authentication preventing the manual manipulation of data. The PAI process is expected to be completed by April 2018. This new method had been successfully tested at the MoD and upon successful implementation the likelihood of pay-outs to *ghost personnel* shall be substantially reduced.

Phased transition of the non-fiduciary payroll management functions to the MoI: In September 2015, LOTFA donors set up benchmarks to measure the MoI's readiness to take over the non-fiduciary payroll management functions from UNDP. Based on the findings of the August 2017 assessment on the fulfilment of the benchmarks, despite the measurable progress achieved since the previous assessment of 2016, donors decided to postpone the handover as the required capacity had not yet been fully in place. The lesson learned is the importance of clear targets and milestones to measure progress and assess the stage of completion of the benchmarks. The lack of clear targets led to a diverging understanding among partners on the "sufficiency" of progress to enable transition.

Gender: In order to increase the number of female police personnel, the MoI and international partners have made extra efforts to seek for and attract qualified women to join the ANP. However, as it has turned out, many illiterate women without required skills have been recruited into the ANP instead. This has led many male ANP staff to question the benefits of such affirmative action. The mismanagement of the female recruitment has had some unintended consequences: it has reinforced the stereotypes of women and their roles in the male-dominated environment of ANP, created fear and a sense of unfairness among male staff of losing their positions to unqualified female candidates and created an unwanted stigma for qualified and competent policewomen.

EUPOL Afghanistan Mission: After nearly a decade of support to civilian policing in Afghanistan, the EUPOL Afghanistan Mission had come to an end in 2016. The Mission highlighted the importance of acting in concert, in a single framework in order for the Member States' actions to succeed. Achieving tangible results in mentoring and advising is a complex and lengthy process that is also shaped by external factors - such as the tough security situation, the frequent turn-over of Afghan officials and the rotation of mentors. The fact that the Mission focused on civilian policing while most of the ANP was involved in counterinsurgency operations was a recurrent problem and an obstacle towards the success of the Mission. The community policing concept, introduced and partially implemented by EUPOL, focusing on police building ties and working closely with the citizens, is generally accepted as the desired model for future policing in Afghanistan and is to be continued. Intelligence led policing has also been generally accepted as an effective tool to professionalise the national police but it is not used countrywide therefore further support is needed.

3.2 Complementarity, synergy and donor coordination

The foreseen action is based on the lessons learned **of the EU engagement** in the area of policing and rule of law, i.e. the activities of the former EUPOL Afghanistan Mission²¹ and the previous

²¹ The EUPOL mission supported both the police and prosecutors in enhancing their cooperation and coordination until the end of 2016.

phases of LOTFA. It is embedded in a well-developed context of complementarity within the security sector but also in the support to the justice sector, to anti-corruption efforts and to civil society activities.

Beyond the security sector, the foreseen activity is aligned with the EU-funded Capacity-Building for Results (CBR)²² programme of the World Bank's Afghanistan Reconstruction Trust Fund (ARTF), especially on the elements related to the "civilianisation" of the MoI's core public administration functions, the EU-funded Justice Service Delivery Project of the World Bank's ARTF, the EU financed State Building Contract for Afghanistan II (2018-2020) pertinent to its link to GoA's anti-corruption policy and the objectives of the public finance management (PFM) support programme to improve sound management of public finances, reduce fiduciary risks, improve policy-based budgeting, increase fiscal transparency and accountability and also the reform efforts of the Attorney General's Office (AGO) incentivised by the EU through the World Bank's Afghanistan Reconstruction Trust Fund (ARTF) "Ad hoc Payments" facility.

The activity also benefits from close linkage to UNDP implemented programmes in the justice sector²³, on anti-corruption as well as on the EU co-funded Institutional and Capacity Support to the Parliament of Afghanistan (ICSPA). Gender-relevant synergies are ensured by this action through building on the achievements of EUPOL and the previous phases of LOTFA while a dedicated gender specialist ensures the gender awareness of this action.

The project will build on support managed by the European Commission's Service for Foreign Policy Instruments and funded under the Instrument contributing to Stability and Peace (IcSP) as per the Exceptional Assistance Measure in favour of Afghanistan – "Support to police reform and to national peace initiatives". Following a stock-taking exercise, the present action foresees a continued funding of these activities under the Development Cooperation Instrument (DCI) through a new service contract while closely linking to and following on the IcSP project.

For the **donor coordination** in the framework laid down in the 2012 Chicago Summit Declarations and the ongoing security sector reform efforts, the Oversight and Coordination Body²⁴ (OCB) has become the key forum for donors and the GoA to identify funding needs and match them with available donor funding, while also providing oversight and control on the overall security spending. The OCB reviews adherence to commitments given by the GoA and bilateral donors, while the political dialogue on reform bottlenecks and longer-term sustainability has to date not materialised within this framework. The International Police Coordination Board (IPCB)²⁵ coordinates, prioritises and guides the international police reform efforts, with a view towards ensuring consistency between the strategic/policy and operational levels of the ANP. The participation of LOTFA donors in the work of the IPCB fosters donor coordination through a dedicated channel and further increases consistency of the work being done vis-à-vis the police sector. The IPCB operates under the General Directorate for International Coordination (GDIC) of the MoI which also operates the donor aid coordination database.

²² The CBR's objective is the recruitment of junior- to high-level managerial civil service positions within the public administration, and which regulates salaries for these posts based on a pre-established scale and career progression based on merit.

²³ Justice and Human Rights in Afghanistan and Afghanistan Access to Justice.

²⁴ The OCB is supported by an informal donor-only coordination format, the so-called Kabul Friends of Chicago (KFoC). Most of the OCB donors, among them individual EU Member States, are also donors to LOTFA and the reinforced governance structures within LOTFA allow for effective coordination of donors within and without LOTFA.

²⁵ The International Police Coordination Board (IPCB) was established in 2013 to act as the main coordination board for police reform in Afghanistan.

3.3 Cross-cutting issues

Gender: Efforts to promote gender within the MoI have so far brought rather disappointing results. While the number of female staff has increased, it has not corresponded with improvements in the police response to gender based violence (GBV). Only few female staff have reportedly been spared from abuse, discrimination or harassment by male colleagues. Addressing and improving the situation of female staff, and also empowering the ANP to react more effectively to GBV, are priorities in this action. LOTFA puts emphasis on increasing the role of women in the Afghan police force, for the first time a gender work plan and monitoring and evaluation (M&E) framework was developed and a series of trainings were held to change the discriminatory attitudes towards female police and to ensure the effective implementation of gender tasks assigned to the MoI, also equipping the MoI with effective complaints mechanisms to better female-related complaints.

[11]
SEP

Human rights and rule of law: Human rights and rule of law are critical in the police professionalisation efforts, but important also in the wider ministerial functioning. Hence promoting the inclusion of human rights into national legislation is a priority. Although the MoI Strategic Plan (MISP) endorses the promotion of human rights, the latest assessments conclude that there are still substantial risks inherent to the ANP's operations, including torture and ill treatment of conflict-related detainees, recruitment of children and sexual harassment and violence towards female police women; abuses largely carried out with impunity. The risk assessment also reviewed existing accountability and mitigation measures and found a trend of support for greater accountability and mitigation of violations, but a noticeable lack of capacity to follow through and implement reforms.

Anti-corruption and PFM: Fighting corruption and transparent PFM in the security sector are key objectives both for donors and the GoA and will be targeted with priority through this action in an ongoing effort to increase accountability and transparency of the MoI.

Environment: A stabilised and improved security situation through an effective police force will support the implementation of government policies in all sectors (including, e.g., environmental protection and climate change adaptation and mitigation).

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

As per the Multiannual Indicative Programme (MIP) 2014-2020 for Afghanistan, the **overall objective** is to strengthen the civilian police force.

The first **specific objective (SO1)** is improved efficiency and transparency of the MoI's payroll management system. The second **specific objective (SO2)** is the improved capacity of the ANP to enforce law and order. The third **specific objective (SO3)** is an improved citizen relationship, institutional accountability and professionalism of the ANP in providing law enforcement services.

The **expected outputs O1 to O7** refer to the LOTFA-component, whereas **O8 to O11** refer to the Police Advisory Team-component:

Support to Payroll Management (SPM):

- O1:** Updated policies implemented, business processes developed and applied to support independent MoI Payroll management;
- O2:** Capacity of MoI personnel improved to undertake all payroll processes and tasks;

- O3:** MoI payroll system and HR system fully updated and reconciled to support the Monitoring Argents ('Mas') assurance work and facilitate data migration to the Afghan Personnel Pay System (APPS);
- O4:** MoI infrastructure provision supports payroll system (WEPS) across all 34 provinces;

MoI and Police Development (MPD):

- O5:** Internal control and accountability mechanisms improved enabling transparency and accountability in the MoI;
- O6:** ANP training and education capacity improved to prepare and deliver pre-service and in-service training for a professional, rights-based and gender sensitive police service;
- O7:** MoI's capacities and performance of key administrative, police support services and public services are enhanced, enabling improvement in police services and safety for police officers;

EU Police Advisory Team:

- O8:** Civilian Policing mainstreamed into strategic processes and implemented at national and local levels;
- O9:** Increased capability of internal oversight mechanisms to deal with complaints against police personnel;
- O10:** Improved sustainable mechanisms for the recruitment of, career development opportunities for and retention rate of police personnel are in place;
- O11:** Improved, safer work environment, gender appropriate facilities for female police personnel.

This Action is relevant for Agenda 2030. It contributes primarily to the progressive achievement of Sustainable Development Goal 16 Peace, justice and strong institutions, but also promotes progress towards Goal 5 Gender equality and Goal 10 Reduced inequalities.

4.2 Main activities

4.2.1 LOTFA

The current LOTFA consists of two projects:

1. SPM providing exclusively for full MoI payroll management;
2. MPD is centred on developing national capacity for self-sustained reform and improvement of the MoI, and the police services as instruments for citizen safety and maintenance of the rule of law.

Support to Payroll Management (SPM):

Output 1. Updated policies implemented, business processes developed and applied to support independent MoI Payroll management

Activities:

- Implementation of policies, legislation affecting payroll practices at national and subnational levels;
- Awareness raising of police on their compensation and other remuneration rights including mechanisms for complaint.

Output 2. Capacity of MoI personnel improved to undertake all payroll processes and tasks

Activities:

- Expanding and rolling out the capacity building plan developed in 2016 to cover the entire financial management environment around payroll management, e.g. accounting and budgeting;

- Strengthening the capacity of MoI staff through training (Finance, Budget, Personnel and HR departments);
- Provision of support to the MoI to ensure that MoI payroll expenditures and HR statistics are fully reconciled;
- Strengthening the financial management environment to enhance transparency and accountability.

Output 3. MoI payroll system and HR system fully updated and reconciled to support the Monitoring Agents' assurance work and facilitate data migration to the Afghan Personnel Pay System (APPS)

Activities:

- Cleansing of WEPS and AHRIMS data for migration into APPS;
- Strengthening of the payroll processes to ensure that it is done on time, e.g. through the use of pay slips through SMS to ANP & GDPDC personnel;
- Orientation of Provincial Finance Officers (PFOs) on pay cycle management.

Output 4. MoI infrastructure provision supports payroll system (WEPS) across all 34 provinces

Activities:

- Provision of support to the MoI to ensure that intranet connectivity, power and other logistics needs, and disaster recovery capability are in place for web-enabled human resource and payroll systems;
- Extension of MoI's intranet to GDPDC offices in all 34 provinces.

MoI and Police Development (MPD):

Output 5. Internal control and accountability mechanisms improved enabling transparency and accountability in the MoI

Activities:

- Provision of technical advisory and on-the-job support to improve the use and application of risk-based audit methodologies and techniques;
- Provision of ICT Equipment's for implementation of Internal Audit work/activities;
- Information System Audit training for relevant OIG staff.

Output 6. ANP training and education capacity improved to prepare and deliver pre-service and in-service training for a professional, rights-based police service and gender sensitive police service

Activities:

- Provision of support to develop international arrangements between India and Afghanistan focusing on higher education training for police officers including mentors coming from the Indian police education institutions to monitor ANP Academy and Police Staff College courses and provide assessment of instructors followed by capacity building exercises.
- Supporting international training for police;
- Assisting the ANP Academy and the Police Staff College to gain accreditation for higher education programs;
- Reviewing and development of standards for police behaviours and to be incorporated into police training through gender sensitive Standard Operating Procedures (SOPs) to assist female victims of violence.

Output 7. MoI's capacities and performance of key administrative, police support services and public services are enhanced, enabling improvement in police services and safety for police officers

Activities:

- Provision of capacity support to improve MoI gender coordination mechanism;
- Provision of support to the Gender and Communication Directorates to conduct information and outreach campaigns;
- Provision of support to the MoI in drafting career development plan for women police personnel and civilian staff;
- Provision of support to the MoI Gender Directorate in gender sensitisation and awareness training.

4.2.2 EU Police Advisory Team

Output 8. Civilian Policing mainstreamed into strategic processes and implemented at national and local levels

Activities:

- Promoting strategic re-orientation of the ANP towards civilian policing at the National Security Council (NSC);
- Advising the NSC on the establishment of a Deputy Minister for Civilian Policing;
- Advising MoI Department of Policy and Strategy on a coherent Strategic Plan linked to the Four-Year Roadmap for Security Sector Reform;
- Advising on the adoption and implementation of the National Policy on Civilian Casualty Prevention and Mitigation, supporting policy-led dialogue within the Senior Level Protection Working Group;
- Advising on the implementation of community policing and institutional structures and practices;
- Advising the Police-e-Mardumi (Community policing) Secretariat on monitoring the implementation of the community policing concept;
- Advising on police-community partnership strategies for strengthened police-community relations, including strengthened gender responsiveness.

Output 9. Increased capability of internal oversight mechanisms to deal with complaints against police personnel

Activities:

- Advising the OIG and the Head of the Professional Standards Department on accountability mechanisms, addressing complaints about police misbehaviour and corruption;
- Supporting the OIG in facilitating the Police Discipline Working Group;
- Facilitating working groups between MoI/ANP and Attorney General's Office related to cases of corruption and human rights violations committed by the police;
- Contributing to empower the OIG, standardise its internal control system and complaint mechanism and enhance its auditing capacities.

Output 10. Improved sustainable mechanisms for the recruitment of, career development opportunities for and retention rate of police officers are in place

Activities:

- Advising on recruitment policies and specific job descriptions;
- Participation in the Senior Officer Appointment Panel to mitigate corrupt/nepotistic appointments;

- Establishing on-the-job leadership training programmes for heads of the provincial MoI units (e.g. human rights, gender unit);
- Advising on strategy to establish career development and merit-based promotion system (including oversight mechanism for promotions by provincial Police Chiefs);
- Advising on the recruitment of well-skilled female candidates and their sustainable retention.

Output 11. Improved, safer work environment, gender appropriate facilities for female personnel

Activities:

- Reviewing of and advising on the implementation of the Female Police Strategy;
- Supporting the implementation of safe complaint mechanisms for sexual harassment and abuse cases;
- Advising on the improvement of physical and intellectual amenities as well as security in the workplace for women.

4.3 Intervention logic

The establishment of a trusted, professional and effective national police service is an essential element of peacebuilding and state building to support countries breaking cycles of violence and progressing out of fragile situations. The EU is committed to supporting the Afghan government in re-establishing trust, the rule of law, safety and security through civilianisation and professionalisation of the Afghan police, based on principles of community-oriented policing, human rights norms and standards.

Achieving self-reliance in the security sector will take a long time and certainly until the envisaged end of the transformation decade, i.e. 2025. This action, through the LOTFA component aims at contributing to the short- to mid-term stabilisation efforts through the payroll management function, while the longer-term sustainability will be addressed under the MoI's institutional reform and police professionalisation efforts as well as through the Police Advisory Team-component by providing strategic support to the MoI with the aim of transforming the ANP into a civilian police force and improving the work environment and career prospects for female police personnel.

Under the current LOTFA, interventions are split into two separate components, i.e. SPM and MPD under one Trust Fund. The splitting of the programme into two components allows for better facilitation of the full handover of the payroll management functions over time to the Afghan government upon the fulfilment of all LOTFA donor conditions. Meanwhile, the longer-term development activities can be implemented at a more appropriate and flexible pace.

The action shall contribute to the establishment of a reformed, transparent and accountable MoI and a professionalised civilian police force that delivers essential services to the Afghan people for improved public trust, safety and security, eventually achieving a fully self-reliant and rule of law-based civilian police force at the service of its citizens without the current burden of military roles. The action shall also promote the economic and social rights and the empowerment of women.

Advancing gender equality and the empowerment of women within the MoI and ANP is a priority of this action and provided for through the establishment of an improved gender coordination mechanism, the provision of gender sensitive police curriculum, safer work environment and gender appropriate facilities for female police personnel.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement. Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

5.3 Implementation modalities

5.3.1.1 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Strategic support to the Afghan Ministry of Interior	services	1	2nd trimester of 2019

5.3.1.2 Indirect management with an international organisation

This action may be implemented in indirect management with the United Nations Development Programme (UNDP). This implementation entails the Law and Order Trust Fund for Afghanistan (LOTFA) activity and its successor. This implementation is justified because UNDP as LOTFA Administrator has more than fifteen years of experience, is the only entity capable of implementing this activity due to the economies of scale and has been endorsed by the GoA as the main civilian funding mechanism for policing.

The entrusted entity would carry out the following budget-implementation tasks: launch calls for tenders and for proposals; define eligibility, selection and award criteria; evaluate tenders and proposals; award grants, contracts; act as contracting authority concluding and managing contracts, carrying out payments. The entrusted entity could sub-delegate part of its budget implementation tasks to the GoA, i.e. the payment of salaries as this activity is implemented within UNDP's National Implementation Modality (NIM).

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2) (b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution (amount in EUR)
5.3.1.1 Procurement: direct management	9 831 200	N.A.
5.3.1.2 Indirect Management with UNDP Afghanistan (LOTFA)	47 640 000	796 424 710
Totals	57 471 200	796 424 710

5.6 Organisational set-up and responsibilities

The LOTFA project management and governance structures are aligned with international standards for project management and oversight. The structures ensure UNDP's accountability for programming activities, results and the use of resources, while at the same time fostering national ownership and alignment with national processes. To fulfil these functions, a two-tier project management structure is established that includes a Steering Committee and the Technical Working Groups.

The EU Police Advisory Team will be headed by a Team Leader who will be supported by the implementing partner's backstopping team. The Team Leader will directly report to the EU Delegation on a daily basis and be the point of contact for the MoI and EU Delegation. Besides periodical progress reports, an important function of the Advisory Team will be the provision of support to the ongoing policy dialogue on Security Sector Reform conducted by the EU Delegation and EU MS with the GoA. To this end, the Advisory Team will provide status reports on questions of relevance to the EU Delegation either upon its own initiative or upon request by the EU Delegation.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this end, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the log frame matrix (for project modality) or the list of result indicators (for budget support). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the implementation of the action. The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews), including the monitoring of outputs pertinent to the gender sensitivity of this action.

5.8 Evaluation

Having regard to the importance of the action, a final evaluation will be carried out for this action or its components through a joint mission. The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively, one contract for evaluation services shall be concluded in Q2 2021.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, one contract for audit services shall be concluded in Q2 2021.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above. In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements. The Communication and Visibility Manual for the European Union's External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations. The Implementation modality is public procurement (service contract) in direct management.

Indicatively, one contract for communication and visibility shall be concluded in Q1 2020.

APPENDIX – INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY)²⁶

The activities, the expected outputs and all the indicators, targets and baselines included in the log frame matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verifi- cation	Assumptions
Overall objec- tive: Impact	OO: To strengthen the civilian police force.	1. Degree to which the Civilianisation Roadmap of the MoI has been implemented, i.e. number of civilian recruitments carried out under the CBR programme (disaggregated by sex); 2. Degree to which the four-year implementation plan of the MoI is implemented with regard to the transfer of the militarised police units.	1. 140 (2017); 2. 0 (2017).	1. 191 (2018); 2. 36 325 (2018).	MoI annual statistics, LOTFA progress reports	
Specific objective(s): Outcome(s)	SO1: Improved efficiency and transparency of the MoI's payroll management system. SO2: Improved capacity of the ANP to enforce law and order.	SO1: a) Status of handling of non-fiduciary payroll management functions by MoI*; b) Percentage of ineligible expenses identified by the Monitoring Agent (MA)*; c) Percentage reduction in quarterly MA findings of Expenditure verification (EV), Physical Verification (PV) and systems findings)*; d) Percentage of payroll stations that processed salaries on time*; e) Percentage of police salary paid through mobile banking*; f) Percentage of payroll stations able to process monthly salary within 15 days of close of solar month*; g) Number of payroll stations with delayed salaries due to connectivity issues*; SO2: a) Percentage of reported criminal cases prosecuted;	SO1: a) Non-fiduciary payroll management functions not handed over as the conditions not fulfilled (2017); b) TBD (2017); c) TBD average (2017); d) 98% (2017); e) 2% (2017); f) 98% (2017); g) 3 (2017). SO2: a) TBD (2017); b) TBD (2017);	SO1: a) The non-fiduciary payroll management functions are handed over as all LOTFA donor conditions are fulfilled (2018); b) TBD (15% decline in annual figures in 2018); c) TBD 20% cumulative decline (2018); d) 100% (2018); e) 6% (2018); f) 100% (2018); g) 0 (2018). SO2:	LOTFA/SPM progress reports, independent Monitoring Agent, Micro Capacity Assessment, MOI/ANP statistics. LOTFA/MPD progress reports,	The technical infrastructure works without major interruption.

²⁶ Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

	<p>SO3: Improved citizen relationship, institutional accountability and professionalism of the ANP in providing law enforcement services.</p>	<p>b) Number of procedures initiated regarding harassment of female police personnel per year (MIP 2014-2020 indicator) *;</p> <p>SO3:</p> <p>a) Number of police personnel involved as per their job description in anti-insurgent activities (disaggregated by sex) *;</p> <p>b) Percentage of reported corruption cases against police personnel prosecuted*;</p> <p>c) Percentage of surveyed population satisfied with the professionalism of ANP personnel*.</p>	<p>SO3:</p> <p>a) TBD (2017);</p> <p>b) TBD (2017);</p> <p>c) TBD (2017);</p>	<p>a) increased number of reported criminal cases prosecuted (2018);</p> <p>b) increased number of procedures initiated for harassment of female police personnel (2018);</p> <p>SO3:</p> <p>a) No police personnel are involved in anti-insurgent activities (2018);</p> <p>b) Increased ratio of reported corruption cases against police personnel are prosecuted (2018);</p> <p>c) Increased ratio of the population are satisfied with the professionalism of ANP (2018).</p>	<p>MOI/ANP statistics.</p> <p>LOTFA/MPD progress reports, MOI/ANP statistics.</p>	
LOTFA/SPM						
Outputs	<p>1. Updated policies implemented business processes developed and applied to support independent MoI Payroll management.</p> <p>2. Capacity of MoI personnel improved to undertake all payroll processes and.</p>	<p>1.1 Status of Standard Operating Procedures (SOPs) manual for Payroll *;</p> <p>1.2 Percentage of payroll stations using approved payroll SOPs manual*;</p> <p>2.1 Number of MoI staff trained in finance who can demonstrate improved knowledge in relevant areas (disaggregated by sex) *;</p> <p>2.2 Number of MoI staff trained in human resource functions who can demonstrate improved knowledge (disaggregated by sex)*;</p> <p>2.3 Number of MoI staff trained on WEPS who can demonstrate improved knowledge (disaggregated by sex)*;</p> <p>2.4 Number of MoI staff trained on payroll related internal control policy/framework to improve transparency and accountability who can demonstrate improved knowledge (disaggregated by sex) *.</p>	<p>1.1 SOPs are not in place and not distributed to all relevant departments (2017);</p> <p>1.2 < 100% (2017);</p> <p>2.1 TBD (2017);</p> <p>2.2 TBD (2017);</p> <p>2.3 TBD (2017);</p> <p>2.4 TBD (2017).</p>	<p>1.1 SOPs are in place and distributed to all relevant departments (2018);</p> <p>1.2 100% (2018);</p> <p>2.1 TBD (2018);</p> <p>2.2 TBD (2018);</p> <p>2.3 TBD (2018);</p> <p>2.4 TBD (2018).</p>	<p>1.1 -1.2 LOTFA/SPM progress reports.</p> <p>2.1-2.4 LOTFA/SPM progress reports.</p>	

	<p>3. MoI payroll system (WEPS) and HR system (AHRIMS) fully updated and reconciled to support the MAs' assurance work and facilitate data migration to APPS.</p> <p>4. MoI infrastructure provision supports payroll system (WEPS) across all 34 provinces.</p>	<p>3.1 Percentage of ANPs with valid ID cards in Payroll system*; 3.2 Percentage of ANPs matched with HR system (AHRIMS)*.</p> <p>4.1 Percentage of ANP payroll stations with fixed MoI Intranet connectivity*; 4.2 Percentage of General Directorate of Prisons and Detention Centres (GDPDC) payroll stations with fixed MoI Intranet connectivity*.</p>	<p>3.1 TBD (2017); 3.2 TBD (2017).</p> <p>4.1 95% (2017); 4.2 0% (2017).</p>	<p>3.1 100% (2018); 3.2 100% (2018).</p> <p>4.1 100% (2018); 4.2 100% (2018).</p>	<p>3.1-3.2 LOTFA/SPM progress reports</p> <p>4.1-4.2 LOTFA/SPM progress reports</p>	
LOTFA/MPD						
Outputs	<p>5. Internal control and accountability mechanisms are improved enabling transparency and accountability in the MoI.</p> <p>6. ANP training and education capacity improved to prepare and deliver pre-service and in-service training for a professional, rights-based and gender sensitive police service.</p> <p>7. MoI's capacities and performance of key administrative, police support services and public</p>	<p>5.1 Extent to which the Internal Audit Department (IAD) staff in the Office of Inspector General (OIG) understand Internal Auditing work and procedures in line with international (IIA – Institute of Internal Auditors) standards*; 5.2 Extent to which the IAD staff in the OIG have acquired competencies in internal audit key functional areas*;</p> <p>6.1 Extent of established gender responsive behavioural standards integrated into ANP training at dedicated police units (Family Response Units (FRUs), police information desks, and 119 Emergency Call Centre)*; 6.2 Extent to which the Afghan National Police Academy (ANPA) and Police Staff College (PSC) instructors have acquired competencies in adult education and training*; 6.3 Status of policing leadership competencies in HR promotional policy*; 6.4 Number of ANP instructors enrolled in the Master's programme in Police Education (disaggregated by sex) *; 6.5 Number of training modules/courses developed to strengthen gender-sensitive policing*.</p> <p>7.1 Status of conducted gender awareness training conducted by MoI Gender Directorate for all MoI personnel*.</p>	<p>5.1 TBD (2017); 5.2 TBD (2017).</p> <p>6.1 TBD (2017); 6.2 low (2017); 6.3 no (2017); 6.4 TBD (2017); 6.5 TBD (2017).</p> <p>7.1 No (2017)</p>	<p>5.1 TBD (2018); 5.2 TBD (2018).</p> <p>6.1 100% (2018); 6.2 low to moderate (2018); 6.3 Developed & integrated (2018); 6.4 50 (2018); 6.5 2 (2018).</p> <p>7.1 Conducted (2018)</p>	<p>5.1 Scores from Pre/post training assessments; 5.2 Expert's evaluation.</p> <p>6.1-6.2 MPD assessment 6.3-6.5 MPD progress reports</p> <p>7.1 MPD progress reports</p>	<p>Continued MoI reform ownership, GoA's political support.</p>

	services are enhanced, enabling improvement in police services and safety for police officers.					
EU Police Advisory Team						
Outputs	<p>8. Civilian Policing mainstreamed into strategic processes and implemented at national and local levels.</p> <p>9. Increased capability of internal oversight mechanisms to deal with complaints against police personnel.</p> <p>10. Improved sustainable mechanisms for the recruitment of, career development opportunities for and retention rate of police personnel in place;</p> <p>11. Improved, safer work environment, gender appropriate facilities for female personnel.</p>	<p>8. Extent to which the activities of Community policing (PeM) units are mainstreamed into strategic processes*.</p> <p>9.1 Level of staffing of OIG (disaggregated by sex)*;</p> <p>9.2. % of staff at OIG provided with annual trainings pertinent to internal oversight mechanism of the police force (disaggregated by sex). *</p> <p>10.1 Ratio of retained personnel/recruited personnel(disaggregated by sex)*;</p> <p>10.2 Status of merit based recruitment policy*;</p> <p>10.3 Status of training programs to be developed for all staff categories (disaggregated by sex)*.</p> <p>11.1 Number of female facilities working effectively (dressing rooms, rest rooms) *.</p> <p>11.2 Status of safe complaint mechanisms for sexual harassment and abuse cases *;</p> <p>11.3 Percentage of staff categories provided awareness raising training for more gender sensitive policing *.</p>	<p>8. Strategic processes are not informed by the activities of PeM units. (2019);</p> <p>9.1 TBD (2019);</p> <p>9.2 TBD (2019).</p> <p>10.1 TBD (2019);</p> <p>10.2 no (2019);</p> <p>10.3 no (2019).</p> <p>11.1 TBD (2019);</p> <p>11.2 no (2019);</p> <p>11.3 no (2019).</p>	<p>8. Strategic processes are informed by the activities of PeM units. (2020);</p> <p>9.1 100% (2020);</p> <p>9.2 100% (2020).</p> <p>10.1 +20% (2020);</p> <p>10.2 Developed & applied (2020);</p> <p>10.3 Developed (2020).</p> <p>11.1 +20% (2020);</p> <p>11.2 Implemented (2020);</p> <p>11.3 100% (2020).</p>	8.-11. Implementing Partner's assessment in collaboration with the MoI.	Continued MoI reform ownership, GoA's political support.

N.B.: LOTFA baselines of 2017 and targets of 2018 are to be determined at a later stage as the information are not available at the time of the drafting of this action document. EU Police Advisory Team baselines of 2018 are to be determined at a later stage upon availability as this component of the action starts only in 2019.