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COMMUNITY ORIENTED POLICING SERVICES (COPS) PROJECT

FINAL REPORT

(1 January 2020 – 04 December 2021)



COVER PAGE PHOTO: A female ANP officer listens to women's challenges at the PD level – Police and Community Consultation Session - Kabul

UNITED NATIONS DEVELOPMENT

DONORS

Australia



Canada



Croatia



Czech Republic



Denmark



Estonia



European Union



Finland



Germany



Hungary



Italy



Japan



Netherlands



New Zealand



Norway



Poland



Romania



United Kingdom



United States of America



PROJECT INFORMATION

Project ID:	Community-Oriented Policing Services (COPS)
Duration:	1 Jan 2020 – 04 December 2021
ANDS Component:	2.3: Political and Security Outlook
Contributing to NPP:	NPP1 Afghan Peace and Reintegration NPP5 Law and Justice for All
CPD Outcome:	CPD Outcome 2 Trust in and access to fair, effective, and accountable rule of law services is increase in accordance with applicable international human rights standards and the Government’s legal obligations.
UNDP Strategic Plan Component:	Outcome 2: Accelerate structural transformations for sustainable development
Total Budget:	\$ 15,763,832.00
Total Expenditure:	\$ 1,833,430.35
Implementing Partner:	Ministry of Interior Affairs (MOIA)
Key Responsible Parties:	United Nations Development Programme (UNDP)
Project Manager:	Abdul Khalil Haidari, a.i.
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ACRONYMS

ANP	Afghan National Police
BoQ	Bill of Quantity
COPS	Community Oriented Policing Services
CPPS	Community and Police Perception Survey
CSTC-A	Combined Security Transition Command-Afghanistan
CPA	Community Policing in Afghanistan
EU	European Union
FD	Facilities Directorate of MoIA
FRU	Family Response Unit
GD	General Directorate
GDIC	General Directorate of International Coordination
GEDA	German Development Agency
GIZ	Gesellschaft für Internationale Zusammenarbeit
GPPT	German Police Team
ICT	Information, Communications, and Technology
IP	Implementing Partner
ITB	Invitation to Bid
LOTFA	Law and Order Trust Fund for Afghanistan
MISP	Ministry of Interior Strategic Plan
MoIA	Ministry of Interior Affairs
MPD	Ministry of Interior Affairs and Police Development
PD	Police District
PeM	Police-e-Mardumi
PHQ	Police Headquarters
PID	Police Information Desk
PMO	Project Management Office
PSC	Police Staff College
Q1	Quarter 1
Q2	Quarter 2
Q3	Quarter 3
RFP	Request for Proposal
RS	Resolute Support
SBCC	Social and Behavior Change Communication
SOP	Standard Operating Procedures
SoW	Scope of Work
SPSS	Security Police Performance and Safety on Streets
SWTWG	Security Window Technical Working Group
TBD	To be determined
ToR	Terms of Reference
ToT	Training of Trainers
TSM	Transitional Support to the MoIA

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I. EXECUTIVE SUMMARY

The Community-oriented Policing Services (COPS) project which is funded through the Security Window of the Law-and-Order Trust Fund for Afghanistan (LOTFA), built and expanded on proven methods of improving relations between police and local communities in Afghanistan to improve the delivery of police services at the community level. The project contributed to the overall safety and security environment within communities, resulting in an increased public trust and confidence in the rule of law and security institutions aimed at promoting the work of Community Oriented Policing COP team and its concept integration in the work of Afghan National Police. The project first two years focused collaborating with Kabul's Provincial Headquarters and 19 Police Districts identified in the Annual Workplan 2020 and 2021 mutually agreed by government counterparts.

The project intended to achieve four outputs, namely, improved capacity of Kabul Police Provincial Headquarters to lead and sustain reform; improved police response to community needs and priorities; constructed/rehabilitated standard Police Districts (PDs) to support community-oriented policing; and, improved administrative services at PD levels to support police services.

The significant accomplishments of the 1st year of implementation were completion of the assessment of 13 Police Districts (PDs) in Kabul. Such intended to identify infrastructures that needed repair and replacement with the following identified PDs, 3, 5, 9, 11, 12, and 17. Later, the Ministry of Interior Affairs (MoIA) requested that the project included PDs 4, 6, 7, and 8 because these PDs were its priorities. The project, which was developed in consultation with the MoIA Infrastructure and Engineering Directorates, the Office of the H.E. Minister of Interior, and the Community Policing Directorates, began with the piloting of four police information centers in the designated Police Districts of Kabul in 2021. Various repairs and minor construction projects were identified as requiring immediate assistance, including security upgrades, electrical and water system upgrades, a sewer system upgrade, and the installation of toilets for males and females. The state of the current Family Response Units (FRUs), female prison cells, and Police-e-Mardumi meeting halls were also examined as part of the assessment. The project construction evaluation of bids was launched overall 13 construction firms paid visit for the site assessment. The team prepared four months implementation plan for the establishment of these centers, the contract was not awarded due to the exceptional circumstances and regime change.

In the first quarter of 2022 a comprehensive Term of Reference to improve police and community partnership was created based on the Community and Police Perception Survey CPSS findings of 2020. Major recommendation provided to roll out contextualized initiatives at the community level aimed at improving trust and confidence building activities. . The project awarded a contract aimed at assisting MoIA-related directorates and police departments (PDs) in developing a sense of duty and commitment to proactive community-oriented policing by piloting Social and Behavior Change Communication (SBCC) campaigns at the 19 PD of Kabul. Those engagements intended to prevent and

reduce crimes by developing key messages offering police tips and advice that are targeted at crime prevention and reduction. The project organized 19 Community and Police Consultation Sessions where 1,200 members of communities from civil society, marginalized groups and women and youth, members of community policing Shura's attended out of which 650 were female members. The activity aimed at developing community and police councils monthly work plan and COP team to organize monthly consultation sessions with less support (logistical part) from the donors. The 60 ANP officers successfully implemented 19 consultation sessions without engagement from any donor.

In addition, contract for functional assessment of the Kabul police departments awarded, aimed to contribute to MoIA's four-year strategic plan (MISP), the project focused reviewing the current training need of ANP, resources for required for the successful integration of COP concept, reporting line and chain of command. This assignment also assessed the current challenges facing PHQ Kabul including administrative procedures, training, and equipment, to provide MISP with the necessary support. The Kabul PHQ and PDs assessment successfully conducted. The assessment covered 680 ANP officers at the PHQ and PD level out of which 220 were female ANP. Several challenges exist in the administrative procedures and other areas of police stations, including, but not limited to, the planning process, resource allocation and deployment, regular oversight and monitoring mechanisms, responsiveness and problem solving, and the ability to assess administrative capacity among others. The gaps in the functionalities of police stations' administrative capabilities were found, and recommendations provided for the on-the-job training and resource mobilization. A proposed action plan was produced in collaboration with PHQ and the 19 PDs to close the gaps and overcome the obstacles identified. As the result of the assessment, the project developed resource mobilization plan of ICT equipment, training guides book and training of trainer's manual for ANP. Both projects (resource mobilization and training manuals) not delivered since the project was closed due to regime change.

Furthermore, the team organized two days of community consultation in Kabul Police Districts 4, 5, 6, 7, 8 & 12 to instill a sense of responsibility and commitment to proactive community-oriented policing by conducting grassroots community and police consultation sessions at the district and district level in the identified PDs of the capital. The Community Consultation assisted in collecting critical suggestions from the PeM Shuras, which were led by the Community Policing Directorate of the Ministry of Internal Affairs. The events drew 1,800 people from Kabul's six municipal districts, with 730 female and 1170 male participants from Shuras.

During the second year of implementation, the following milestones were being accomplished:

The project organised a four-day cascading training for PD education offices and Police Staff College (PSC) senior instructors within the Output One. PHQ and PD education officers benefited directly. Eighty-eight participants, thirty-five of the number were female officers. One of the concrete outcomes was, they learned how to manage resources to build trust, provide weekly community consultation reports, and make clear recommendations to

Kabul PHQ for aligning resources for tackling crime and insurgency in their respective neighborhood.

In addition, based on the recommendations from the PD and PHQ assessment the project developed reporting guidelines for MoIA PDs. The project team drafted SOPs with Kabul PHQ Standard Operating Procedures (SOP). Following this, a five-day training was organized at the MoIA headquarters with eighteen (18) senior officials (directors and deputy directors) presenting the draft SOP for feedback and recommendations.

Based on the assessments conducted at the PD level and the CPSS findings the project awarded contract for "Supporting Kabul Police Districts to Improve Community Policing". The project facilitated nineteen (19) community and police consultation sessions. The UNDP COPS local implementing partner organized the two-day community consultation. The activity aimed to bring the police and the community together through SBCC. During the six days of community consultation, 568 community members participated, 255 of whom were female. The final project report and recommendations were handed over to Kabul P.D.s with audiovisuals.

Further, an On-the-job and classroom training in SBCC was completed in two weeks for MoIA personnel in Media and Public Relations, Gender and Human Rights, Religious & Cultural Affairs, Family Response Units (FRU), and Community Policing. It covered MoIA directorates and Kabul 19 P.D.s. For proactive community policing and crime prevention, the training covered SBCC. The training brought together 190 MoIA-related PDs (70 Female ANP Officers and 120 Male ANP Officers). The training was based on the 2019 police perception survey and the five-directorate capacity-building assessments.

1. PHQ and PD level interviewees. The project completed the second round of 60 bilateral interviews, 20 of which were female ANP members. Experts, community members, and ANP male and female officers were part of the in-depth interviews to determine what behaviors and situations could lead to or prevent crime. ANP and community input was sought for better programs that could lead to community and police councils and maintain neighborhood security as part of the MoIA's broader public initiative.
2. The project launched three docuseries about police professionalism, the Police Information Center, police impartiality and public trust in law enforcement, police commitment to public safety, police conduct and behavior, police respect for human rights, police and the rule of law, and police ethics. The six P.D.s were equipped with video docuseries showing ANP officers how to gradually integrate community policing concepts into their duties.
3. Based on the assessments of PDs of Kabul, the project completed the second round of Capacity Building Modular Training in five Kabul Police Districts (P.D.s 1-5). The training program aimed at uniting police and the community to combat crimes and

insurgencies. The MoIA trained 12 officers and 270 commissioned, non-commissioned, and P.D. personnel, 108 of whom were female police officers. The activity aimed at building sustainability and ownership so that COP team and ANP officers could implement such initiatives without donors' intervention.

II. CONTEXT

A four-year UNDP project, titled Community-Oriented Policing Services (COPS), was approved by the LOTFA Steering Committee in 2020. The project focused on supporting the ANP to (1) increase trust and cooperation between communities and the police through an enhanced Police-e-Mardumi (PeM) methodology, which was prepared based on the Ministry of Interior Strategic Plan (MISP), including piloting new approaches that will allow the ANP to capture the voices of the community, and (2) the establishment Provincial Headquarters and Police Districts in Kabul are the primary focus of the project, and six PDs have been selected to participate in the initial phase of project implementation in Kabul (PD 4, 5, 6, 7, 8 and 12).

Under the Security Window of the Law-and-Order Trust Fund for Afghanistan (LOTFA), the Community-oriented Policing Services (COPS) project builds and expands on proven methods of improving relations between police and local communities in Afghanistan with the objective of improving the delivery of police services at the community level. It aimed to improve the overall security environment and security within communities, resulting in improved public trust towards accountable rule of law and security institutions. The project focused on Provincial Headquarters and Police Districts and integration of COP concept in the work of 19 PDs and Kabul PHQ in 2021.

The regular shift and replacements in the MoIA leadership and key counterparts i.e the General Directorates GDs, the project couldn't complete the timely consultation and approval of community and police development work in Kabul PDs.

III. PERFORMANCE REVIEW

Despite the security threats, movement restrictions, and COVID-19 the project implemented community oriented policing training programmes and completed the following major deliverables in Kabul 19 PD and PHQ The Police Perception Survey and findings from the assessments of Kabul PHQ and PDs formed the baselined for implementing the following major deliverables These activities covered the Country Programme Document CPD outcome 2 Trust in and access to fair, effective, and accountable rule of law services is increase in accordance with applicable international human rights standards and the Government's legal obligations.

1. The project strengthened collaboration between Police and Community Partnership in the (6) Police Districts PDs of Kabul city. The activity aimed at bringing police and

community together by implementing the Social and Behavior Change Communication SBCC actions. The training targeted 50 ANP officers and 300 community members in community and police consultations and awareness on the code of conduct.

2. The project implemented the assessment of Kabul Police Headquarter PHQ and Kabul 19 Police Districts PDs. The assessment feed into the development of Community and Police Initiatives for Kabul Police Provincial HQ and inform subsequent HQ actions and decision's in recognizing the current administrative, reporting and community policing challenges Kabul PHQ and PDs faced.
3. The project finalized the scope of work for the establishment of Police Information Desks PIDs in the (6) PDs of Kabul city. The PIDs are smaller in comparison to the Public Information Centers PICs established at the PD level with focus on case referral, case follow-up and particularly focusses on follow up and registration of cases related to women and girls at the PD level. The contract award was affected due to regime change.
4. The project implemented cascading model of training for 290 ANP officers in undertaking community outreach events including 120 school sessions, 12 university sessions, 10 Radio Police Sessions and print and dissemination of outreach materials i.e., notebooks, pen and school bags for school students. The activity aimed at targeting education institutions and building partnership with these institutions for trust and confidence building initiatives.
5. The project organized training of trainers in resource management, reporting and community policing for Kabul Police Provincial Headquarters (PHQ) and Kabul Police District (PDs) personnel. The training was conducted based on the capacity need assessment conducted by PDs education offices and Police Staff College (PSC) senior instructors. The direct training beneficiaries were PHQ and PDs education officers. A total of 22 participants (8 Female Officers and 14 Male Officers) benefited from the training. As a result of the one-week training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
6. The project completed the Kabul Police Headquarters (PHQ) assessment contract award. The assessment reviewed the existing coordination, planning, mentoring and implementation of community policing initiatives at the district level at the Kabul PHQ.
7. The project completed desk review of Kabul PHQ and Kabul PDs related to existing reporting, chain of command and community policing. The project team, in consultation with the Kabul PHQ, prepared the draft Standard Operation Procedures (SOP). A 3-day on-the-job training was organized and facilitated by project targeting 112 ANP officers from PDs and PHQ.
8. The project completed a total of six consultations, under the title of "Strengthening Police and Community Partnership Consultations" in Police Districts (PDs) 4, 5, 6, 7, 8 and 12 of Kabul city. The activity aimed at bringing police and community together by implementing the Social and Behavior Change Communication (SBCC) actions. A total of 568 community representatives, of whom 255 were female, attended these (6) days of community consultation sessions.

9. Based on the findings from PHQ and PDs assessments the project conducted a four-day training in February 2021 from the related departments and headquarters of MoIA; aimed to build the capacity of PDs education officers and Police Staff College (PSC) senior instructors. A total of 88 participants out of which 35 were Female Officers. As a result of the four days training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
10. As the result of the assessment and CPSS findings the project developed reporting guideline for MoIA PDs personnel. The project team, in consultation with the Kabul PHQ, prepared the draft Standard Operation Procedures (SOP). In follow-up a 5-day training organised in the MoIA headquarter with participation of 18 senior officials (directors and deputy directors) in presenting the draft SOP in order to receive feedback and recommendation for finalizing the SOP.
11. The project completed a total of 19 community and police consultation sessions, under the title of "Supporting Kabul Police Districts to Improve Community Policing" The two days community consultation session was organised by UNDP COPS local implementing partner. The activity aimed at bringing police and community together by implementing the Social and Behavior Change Communication (SBCC) actions. A total of 568 community representatives, of whom 255 were female, attended these (6) days of community consultation sessions.
12. The project completed two-week classroom and on-the-job training in Social and Behavior Change Communication (SBCC) to MoIA -related PDs personnel in Media and Public Relations, Gender and Human Rights, Religious and Cultural Affairs, Family Response Units (FRU) and Community Policing. The first training covered the MoIA directorates where the second training targeted Kabul 19 PDs. The training covered how to apply SBCC and the ways it can be utilized for proactive community policing and crime prevention. A total of 190 participants from the MoIA-related PDs attended the training with (70 Female ANP Officers and 120 Male ANP Officers). The training was conducted based on information gathered through the capacity building assessment of the five directorates and the police perception survey of 2019.
13. The project completed the second round of bi-lateral interviews targeting 60 interviews, out of which 20 were female members of ANP. The in-depth interviews were organized with experts, community members, and ANP male and female officers in order to ascertain what behaviours and situations could lead to or prevent crimes. By obtaining insights, from the ANP and the community, for better programmes that could lead to community and police councils and sustain security in the neighborhood, the activity aimed to implement the MoIA's broader public initiative.
14. The project launched three docuseries about Police Professional Behavior, Police Information Center, Police Impartiality, Public Confidence, Police Commitment, Police Conduct and Behavior, Police Respect for Human Rights, Police and the Rule of Law, Police and Fighting Corruption and Ethics. The video docuseries displayed in the six PDs, where ANP Officers learned the gradual integration of community policing concepts into their duties in their respective communities.

15. The project implemented the second round of Capacity Building Modular Training in 5 Police Districts of Kabul city (P.Ds 1-5). The training programme was aimed at bringing police and community together to fight crime and insurgency in their neighborhoods. This was a cascading training where the MoIA trained 12 officers, and they provided on-the-job training to 270 Commissioned, Non-Commissioned officers (NCOs) and PDs personnel, 108 of whom were female police officers.

IV. IMPLEMENTATION REVIEW

A. Quality of Partnerships

The movement restriction and COVID-19 implications caused delay in the implementation of project activities. The project in consultation with MoIA counterparts applied the involvement of third parties i.e., the Civil Society Organizations, Professional Firms and Non-governmental organizations. During the AWP development and consultation, the team along with MoIA counterparts identified the areas that requires partnerships with local CSOs/NGOs and professional firms. This included community consultation sessions in the 19 PDs of Kabul, training of ANP in Social and Behavior Change Communication SBCC, conducting Kabul PDs assessments and PHQ assessments and implementation of outreach activities through the third parties.

B. National Ownership

The project involved MoIA as the key counterparts in the development of project work plan, concept note development and activity implementation. During the course two years, the team immensely involved MoIA directorates of public information and media, community policing and 119, gender and children rights, family response units, Kabul PDs COP officers and deputy ministers at the broader level. The project ensured MoIA aforesaid directorates takes ownership. This included the development of project ownership plan endorsed by directorate of community policing and 119. Following the development of this plan, MoIA took lead in facilitating bi-weekly community policing coordination meetings where national NGOs and international organizations including UNDP was co-chairing these sessions.

C. Sustainability

It is vital to ensure timely implementation of project deliverables and involve MoIA related directorates in the project formulation and implementation. i.e., the project facilitated the implementation of grass-root consultation sessions in three PDs of Kabul city while the remaining 16 PDs were facilitated by MoIA. This way, MoIA was enabled to take lead in any development work. Until 14 August 2021, the project trained 120 MoIA Community Policing Officers in Kabul PHQ and PDs to take lead in implementation of broader outreach and awareness programmes, community consultation sessions and implementation of mosque outreach sessions in Kabul.

V. RESULTS

A. OUTPUT 1: Capacity of Police Provincial Headquarters to lead and sustain reform improved

The Community Oriented Policing Services (COPS) project intended to build capacities of the Kabul police headquarters in leading and sustaining reform efforts. One of the included activities was the assessment of Kabul PHQ's ability to plan and oversee operations and its ability to collect evidence and data to monitor implementation plans and provide support to local police departments.

The followings are the major results under output 1:

1. The project implemented the assessment of Kabul Police Headquarter PHQ and Kabul 19 Police Districts PDs. The assessment feed into the development of Community and Police Initiatives for Kabul Police Provincial HQ and inform subsequent HQ actions and decision's in recognizing the current administrative, reporting and community policing challenges Kabul PHQ and PDs faced.
2. The project organized training of trainers in resource management, reporting and community policing for Kabul Police Provincial Headquarters (PHQ) and Kabul Police District (PDs) personnel. The training was conducted based on the capacity need assessment conducted by PDs education offices and Police Staff College (PSC) senior instructors. The direct training beneficiaries were PHQ and PDs education officers. A total of 22 participants (8 Female Officers and 14 Male Officers) benefited from the training. As a result of the one-week training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
3. The project completed the Kabul Police Headquarters (PHQ) assessment contract award. The assessment reviewed the existing coordination, planning, mentoring and implementation of community policing initiatives at the district level at the Kabul PHQ. As the result, a detailed assessment of PHQ assessment completed, reviewed and approved by MoIA Deputy Minister for Security Affairs. The assessment led to the development of 1 year on the job training of Kabul PHQ staff.
4. The project completed desk review of Kabul PHQ and Kabul PDs related to existing reporting, chain of command and community policing. The project team, in consultation with the Kabul PHQ, prepared the draft Standard Operation Procedures (SOP). A 3-day on-the-job training was organized and facilitated by project targeting 112 ANP officers from PDs and PHQ.

Below is a snapshot of where [COPS] is in relation to its annual targets.

Table 1a. 2020 Annual Targets:

Indicator	Baseline	Annual Targets	Cumulative Achievements	Comments
<p>1.1. Availability of Comprehensive individual and institutional Capacity Assessments at PHQ</p>	<p>TBD after Organizational review of PHQ planned for July – August 2019</p>	<p>1.1. Comprehensive individual and institutional Capacity Assessments completed, and data inform Capacity Development Plans</p>	<p>0%</p>	<p>Off track – in year 1 due to delay in the staff recruitment and project approval.</p>
<p>1.2. Extent to which PHQ Plans are aligned with the needs and priorities of PDs</p> <ul style="list-style-type: none"> a) Fully aligned b) Partially aligned c) Not aligned <p>Following plans are meant in this indicator:</p> <ul style="list-style-type: none"> - Budget planning and formulation (including for PDs) - PEM implementation plan - Staffing and change management plans - Infrastructure improvement plan - Procurement of Equipment, PPE and maintenance plans 	<p>TBD following assessments of the plans as well as PHQ organizational review</p>	<p>1.2 PHQ Plans are aligned with the needs and priorities of PDs</p>	<p>0%</p>	<p>Off track – in year 1 due to delay in the staff recruitment and project approval.</p>

Indicator	Baseline	Annual Targets	Cumulative Achievements	Comments
1.3.# of functions at PHQ and PDs optimized and adjusted to improve coordination between the two	# = 0 functions identified for optimization	1.3 # of functions identified and agreed for optimization	0%	Off track – in year 1 due to delay in the staff recruitment and project approval.

Table 1b. 2021 Annual Targets

Indicator	Baseline	Annual Targets	Cumulative Achievement	Comments
1.4. Availability of Comprehensive individual and institutional Capacity Assessments at PHQ	TBD after Organizational review of PHQ planned for July – August 2019	1.1. Comprehensive individual and institutional Capacity Assessments completed, and data inform Capacity Development Plans	100% a) Completed individual and organization capacity assessment b) Completed organizational capacity assessment	
1.5. Extent to which PHQ Plans are aligned with the needs and priorities of PDs d) Fully aligned e) Partially aligned f) Not aligned Following plans are meant in this indicator: - Budget planning and formulation (including for PDs) - PEM implementation plan	TBD following assessments of the plans as well as PHQ organizational review	1.2 PHQ Plans are aligned with the needs and priorities of PDs	50% a) First group of PHQ staff trained b) First group of COPS staff trained c) Plans developed for eight PDs out 19	Partially aligned – as the second group of PHQ and COP staff were not trained on remaining 11 PDs

Indicator	Baseline	Annual Targets	Cumulative Achievement	Comments
<ul style="list-style-type: none"> - Staffing and change management plans - Infrastructure improvement plan - Procurement of Equipment, PPE and maintenance plans 				
1.6.# of functions at PHQ and PDs optimized and adjusted to improve coordination between the two	# = 0 functions identified for optimization	1.3 # of functions identified and agreed for optimization	50% <ul style="list-style-type: none"> a) First group of PHQ staff trained b) First group of COPS staff trained c) Plans developed for eight PDs out 19 	Total 12 functions identified, needs analysis and assessment. Pending contract award.

B. OUTPUT 2: Improved Police Response to Community Needs and Priorities

The project worked with MoIA counterparts Kabul PHQ, Directorate of Religious and Culture Affairs, Public Relation and Kabul PD commanders to implement the following as part of improved police response to communities needs and recommendations on the bases of the CPSS findings and the assessments conducted in the 19 PDs of Kabul city.

1. The project strengthened collaboration between Police and Community Partnership in the (6) Police Districts PDs of Kabul city. The activity aimed at bringing police and community together by implementing the Social and Behavior Change Communication SBCC actions. The training targeted 50 ANP officers and 300 community members in community and police consultations and awareness on the code of conduct.
2. The project implemented cascading model of training for 290 ANP officers in undertaking community outreach events including 120 school sessions, 12 university sessions, 10 Radio Police Sessions and print and dissemination of outreach materials i.e notebooks, pen and school bags for school students. The activity aimed at targeting education institutions and building partnership with these institutions for trust and confidence building initiatives.
3. The project completed a total of six consultations, under the title of “Strengthening Police and Community Partnership Consultations” in Police Districts (PDs) 4, 5, 6, 7, 8 and 12 of Kabul city. The activity aimed at bringing police and community together by implementing the Social and Behavior Change Communication (SBCC) actions. A total of 568 community representatives, of whom 255 were female, attended these (6) days of community consultation sessions.
4. Based on the findings from PHQ and PDs assessments the project conducted a four days training in February 2021 from the related departments and headquarters of MoIA; aimed to build the capacity of PDs education officers and Police Staff College (PSC) senior instructors. A total of 88 participants out of which 35 were Female Officers. As a result of the four days training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
5. The project completed a total of 19 community and police consultation sessions, under the title of “Supporting Kabul Police Districts to Improve Community Policing” The two days community consultation session was organised by UNDP COPS local implementing partner. The activity aimed at bringing police and community together by implementing the Social and Behavior Change Communication (SBCC) actions. A total of 568 community representatives, of whom 255 were female, attended these (6) days of community consultation sessions.
6. Under output (2), the project completed two-week classroom and on-the-job training in Social and Behavior Change Communication (SBCC) to MoIA-related PDs personnel in Media and Public Relations, Gender and Human Rights, Religious and Cultural Affairs, Family Response Units (FRU) and Community Policing. The first training covered the MoIA directorates where the second training targeted Kabul 19

PDs. The training covered how to apply SBCC and the ways it can be utilized for proactive community policing and crime prevention. A total of 190 participants from the MoIA- related PDs attended the training with (70 Female ANP Officers and 120 Male ANP Officers). The training was conducted based on information gathered through the capacity building assessment of the five directorates and the police perception survey of 2019.

7. The project completed the second round of bi-lateral interviews targeting 60 interviews, out of which 20 were female members of ANP. The in-depth interviews were organized with experts, community members, and ANP male and female officers in order to ascertain what behaviours and situations could lead to or prevent crimes. By obtaining insights, from the ANP and the community, for better programmes that could lead to community and police councils and sustain security in the neighborhood, the activity aimed to implement the MoIA's broader public initiative.
8. The project launched three docuseries about Police Professional Behavior, Police Information Center, Police Impartiality, Public Confidence, Police Commitment, Police Conduct and Behavior, Police Respect for Human Rights, Police and the Rule of Law, Police and Fighting Corruption and Ethics. The video docuseries displayed in the six PDs, where ANP Officers learned the gradual integration of community policing concepts into their duties in their respective communities.
9. The team also organized a two-day community consultation in Kabul Police Districts 4, 5, 6, 7, 8 & 12. At the meetings, 1,800 people participated, including 630 women from Kabul's six district offices (PDs). Part of this output is to develop/strengthen the sense of duty and commitment to proactive community-oriented policing at the grassroots level by conducting community and police consultation sessions in the identified PDs of Kabul. Requests for Proposals (RFPs) were produced, approved, and then launched and contracted in this period.

Based on the outcome of the community consultations, the team generated two Request for Proposals (RFPs) due to the community consultation in the six police departments (PDs 4, 5, 6, 7, 8 & 12) and the findings from the Community and Police Perception Survey CPSS. The two initiatives were being pursued: first, to assist Kabul Police Districts to provide improved community-oriented policing services; second, to strengthen police and community partnerships. To incorporate community policing into ANP plans and actions, these two efforts engaged the General Directorates of Strategic Communication, Community Policing, Gender, and Children Rights, and Gender and Children Rights of the MoIA.

- A) Implementation of Social and Behavior Change Communication (SBCC) campaigns at the PD level to prevent and reduce crime and producing key messages offering police's tips and advice targeted at crime prevention. Using SBCC actions, the activity aimed to bring the police and the community together. This one-day community consultation included 568 community members, 255 women.

1.1. SBCC Expert Interviewees - Thirty ANP officers (8 females and 12 males) were interviewed in six Kabul PDs. Experts, community members, and ANP male and

female officers underwent in-depth interviews to learn what behaviors and situations could lead to or prevent crimes.

- 1.2. SBCC Focus Group Discussions (FGDs) - Four female and 16 male ANP officers participated at each of the 30 FGDs. Such purpose was to gain insight into what behaviors and situations could lead to or prevent crimes.
- 1.3. The Police Code of Conduct - The project completed the installation of six televisions in Kabul's PDs.
- 1.4. The video docuseries displayed in the six PDs, where ANP Officers will gradually integrate community policing concepts into their duties.

Below is a snapshot of where [COPS] is in relation to its annual targets

Table 2a. 2020 Annual Targets

Indicator	Baseline	Annual Targets	Cumulative Achievements	Remarks
2.1. Number of assessments and research studies related to community-oriented police services conducted	n/a	2.1 Assessments are completed, and recommendations reflected in PHQ planning (PeM).	%25	On track Community Police Perception Survey completed for Kabul. Covered 19 PDs, total 7000 respondents, around 20% respondents are police officers.
2.2 % of surveyed community members who participate in PEM councils that are satisfied with the PEM Councils 2.3 % of surveyed community members who participate in PEM councils that are satisfied with the PEM councils (disaggregated by age, gender, businesses, disabilities, other vulnerable groups, PD)	CPPS did not have these indicators, but found that 13% of 5,908 community members knew what police e-mardumi was (Source: LOTFA CPPS)	2.2% of community with satisfaction increases by 10% 2.3 % of community members who express trust increases by 10%	%15	
2.4 % of women (a) attending, (b) represented at the PeM (by target PD)	a) No data b) 30%	a) At least 30% b) At least 30%	0%	Off track In year 1 due to staff late recruitment and pending TORs for community and police Shura's

2.5 % of security concerns voiced by population addressed and solved (per PD and gender disaggregated)	a) To be determined by the initial PEM Council meetings	a) at least 20% of concerns are solved in Y1	0%	No progress In year 1 due to staff late recruitment and pending TORs for community and police Shura's
2.6 Level of implementation of a specific communication and behavioural change campaign/training programme targeting ANP staff (completely; partially; not implemented) 2.7 Level of effectiveness of communication products/ campaign elements	To be established following assessments for the behaviour change communication campaign	2.6. Behavioural change campaign/training programme targeting ANP implemented 2.7. to be discussed (linked to indicator)	0%	Off track - pending the implementation of community engagement activities. The development of TORs for the SBCC 1 and SBCC 2 prepared, reviewed and approved.

Table 2b. 2021 Annual Targets

Indicator	Baseline	Annual Targets	Cumulative Achievements	Remarks
2.1. Number of assessments and research studies related to community-oriented police services conducted	n/a	2.1 Assessments are completed, and recommendations reflected in PHQ planning (PeM).	%25	On track Community Police Perception Survey completed for Kabul. Covered 19 PDs, total 7000 respondents, around 20% respondents are police officers. Community and police consultation sessions report

				Bi-lateral interviews
2.8 % of surveyed community members who participate in PEM councils that are satisfied with the PEM Councils	CPPS did not have these indicators, but found that 13% of 5,908 community members knew what police e-mardumi was (Source: LOTFA CPPS)	2.2% of community with satisfaction increases by 10%	%15	Community and police consultation sessions report FGD sessions conducted
2.9 % of surveyed community members who participate in PEM councils that are satisfied with the PEM councils (disaggregated by age, gender, businesses, disabilities, other vulnerable groups, PD)		2.3 % of community members who express trust increases by 10%		
2.10% of women (a) attending, (b) represented at the PeM (by target PD)	c) No data d) 30%	c) At least 30% d) At least 30%	30%	Community consultation sessions organized in the 19 PDs
2.11 % of security concerns voiced by population addressed and solved (per PD and gender disaggregated)	b)To be determined by the initial PEM Council meetings	b) at least 20% of concerns are solved in Y1	20%	
2.12Level of implementation of a specific communication and behavioral change campaign/training programme targeting ANP staff (completely; partially; not implemented)	To be established following assessments for the behavior change communication campaign	2.6. Behavioral change campaign/training programme targeting ANP implemented 2.7. to be discussed (linked to indicator)	Completely	The implementation of SBCC in the targeted PDs of Kabul

2.13 Level of effectiveness of communication products/ campaign elements				
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C. OUTPUT 3: Standard PDs constructed/rehabilitated to support community-oriented policing

The project in consultation with the MoIA DM policy and strategy who was assigned as the focal point from MoIA led the establishment of a working group comprised of MoIA Engineering team and UNDP. The activities in this output were initially the establishment of standard PDs at the district level. Later, reference to the advisory from the MoIA leadership in December 2021, this was changed to establishment of smaller Public Services Centers in the (6) PDs of Kabul city including Kabul PHQ. The idea of smaller PSCs was later approved by donors in LOTFA's Project Steering Committee.

As result of 6 coordination meetings led by DM Policy and Strategy, the followings completed:

- a. Preliminary assessment of PIDs – to establish standard Police Information Centers and ensure every aspect of a standard PID is well reflected in the scope, UNDP technical team completed the assessment of six PIDs; 4,5,6,7 8, and 12 of Kabul city. The assessment covered security requirements, water and electricity availability, toilets (both women and men), kitchens and dining areas, PeM meeting halls, detention cells, and family response units. As the result of the findings from this assessment, the project developed standard PID plan for all the (6) PID centers. This was reviewed and approved by MoIA Engineering Directorate and Deputy Minister. The findings were all feed into the development of the following package for PID.
- b. Development of PIDs - scope of work, drawing and locations PDs 4, 5, 6, 7, 8, and 12 were developed and selected. UNDP and MoIA technical team conducted site visits for the preliminary assessment later developed and finalized the scope of work resulted in finalizing the complete package for PIDs. Total 11 construction firms applied and conducted site visits from PD11 to review the drawings and feasibility assessment i.e., security requirements, water and electricity availability, toilets (both women and men), kitchens and dining areas, PeM meeting halls, detention cells, and family response units.
- c. The project was in the final phases of the tender's evaluation. This was not completed due to the regime change. The expectation for the commencement date of the contract was scheduled February – May 2022 a four-month implementation plan agreed by MoIA and UNDP.

Below is a snapshot of where [COPS] is in relation to its annual targets

Table 3a. 2020 Annual Targets

Indicator	Baseline	Annual Targets	Cumulative Achievement	Comments
3.1. Number of pilot PDs rehabilitated following assessments and in critical infrastructure areas (to improve security of policewomen and men and general public visiting PD, +FRU)	N/A	Infrastructure rehabilitation roadmap agreed with MOIA 6 PDs rehabilitated in Kabul in Y 1 19 PDs rehabilitated in Kabul in Y 2	0%	Off track – while the assessments have been completed and needs identified, further discussions with LOTFA donors and MOIA are required to secure resources and approval to implement infrastructure-related activities. Total 6 PDs selected for the establishment of Police Information Centers.
3.2. Number of PDs with minimum security measures reaching 100% (an index derived as a result of infrastructure survey) Parameters: <ul style="list-style-type: none"> - Electronic access Control System - Steel gates - Boom barriers - Sentry posts - Security Control room - Anti-blast windows - Physical barriers - Perimeter lights - Watch tower 	0 (Source: LOTFA Infrastructure Survey) PD 1 – 40% PD 2 – 70% PD 3 – 80% PD 4 – 80% PD 5 – 70% PD 6 – 70% PD 8 – 60% PD 9 – 90% PD 10 – 60% PD 11 – 80% PD 12 – 70% PD 13 – 40% PD 16 – 60% PD 19 – Not available	TBD upon discussion with MOIA and LOTFA donors TBD upon finalization of infrastructure survey results	NA	Off track - further discussions with LOTFA donors and MOIA are required to secure resources and approval to implement infrastructure-related activities. This has been changed in line with the consultation and agreement with MoIA. PDs rehabilitation removed from AWP 2021 instead establishment of PIDs were proposed and agreed by donors.

<p>3.3.</p> <p>a) % of surveyed PD personnel satisfied with the improved infrastructure in the rehabilitated PDs</p> <p>b) % of surveyed general public satisfied with the improved infrastructure in the rehabilitated PDs (m/f)</p> <p>c) % of general public surveyed reporting that the rehabilitated PDs become more accessible (m/f)</p>	N/A	<p>a) At least 50%</p> <p>b) At least 50%</p> <p>c) At least 50%</p>	NA	<p>Off track – in year 1</p> <p>Due to late staff recruitment Feasibility assessment</p> <p>off-track - further discussions with LOTFA donors and MoIA are required to secure resources and approval to implement infrastructure-related activities.</p>
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Table 3b. 2021 Annual Target

Indicator	Baseline	Annual Targets	Cumulative Achievement	Comments
<p>3.1. Number of pilot PDs rehabilitated following assessments and in critical infrastructure areas (to improve security of policewomen and men and general public visiting PD, +FRU)</p>	N/A	<p>Infrastructure rehabilitation roadmap agreed with MOIA</p> <p>6 PDs rehabilitated in Kabul in Y 1</p> <p>19 PDs rehabilitated in Kabul in Y 2</p>	0%	<p>Off track – in year 1</p> <p>Due to late staff recruitment Feasibility assessment</p> <p>while the assessments have been completed and needs identified, further discussions with LOTFA donors and MOIA are required to secure resources and approval to implement infrastructure-related activities.</p> <p>Total 4 PDs selected for the establishment of Police Information Centers.</p>

<p>3.2. Number of PDs with minimum security measures reaching 100% (an index derived as a result of infrastructure survey)</p> <p>Parameters:</p> <ul style="list-style-type: none"> - Electronic access Control System - Steel gates - Boom barriers - Sentry posts - Security Control room - Anti-blast windows - Physical barriers - Perimeter lights - Watch tower 	<p>0 (Source: LOTFA Infrastructure Survey)</p> <p>PD 1 – 40%</p> <p>PD 2 – 70%</p> <p>PD 3 – 80%</p> <p>PD 4 – 80%</p> <p>PD 5 – 70%</p> <p>PD 6 – 70%</p> <p>PD 8 – 60%</p> <p>PD 9 – 90%</p> <p>PD 10 – 60%</p> <p>PD 11 – 80%</p> <p>PD 12 – 70%</p> <p>PD 13 – 40%</p> <p>PD 16 – 60%</p> <p>PD 19 – Not available</p>	<p>TBD upon discussion with MOIA and LOTFA donors</p> <p>TBD upon finalization of infrastructure survey results</p>	<p>NA</p>	<p>Off track – in year 1</p> <p>Due to late staff recruitment Feasibility assessment</p> <p>Off track - further discussions with LOTFA donors and MOIA are required to secure resources and approval to implement infrastructure-related activities.</p> <p>This has been changed in line with the consultation and agreement with MoIA.</p>
<p>3.3.</p> <p>d) % of surveyed PD personnel satisfied with the improved infrastructure in the rehabilitated PDs</p> <p>e) % of surveyed general public satisfied with the improved infrastructure in the rehabilitated PDs (m/f)</p> <p>f) % of general public surveyed reporting that the rehabilitated PDs become more accessible (m/f)</p>	<p>N/A</p>	<p>d) At least 50%</p> <p>e) At least 50%</p> <p>f) At least 50%</p>	<p>NA</p>	<p>Off track – in year 1</p> <p>Due to late staff recruitment Feasibility assessment</p> <p>off-track - further discussions with LOTFA donors and MoIA are required to secure resources and approval to implement infrastructure-related activities.</p>

D. OUTPUT 4: Administrative Services are Improved at the PD Levels to Support Police Services

This Output aimed to improve the administrative services provided by the Kabul Police Districts (PDs). Interventions would involve the development of a capabilities framework, optimizing administrative systems at Police District Stations, the capacity building of police district administrative staff, and the procurement of necessary equipment for these police departments.

The followings were the key achievements under this output:

- a. It was anticipated that the findings and activities of the functional review described in Output 1 would serve as the basis for the work described in this Output. During the 1st quarter of 2020, the project team met with the General Directorate of Project Management of the Ministry of Interior to discuss the specifics of the functional review that would be implemented in the PHQ and target police districts of Kabul (PDs 4, 5, 6, 7, 8, and 12). In early 2021, the project was expected to begin after the TOR development process has been completed and approved.
- b. The project implemented the assessment of Kabul Police Headquarter PHQ and Kabul 19 Police Districts PDs. The assessment feed into the development of Community and Police Initiatives for Kabul Police Provincial HQ and inform subsequent HQ actions and decision's in recognizing the current administrative, reporting and community policing challenges Kabul PHQ and PDs faced. The assessment reviewed the existing coordination, planning, mentoring and implementation of community policing initiatives at the district level at the Kabul PHQ.
- c. The project organized training of trainers in resource management, reporting and community policing for Kabul Police Provincial Headquarters (PHQ) and Kabul Police District (PDs) personnel. The training was conducted based on the capacity need assessment conducted by PDs education offices and Police Staff College (PSC) senior instructors. The direct training beneficiaries were PHQ and PDs education officers. A total of 22 participants (8 Female Officers and 14 Male Officers) benefited from the training. As a result of the one-week training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
- d. The project completed desk review of Kabul PHQ and Kabul PDs related to existing reporting, chain of command and community policing. The project team, in consultation with the Kabul PHQ, prepared the draft Standard Operation Procedures (SOP). A 3-day on-the-job training was organized and facilitated by project targeting 112 ANP officers from PDs and PHQ.
- e. Based on the findings from PHQ and PDs assessments the project conducted a four days training in February 2021 from the related departments and headquarters of MoIA; aimed to build the capacity of PDs education officers and Police Staff College (PSC) senior instructors. A total of 88 participants out of which 35 were Female Officers. As a result of the four days training programme, the PDs personnel trained

in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.

- f. The project implemented the second round of Capacity Building Modular Training in five Police Districts of Kabul city (P.Ds 1-5). The training programme was aimed at bringing police and community together to fight crime and insurgency in their neighborhoods. This was a cascading training where the MoIA trained 12 officers, and they provided on-the-job training to 270 Commissioned, Non-Commissioned Officers (NCOs) and PDs personnel, 108 of whom were female police officers.
- g. The project recruited two local consultants to complete a desk review of MoIA existing administrative and training procedures. As the result, the ICs completed the desk review but couldn't complete the remaining tasks due closing of all on the ground activities including ICs and contractors post 15 August 2021. The project implemented the assessment of Kabul Police Headquarter PHQ and Kabul 19 Police Districts PDs. The assessment feed into the development of Community and Police Initiatives for Kabul Police Provincial HQ and inform subsequent HQ actions and decision's in recognizing the current administrative, reporting and community policing challenges Kabul PHQ and PDs faced.
- h. The project organized training of trainers in resource management, reporting and community policing for Kabul Police Provincial Headquarters (PHQ) and Kabul Police District (PDs) personnel. The training was conducted based on the capacity need assessment conducted by PDs education offices and Police Staff College (PSC) senior instructors. The direct training beneficiaries were PHQ and PDs education officers. A total of 22 participants (8 Female Officers and 14 Male Officers) benefited from the training. As a result of the one-week training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.
- i. The project completed the Kabul Police Headquarters (PHQ) assessment contract award. The assessment reviewed the existing coordination, planning, mentoring and implementation of community policing initiatives at the district level at the Kabul PHQ.
- j. The project completed desk review of Kabul PHQ and Kabul PDs related to existing reporting, chain of command and community policing. The project team, in consultation with the Kabul PHQ, prepared the draft Standard Operation Procedures (SOP). A three-day on-the-job training was organized and facilitated by project targeting 112 ANP officers from PDs and PHQ.
- k. Based on the findings from PHQ and PDs assessments the project conducted a four days training in February 2021 from the related departments and headquarters of MoIA; aimed to build the capacity of PDs education officers and Police Staff College (PSC) senior instructors. A total of 88 participants out of which 35 were Female Officers. As a result of the four days training programme, the PDs personnel trained in integrating community policing (professional policing), managing available resources to build trust, providing weekly community consultation reports, and

providing clear recommendations to Kabul PHQ for on aligning resources for tackling crime and insurgency in their respective neighborhood.

- I. The project implemented the second round of Capacity Building Modular Training in five Police Districts of Kabul city (P.Ds 1-5). The training programme was aimed at bringing police and community together to fight crime and insurgency in their neighborhoods. This was a cascading training where the MoIA trained 12 officers, and they provided on-the-job training to 270 Commissioned, Non-Commissioned officers (NCOs) and PDs personnel, 108 of whom were female police officers.

Below is a snapshot of where [COPS] is in relation to its annual targets

Table 4a. 2020 Annual Targets

Indicator	Baseline	Annual Targets	Cumulative Achievements	Comments
4.1. Availability of Administrative Capacity Framework for PDs Parameters: - Asset management (inventory) - Reporting to PHQ - Logistics and supply chain management	Not available	Administrative Capacity assessments for target PDs completed	NA	Delayed in year 1 – pending assessments and functional review work.
4.2. Availability of improved SOPs for key administrative functions at PDs	SoPs require review and development	SOPs for key administrative functions at PDs reviewed and improved	NA	Delayed in year 1 – pending assessments and functional review work
4.3. Degree to which the core administrative functions in pilot PDs are improved a) Proxy: % of personnel (at PHQ and PD) satisfied with the optimized key functions b) Time reduced (in %) in the key administrative processes	0%	4.2.a. to be determined a) Proxy: satisfaction level increased by 50% b) Proxy: TBD upon functional review.	NA	Delayed in year 1 – pending assessments and functional review work
4.4. Availability of functional Inventory management system at PDs	There is no proper inventory management system	Inventory management system is functional at select PDs	NA	Delayed in year 1 – pending assessments and functional review work

Table 4b. 2021 Annual Report

Indicator	Baseline	Annual Targets	Cumulative Achievements	Comments
4.1. Availability of Administrative Capacity Framework for PDs Parameters: <ul style="list-style-type: none"> - Asset management (inventory) - Reporting to PHQ - Logistics and supply chain management 	Not available	Administrative Capacity assessments for target PDs completed	Completed administrative capacity assessment of PDs	Completed
4.2. Availability of improved SOPs for key administrative functions at PDs	SoPs require review and development	SOPs for key administrative functions at PDs reviewed and improved	SOPs developed based on PDs administrative functions Training provided to 270 NCO and non-commissioned personnel	Completed
4.3. Degree to which the core administrative functions in pilot PDs are improved c) Proxy: % of personnel (at PHQ and PD) satisfied with the optimized key functions d) Time reduced (in %) in the key administrative processes	0%	4.2.a. to be determined a) Proxy: satisfaction level increased by 50% b) Proxy: TBD upon functional review.	NA	Not completed as training plan not developed due to August 15 event
4.4. Availability of functional Inventory management system at PDs	There is no proper inventory management system	Inventory management system is functional at select PDs	Assessment completed	Training not provided due to August 15 event

VI. GENDER SPECIFIC RESULTS

The COPS Project directly promoted policewomen's capacity building and their better working conditions. With Outputs 2, 3, and 4, the COPS Project directly assisted the MOIA in achieving the strategic goal: "by 1402 (solar year), the Ministry of Interior and the ANP will be a more civil, professional and impartial entity capable of enforcing the rule of law without ethnic, language, gender or faith discrimination, reliant on Afghanistan internal resources that will facilitate conditions for the rule of law."

Output 2 also promoted the role of women in the community by involving them in PeM Councils that assist community policing. Their participation ensured that the PeM councils adequately handle women's needs and concerns.

During the 2nd year implementation, under MOIA Inclusive Outreach Initiative and SBCC 1 and SBCC 2 projects, the team ensured the inclusion of both male and female ANP officers equally taking part in the implementation of these three activities.

Furthermore, (UNDP) collaborated with technical teams during the construction process to ensure that the structures are gender-sensitive and responsive to the basic needs of both men and women. As part of SBCC 1, which began in early April 2021, the team started the consultation with the General Directorate of Community Policing to include one male and one female police officer. The team worked also with the Family Response Units (FRUs) to jointly implement the Ministry of Interior Affairs (MoIA) broader outreach initiatives under SBCC 2 and the Inclusive Community Outreach Initiative. Both RFPs were evaluated in the first quarter of 2021.

Box 2. Gender as cross-cutting developmental initiatives in the projects various activities:

1. The project completed six consultations on "Strengthening Police and Community Partnerships" in six Kabul Police Districts (4, 5, 6, 7, 8, and 12 PDs). The activity brought the police and the community together through SBCC. Almost half (44.89%) were women among those who attended the six community consultation sessions out of 568.
2. The project completed 30 interviews with females, ten of which were under output (2). In-depth interviews with experts, community members, and ANP male and female officers to learn what behaviors and situations could lead to or prevent crimes.
3. The project implemented Capacity Building Modular Training in the nine Kabul Police Districts (PDs 1-9). The MoIA trained 22 officers, who then trained 270 commissioned and non-commissioned PD personnel, 108 female officers. The training brought the police and the community together to fight crime and insurgency.

VII. PARTNERSHIPS

The project facilitated the MOIA and PeM Directorate build an inclusive coordination framework by forming the COPS working group, which included national and international players. The Working Group will oversee the project's implementation and create strategies and initiatives to improve Afghan citizen safety and security.

During the first quarter of 2020, the project identified the national and international partners working in the rule of law, such as RS, CSTC-A, GPPT UNHABITAT, among others. It initiated the active coordination of their efforts. To ensure ownership, efficiency, and timeliness, MOIA PeM Directorate, PMO, and COPS project developed joint implementation.

In the second quarter of 2020, the project pursued the coordination actions with all national and international partners involved in police reform and the rule of law initiatives dynamically and collaboratively.

The three quarters of FY 2021, the team continued to coordinate with the UNDP community policing initiatives under the Community Oriented Policing Services (COPS) program with UN-Habitat, the German Development Organization (Gesellschaft für International Zusammenarbeit (GIZ), and the European Union (EU) Support to Family Response Unit (FRU).

VIII. ISSUES

The COPS project encountered several issues during its implementation. In the early 1st quarter of 2020, the COPS Project was hiring important positions. One of the challenges encountered was the recruitment of workers. How to hire quickly after posting is critical to lessen project delays. Project posts are published, and the hiring process has begun. Secondly, the threats brought by COVID-19, impeded the establishment of PeM councils, monthly meetings, and trainings for PeM members. Further, the current health pandemic hindered the firming up of the security and health protocols, and the completion of the PD assessments were all.

During the second quarter of the same year, the project has obtained three posts out of twenty available roles, namely a National Project Coordinator, a National Project Coordinator (Policing), and a Project Associate. Delays in the recruitment of project staff hampered the capacity to get the project up and running. Such concern was exacerbated by implementation difficulties, movement restrictions, and the MOIA lockdown due to the COVID-19 outbreak and subsequent MOIA lockdown. UNDP utilized existing Country Office staff to boost the COPS project's capacity while awaiting the onboarding of key project personnel.

At the onset of the project, several hindering factors, such as, COVID 19 pandemic, security threats to the Ministry of Interior Affairs (MoIA), etc., caused the delay in the recruitment of

its key positions. The majority of its recruitments reached towards the 3rd quarter of 2020 and completed at the end of that year.

1. Pause – from the 15 of August 2021 all UNDP Community Oriented Policing Services COPS activities, the work of contractors was paused based on the decision from the LOTFA steering committee resulted in closing all Law-and-Order Trust Fund projects by 04 December 2021.
2. Project closure (programme and financial) – based on the decision by LOTFA Steering Committee UNDP management instructed the programme closure of COPS until 4th December 2021.
3. Cancellation – all tendering services or contracts under evaluations such as the construction of five police information desks, implementation of MoIA outreach, technical and logistical support to Kabul PHQ and Kabul PD tenders' evaluations were stopped and bidders were informed of the cancelation.
4. Security– from the start of project implementation till 15 August, based on UN security advisory all MoIA facilities applied movement restrictions. Despite these challenges, the project implemented activities through non-governmental organizations, companies and community-based organisations.
 - a) Coordination- coordination among national and international partners were always an issue. The project organized series of follow-up with MoIA to take leadership role in organizing bi-weekly community oriented policing meetings led by MoIA. Fortunately, this enabled MoIA to take lead and invite all partners including UNDP, UN-Habitat, GiZ and SSMI to gather and share their current and future activities in coordination with partners involved.
 - b) Contextualized programming – each of the community oriented policing partners had their own mandate and implementation strategy. In most cases, MoIA was not properly briefed about those efforts.

IX. RISKS

The project encountered several risks. One of which was the MOIA leadership changes frequently, and the next president has yet to name his cabinet. The changes in the MoIA leadership affected the activities since they have different priorities. Notwithstanding this, UNDP has been closely coordinating with Kabul PHQ and MOIA. The project team involved deputy directorates and ensured orientation of the project activities with each new appointee. The project provided 2-3 orientation per-week starting from deputy ministers to general directorates.

During the second quarter, the COVID-19 outbreak in Afghanistan seriously risked the project's implementation and capacity to achieve its objectives. The MoIA ordered a nationwide lockdown and a ban on big gatherings that would lead to escalating the health crisis. Additionally, UNDP COPS team have restricted the number of international personnel, while the national staff is also telecommuting. These constraints have hampered the

completion of infrastructure assessments and the capacity to attend discussions with the Ministry of Infrastructure and the ANP regarding the implementation of this project. The project team ensured to adhere to WHP C-19 precautionary measures i.e installing social distancing boards, using face masks and hand sanitizers in it is all events.

The project team is frequently confronted with issues such as delays in the recruitment of project staff, difficulties in the implementation of the project, and restrictions on their freedom of movement. The project team organized several meetings and pointed out the urgency of recruitment for key national staff. Staff priority list was shared with UNDP human resource unit and regular follow-ups was made to ensure the timely onboarding of local staff and ICs.

Second-quarter of the second year of implementation identified the following risks and challenges:

- a) Management of expectations (key risk) – The MoIA's new leadership requested significant changes to the TOR during the final stages of the RFP. This delayed the re-advertising and evaluations by two months.

Contractual services are provided by third-party organizations/firms, which can take up to two months to process

- b) Movement restrictions (key challenge) – evaluating and testing the project team's training program is critical to monitoring PD activities. Preparation of movement lists for upcoming PDs' outreach activities.

To comply with the WHO's health advisory, the project printed COVID-19 awareness billboards, limits community consultations, requires participants to wear face masks, and supplies events with hand sanitizer.

X. LESSONS LEARNED

The project team documented several lessons learned during the course of project implementation (2) years. One is to sequence the project so that the scheduled activities reflect the available resources. Second, focus on recruitment for the second quarter to free up resources for the project. Third, the continuous COVID-19 pandemic forced the implementers to regularly reconsider the workplan due to issues on accessibility. The initiative is constantly adapting to the changing security and political environment. The team worked with MOIA, PHQ PeM team, and community members to plan the project's deployment once the pandemic is over. The team is in touch with key PHQ and PeM directors to develop SOP, training curriculum, and outreach efforts for the designated PDs.

During the 1st quarter on the FY 2021, the team organized a meeting to ensure long-term sustainability and ownership and avoid duplication and overlap. At this meeting, any

development activity under community policing is reviewed and contextualized in light of the MoIA's broader public outreach strategy plan.

The following documents were shared and reviewed with international partners involved in police professionalization development projects in the Ministry of Interior.

1. Under output (2), Enhancing Police and Community Partnership Project in the (6) Police Districts PDs of Kabul city.
2. Under output (2), Supporting Kabul Police Districts to deliver improved community oriented policing services.
3. Under output (2), MoIA inclusive community outreach inclusive community outreach
4. Under output (3), the establishment of PIDs

In the second quarter of the second year, the project planned to consider the following lessons learned and key highlights:

The UNDP COPS security focal point has been informed that COPS implementing partners should share their risk and mitigation log with UNDP COPS. When working at the PD and community level, each IP should be properly briefed. Insurgents target implementation partners who work in the security sector.

A coordination and debriefing plan was developed to discuss and share activity details with the new MoIA leadership and GDs.

This taught it that any capacity building effort requires planning, coordination, and implementation. The MoIA-related directorates should be properly briefed on training material development. This will help any development project sustain and own.

XI. ANNEXES

A. Annex 1: FINANCIAL TABLE

The Financial Report for Community Oriented Police Services COPS (01 January 2020 - 31 December 2021) - **Provisional**

Annex 1. Financial Table

Donor Name	REVENUE			EXPENSES	BALANCE	FUTURE EXPENSES		ADVANCES	Available Resources i = (e-f-g-h)
	Commitment (a)	Revenue collected (b)	Other Revenue/Carry over from other phases (c)	Total Cumulative Expenses (d)	Closing Balance e=(b+c-d)	Commitments (Unliquidated Obligations) (f)	Undepreciated of fixed Assets and Inventory (g)	Uncleared NEX Advances (h)	
LOTFA MPTF - Afghanistan	4,991,343.00	4,991,343.00	-	1,833,430.35	3,157,912.65		87,192.73		3,070,719.92
Grand Total	4,991,343.00	4,991,343.00	-	1,833,430.35	3,157,912.65	-	87,192.73	-	3,070,719.92

Note:

i) Data contained in this report is an extract of UNDP financial records as of 31DEC2021.

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

iii) As per the LOTFA MPTF SC meeting dated 04 November 2021, COPS Project operationally closed on 04 December 2021, but accounting periods after that are still open to allow for an orderly closure of the project.

B. ANNEX 2: EXPENSES BY OUTPUT

The Financial Report for Community Oriented Police Services COPS (01 January 2020 - 31 December 2021) - Provisional	
Annex 2. Expenses by Output	
Output ID & Description	Total Cumulative Expenses (in US\$)
Output 1 (00116359): Capacity of Police Provincial Headquarters to lead and sustain reform improved	354,052.97
Sub-total Output 1	354,052.97
Output 2 (00120105): Improved police response to community needs and priorities	1,003,657.60
Sub-total Output 2	1,003,657.60
Output 3 (00120106): Standard PDs constructed/ rehabilitated to support community-oriented policing	254,450.16
Sub-total Output 3	254,450.16
Output 4 (00120107): Administrative services are improved at PD levels to support police services	221,269.62
Sub-total Output 4	221,269.62
Grand Total	1,833,430.35
Note:	
i) Data contained in this report is an extract of UNDP financial records as of 31 December 2021.	

C. ANNEX 3: EXPENSES BY DONOR

The Financial Report for Community Oriented Police Services COPS (01 January 2020 - 31 December 2021) - **Provisional**

Annex 3. Expenses by Donor

Donor	Component/Output ID & Description	Total Cumulative Expenses (in US\$)
LOTFA MPTF - Afghanistan	Output 1 (00116359): Capacity of Police Provincial Headquarters to lead and sustain reform improved	354,052.97
	Output 2 (00120105): Improved police response to community needs and priorities	1,003,657.60
	Output 3 (00120106): Standard PDs constructed/ rehabilitated to support community-oriented policing	254,450.16
	Output 4 (00120107): Administrative services are improved at PD levels to support police services	221,269.62
	Sub-total MPTF	1,833,430.35
	Grand Total	1,833,430.35

Note:

i) Data contained in this report is an extract of UNDP financial records as of 31December 2021.

D. ANNEX 4: RISK LOG

Annex 4a. 2020 Risk Log

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
1	Little or no political will by the government officials in developing community policing	30/09/18	Political	P= 2 I= 5	<ul style="list-style-type: none"> Regular Board meetings to discuss/confirm support for community policing reform Dialogue with MOIA, ANP and Community Mid-Term Review (2020) to assess situation 	Project Manager	UNDP	04 December 2021	Closed
2	Strong political leadership to limit any pushbacks and resentment arising from those in the MOIA and non-target areas seeking support from the project in their areas	30/09/18	Political	P =2 I = 5	<ul style="list-style-type: none"> Constant update to MOIA leadership on project progress to re-establish support and reassurance of project impact Communication campaigns to promote project activities within communities Regular meetings and workshops to engage leadership into project implementation 	Project Manager	UNDP	04 December 2021	Closed
3	Limited access to MOIA, ANP and Community facilities by the UNDP Project implementation team members	30/09/18	Institutional	P= 2 I= 5	<ul style="list-style-type: none"> Engage civil society organizations and ANP personnel as capacity development personnel and project executors Regular security reviews and additional security measures undertaken 	Project Manager	UNDP	04 December 2021	Closed
4	Limited participation of women and other under-represented groups in project activities	30/09/18	Social and environmental	P=3 I=3	<ul style="list-style-type: none"> Establish gender and diversity goals with project partners in Project Board for all project activities. Empower women to participate in the community policing activities 	Project Manager	UNDP	04 December 2021	Closed

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
					<ul style="list-style-type: none"> Specify targets for gender and underrepresented groups to participate in project training activities Collaborate with gender equality advocates in and out of government Targeted community outreach activities to involve women and underrepresented groups to participate in the project 				

Annex 4b. 2021 Risk Log

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
1	Little or no political will by the government officials in developing community policing.	Q1, Q2, & Q3: Mid-January 2021	Q1, Q2, & Q3: Political	Q1, Q2, & Q3: P=2; I=5	Q1, Q2, & Q3: <ul style="list-style-type: none"> Meetings are being conducted with MOIA relevant authorities including Kabul Police Chief and MOIA Community policing directorate to resume the paused political support. 	Q1, Q2, & Q3: COPS Project Team	Q1, Q2, & Q3: UNDP COPS Project team	Q1: April 2021 Q2 & Q3: June 2021 04 December 2021	Q1, Q2, & Q3: Changed due to new leadership in the MoIA. Focusing a lot more on community policing and reducing gap between ANP and public. An order was issued by H.E First Vice President in the 630am Kabul Security Coordination Meeting on 13 January instructing ANP and government officials to avoid attending, facilitating, chairing, and organizing such events until further notice. This was on the news and posted at FVP official page https://www.facebook.com/430189117089333/posts/3557042597737287/

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
2	Strong political leadership to limit any pushbacks and resentment arising from those in the MOIA and non-target areas seeking support from the project in their areas	Q1, Q2, & Q3: 30/09/18	Q1, Q2, & Q3: Political	Q1, Q2, & Q3: P=2; I=5	Q1, Q2, & Q3: <ul style="list-style-type: none"> • Constant update to MOIA leadership on project progress to re-establish support and reassurance of project impact • Communication campaigns to promote project activities within communities • Regular meetings and workshops to engage leadership into project implementation • The project team ensures to involve local media outlets through engaging MoIA Strategic Communication directorate to reach out to major provinces through social media, audio and visuals. 	Q1, Q2, & Q3: COPS Project Specialist	Q1, Q2, & Q3: UNDP	Q1: May 2021 Q2 & Q3: June 2021 Q4 December 2021	Q1, Q2, & Q3: It remains a challenge for the project. Example- Recent changes in the MoIA, Deputy Minister's and few General Directors requesting expansion of Community Policing to other provinces in addition to Kabul. The scope of expanding the services is not for all provinces. Closed

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
3	Limited access to MOIA, ANP and Community facilities by the UNDP Project implementation team members	Q1, Q2, & Q3: 30/09/18	Q1, Q2, & Q3: Institutional	Q1, Q2, & Q3: P=2; I=5	<p>Q1, Q2, & Q3:</p> <ul style="list-style-type: none"> Engage civil society organizations and ANP personnel as capacity development personnel and project executors Regular security reviews and additional security measures undertaken The project team prepared movement plan in the MoIA, Kabul PHQ and PDs. Follow up with security team for clearance At social gatherings, the project team is reduced to a minimum level, namely, on the councils. The project team ensures the c-19 precautionary 	Q1, Q2, & Q3: CTA Project Specialist	Q1, Q2, & Q3: UNDP	<p>Q1: April 2021</p> <p>Q2 & Q3: June 2021</p> <p>Q4 December 2021</p>	<p>Q1, Q2, & Q3: Increasing because of COVID-19 and security situation. Recent advisories on security restrictions i.e movements to PDs, Kabul PHQ and regular meetings in the MoIA is limited from early this year.</p> <p>The restrictions also apply to projects community and police consultation events.</p> <p>Closed</p>

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
					measures guided by WHO. The project team reduces the limit for community consultations, ensures social distancing, wearing masks, C-19 advisory posters and hand sanitizers are equipped at any event.				
4	Limited participation of women and other under-represented groups in project activities	Q1, Q2 & Q3: 30/09/18	Q1, Q2, & Q3: Social and environmental	Q1, Q2, & Q3: P=3; I=3	Q1, Q2, & Q3: <ul style="list-style-type: none"> Establish gender and diversity goals with project partners in Project Board for all project activities. Empower women to participate in the community policing activities Specify targets for gender and under-represented groups to participate in project training activities 	Q1, Q2, & Q3: CTA Project Specialist	Q1, Q2, & Q3: UNDP	Q1: April 2021 Q2 & Q3: June 2021 04 December 2021	Q1, Q2, & Q3: The community and police councils have a smaller number of women representatives in these councils Closed

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
					<ul style="list-style-type: none"> • Collaborate with gender equality advocates in and out of government • Targeted community outreach activities to involve women and underrepresented groups to participate in the project • The team, in coordination with GIZ, UN-Habitat and EU support to Family Response Unit works on a mechanism through internal coordination meeting to ensure women participation at any community policing initiatives is revisited. 				