

LAW & ORDER TRUST FUND FOR AFGHANISTAN

Security Window Project Document

Programme Title:		Community-oriented Policing Services (COPS)
Sustainable Development Goals (SDG):		▪ SDG 16: Peace, Justice & Strong Institutions
Afghan National Peace and Development Framework, 2017-2021:		▪ Section 2.3: Political and Security
Afghanistan National Priority Programme:		▪ Section 2.6: Urban Governance and Institutions
Afghan Ministry of Interior Strategic Plan (2018-2021):		▪ Strategic Goal 2: Provide Law Enforcement Through Detecting Crime and Countering Criminal Activity ▪ Strategic Goal 1: Strengthen Public Order and Ensure Security
UNDP Country Programme Document:		▪ 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.

Key Figures, At a Glance:			
Proposed Duration:	4 Years	Total Budget:	USD \$15.71m
Anticipated Start Date:	January 2020	Funded:	USD4.99m
Lead Government Agency:	Ministry of Interior Affairs (MOIA)	Unfunded:	USD10.72m
Lead UN Agency:	UNDP Afghanistan	Sources of Funded Budget:	LOTFA-MPTF

Short Description of the Project:
<p>While many Afghans look to the Afghan National Police (ANP) as the main provider of security and enforcer of law, the ANP continues to face challenges in becoming a community oriented police service. The Ministry of Interior Affairs (MOIA) of Afghanistan aims to transform the ANP from a paramilitary force into a professional institution capable of 'winning the loyalty of the people of Afghanistan' and highlights community policing as a critical methodology to adequately refocus police priorities to demanded community-police services.</p> <p>Accordingly, this Project focuses on supporting the ANP to (1) increase the trust and cooperation between communities and the police through an enhanced Police-e-Mardumi (PeM) methodology, including piloting new approaches to allow the ANP to capture the voices of the community, together with (2) the establishment of an enabling environment, allowing police personnel working in police districts to deliver improved community-oriented policing services meeting the demands and needs of the communities which they serve. The Project will initially focus on the Provincial Headquarters and Police Districts in Kabul.</p> <p>In addition, lessons learned in relation to systemic issues will be used to inform wider ANP organisational reform initiatives and policies supported by other LOTFA projects.</p>

UN Authorities:	National Coordinating Authorities:
UNDP Abdallah Al Dardari, Resident Representative Signature: _____ Date and Seal: _____	Ministry of Interior Affairs H.E. Minister Masoud Andrabi Signature: _____ Date and Seal: _____

Acronyms

ANP	Afghan National Police
ANPDF	Afghan National Peace & Development Framework
COPS	Community Oriented Policing Services Project
CPD	UNDP Country Programme Document
GMS	Global Management Service Fee
GIROA	Government of the Islamic Republic of Afghanistan
LOTFA	Law and Order Trust Fund for Afghanistan
MISP	Afghan Ministry of Interior Strategic Plan
MOD	Afghanistan Ministry of Defence
MOI/ MOIA	Afghanistan Ministry of Interior Affairs
M&E	Monitoring & Evaluation
MPTF	Multi-Partner Trust Fund
NPP	Afghanistan National Priority Programme
PD	Police District
PEM	Police-e-Mardumi
PHQ	Police Headquarters
ROLHS	UNDP's Rule of Law and Human Security Unit
SDGs	Sustainable Development Goals
SIGAR	Special Inspector General for Afghan Reconstruction
TFMU	Trust Fund Management Unit
TWG	Technical Working Group
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme

I. Executive Summary

Improved trust between citizens and police increase security and save lives. Communities that are distrustful, if not fearful of the police meant to serve and protect them, are less willing to provide authorities with crucial intelligence and support, or to seek potentially life-saving assistance when needed. In Afghanistan, a survey conducted in 2018 found that only 42.1% of Afghans view the Afghan National Police (ANP) as being “Honest and Fair”, while 42% of respondents expressed “fear of encountering the Police”.¹ The results of the survey indicate a strong mistrust and inability of the ANP to meet the expectations of the community. The survey results also show significant improvements are needed if the Ministry of Interior Affairs (MOIA) and the ANP are to achieve their mission as stated in the Ministry of Interior Affairs Strategic Plan 1397-1400 “*The Ministry of Interior Affairs and the Afghan National Police are to be a nationally-structured and community based force, serving as the primary provider of law enforcement, public order and security, stability and specific public services to the citizens of Afghanistan.*” Meaningful improvements, especially in adopting a community policing approach are critically needed to improve community-police relations, and to help reverse recent trends endangering Afghan citizens in Kabul and across Afghanistan.

UNDP’s proposed Community-Oriented Police Services (COPS) project (Project) builds and expands on proven methods of improving relations between police and local communities in Afghanistan with the objective to improve the delivery of police services at the community-level. This includes seeking to engage with disadvantaged groups, including women, youth, and minorities, to listen and address security concerns that could have a transformative impact on their daily lives. In order to realize this goal, the Project will also support (a) the establishment of an enabling environment supporting Community-Oriented Policing, focusing on infrastructure and administrative capacity and (b) the institutionalization of Community-Oriented Policing through the strengthening of the leadership capacity of the Kabul Provincial Police Headquarters.

The Project will be implemented in phases. UNDP will initially implement the Project in six police districts in Kabul City, to assess and reaffirm what works, while making adjustments as needed. UNDP will expand the Project to the other police districts in Kabul based on the lessons learned from the initial phase.

In undertaking this Project, UNDP is committed to using an evidence-based and iterative implementation approach. Accordingly, multiple assessments and surveys will be undertaken throughout the duration of the project. These surveys and regular monitoring tools will provide objective data to inform UNDP on the relevance, efficiency and effectiveness of project interventions and will allow UNDP to revise the project as needed.

The COPS Project will be administered by UNDP’s Rule of Law and Human Security (ROLHS) Unit, as a project under the Law and Order Trust Fund for Afghanistan (LOTFA). The Project is part of a portfolio of projects addressing different aspects of security and police reform under LOTFA’s new “Security Window”. Funding for the Project will be channelled through the LOTFA Multi-Partner Trust Fund (MPTF).

¹ Asia Foundation (2018). A Survey of the Afghan People: Afghanistan in 2018. page 46.

II. Situation Analysis

2.1 Security, Community's Trust in Government and the ANP

Insecurity has a negative impact on Afghans' views toward their country's future prospects and confidence in the government.² The Asia Foundation's 'Afghanistan Perception Survey' of 2018 found insecurity to be frequently cited as the reason for 72.5% of Afghans feeling pessimistic about the direction of their country.³ The survey also found that 71.1% of Afghans fear for their personal safety, with more women (74.7%) fearing for their personal safety than men (67.4%). In addition, 18.6% of the Afghans interviewed reported they had suffered from an act of violence and criminality.

Resolving the safety and security challenges of Afghanistan is central to people's confidence in the government. The Government of Afghanistan has assumed full responsibility for the safety and security of its citizens since 2014.⁴ This makes security, in particular the government's ability to provide security-related services, a key factor in gaining the people's confidence in, and support of, the government. The Afghan National Peace & Development Framework recognizes this relationship, stating '*While resolving security challenges will require political negotiations and military success, **increasing public confidence that the government can provide equitable quality services will increase support for the government in this difficult context***'.⁵

As the primary provider of internal security, the ability of the Afghanistan National Police (ANP) to provide quality services is thus directly linked to people's support for the government. The Asia Foundation's Afghanistan Perception Survey highlights that the majority of Afghans continue to have high expectations of the ANP, seeing them as the primary provider of security (68.9%), as well as the primary institution to report incidents of crime and violence (45.7%). However, these numbers have been declining in recent years (5.0% decrease since 2017) with an increased percentage of Afghans reporting crimes to shuras or elders (increase of 5.6% to 40.5%), and to mullahs *sahebs* (a religious person worthy of respect; an increase of 2.9%, to 14.6%), highlighting a growing inclination to report crimes to non-governmental persons.

2.2 Militarization of Police and Engagement with the Community

The Afghan National Police continues to face significant challenges in becoming a professional police force. After nearly two decades have passed since the establishment of the post-Taliban Government and billions of dollars invested in the MOIA, the ANP are caught in a quagmire where the worsening security conditions have caused the militarization of the police⁶ and the militarization has led to less contact with the communities, thereby further contributing to their ineffectiveness as a police force. Communities' perceptions about police performance and security situations are more negative than those of police. The emphasis on military tactics has resulted in a police force that are not prepared to undertake basic police services nor to engage with the communities. 78% of surveyed respondents are not aware of initiatives between police and their community; while 55% of surveyed police do not know what 'Police e Mardumi' is.⁷ This inability to serve the community has made it difficult for the police to be trusted by the community,

² Afghanistan's overall score in the Global Peace Index (GPI) of 2018, deteriorated for the fifth successive year, due to the worsening security situation. While the GPI identified an improvement in Afghanistan's 'terrorism impact' score (signalling a 9% decrease in the number of civilian casualties compared to 2017) it stated that the figures reflect the Taliban's expanding control within the country since 2001 and not to be understood as improvements in the terrorism-related security situation.

³ Pessimism is particularly more pronounced amongst the urban population than amongst the rural population women i.e. a considerably higher proportion of women than men living in urban areas report that they feel the country is going in the wrong direction (76% vs 71% respectively). .1% vs. 61.0%). There is a miniscule minor difference in the reported levels of pessimism between men and women living in rural areas of Afghanistan (58.3% and 58.9%, respectively)., However, urban women are more pessimistic about the direction of the country (76.1%) than either rural women (58.9%) or urban men (64.3%).

⁴ The year that responsibility for security transitioned from the NATO-led International Security Assistance Force (ISAF) to the Afghan National Security Forces.

⁵ Afghan National Peace & Development Framework (2017), p.4.

⁶ SIGAR Report, April 2019, p. 10. "For years, the ANP were used to provide paramilitary support to ANA counterinsurgency rather than performing core police functions"

⁷ UNDP Community and Police Perception Survey. 2019.

thereby limiting their ability to obtain vital information from the public and further preventing them from their effectiveness in providing security and enforcing the rule of law. Recent surveys reflect this challenging reality for police with less than half the population seeing improvements in the police⁸ and a significant portion of Afghans (25.5%) believing the performance of the ANP worsened within the past year. Moreover, the need for the ANP to improve its performance is reflected in less than half of Afghans viewing the ANP as: (i) as honest and fair (42.1%), (ii) helping to improve security (39.3%) and (iii) efficient at arresting criminals (34.8%). Furthermore, 42% expressed fear of encountering the ANP, of which 12% of Afghans voiced experiencing “a lot of fear” when encountering the ANP (2% higher than encountering the ANA).

The MOIA Strategic Plan recognises the current challenges faced by the ANP in its relation to the community and expressed its goal of transforming the ANP from a paramilitary force into a professional police institution that will be able to ‘*far more appropriately respond to the needs of the public that it serves*’ and be capable of providing rule of law services to the people of Afghanistan. This transformation includes: ‘*conducting evidence-based crime fighting operations*’ by re-focusing its activity to its constitutional role as the guardians of law and order, wherever the security situation enables.

2.3 Enabling Environment for the Police to Serve the Public

A proper work environment is a key requisite to enable the police to provide proper police services. Reports have shown a nexus between better living conditions and improvements to ANP retention and morale.⁹ Notwithstanding this nexus, initial observations by a UNDP Police Expert has found that most stations in Kabul lacked proper equipment and had poor infrastructure. A UNDP Infrastructure Assessment targeting Police Stations in Kabul undertaken in December 2018–January 2019 validated these initial observations. Key findings of the assessment included: (i) A lack of evidence and data in planning; (ii) The number of tashkil personnel are the same across all districts, without considering the population or crime statistics within the police district; (iii) The quality and quantity of equipment varies and is not evenly allocated nor tailored to needs; (iv) Infrastructure varies greatly between PD’s with some PD’s having multiple buildings while others having only one; (v) Some basic services such as electricity and heating are lacking; and (vi) Security is a key concern among police district commanders.¹⁰ In sum, notwithstanding the resources provided to Afghanistan, the ANP serving communities do not have sufficient equipment nor a proper working environment, creating further challenges for the ANP.

III. Strategies, including lessons learned, and the proposed programme

3.1 Community Policing is Integral to Good Policing

UNDP fully supports the MOIA in its goal of changing how the Police interact with the community as an integral part of transforming the police into a community-centred law enforcement agency. Furthering community policing is fully aligned to international best practices and continues to be relevant for Afghanistan. The Manual on Community-Oriented Policing in UN Peace Operations (2018) states:

Community-oriented policing is based upon a consultative approach to policing thereby enhancing public trust and accountability, but it is also an approach to make policing more effective at managing and preventing crime. Community-oriented policing is based on the recognition that police will be much more successful in carrying out their responsibility for protecting society if they have the support of the public on their side. By enlisting the cooperation of the public, police get improved

⁸ Asia Foundation (2018). A Survey of the Afghan People: Afghanistan in 2018. In fact, compared to 2017 there was a slight decline in the number of Afghans who acknowledged improvements (from 48.2% in 2017 to 45.8% in 2018).

⁹ SIGAR Report (2017), p. 42. In reference to the success of Afghan Special Forces, “Better training and living conditions improve retention and morale”

¹⁰ UNDP Rapid Police Infrastructure Survey of Kabul PHQ. 2019.

information about crime, new material resources, moral support for their activities, and respect. Cooperation with the public will increase the reliability and respect of police and therefore help police to perform its duties more effectively.

International lessons also indicate that being more responsive to the public will enable the ANP to develop accountability through 'public consent', which is a precondition for legitimacy and effective policing¹¹. As the National Research Council (2004) stated: '*In a democracy where citizens are policed by consent, the exercise of state power is seen as an expression of the community and not an action against it*'¹². This ensures the quality of everyday encounters between police and citizens are positive ones – rather than drivers of dissatisfaction and/or conflict.

These policing-specific lessons demonstrate that effective police service delivery, accountability and legitimacy require the police to proactively engage with the public, in order to: (1) learn about, and respond to, their concerns; (2) involve them in police reform plans; (3) assess public confidence in the police; (4) obtain public support for policing activities; and (5) play a 'watchdog role' that enhances police integrity.

3.2 Lessons Learnt

UNDP Involvement

In recognition of the importance of engaging with the community as a way to deliver better police services, LOTFA first engaged in community policing during Phase VI (2011-2014). The project supported the development of a Community Policing Model, including supporting community consultations to update the design of the Community Policing Model. Building on the success of this approach,¹³ UNDP supported MOIA to further institutionalize Community Policing within the MOIA, by providing financial and operational support to the establishment of the Community Policing Secretariat in the MOIA (i.e. the current PeM Directorate).

Support to the PeM Directorate continued through the MOIA and Police Development (MPD) Project, during which the project supported the establishment of PeM units in twelve provinces during Phase 1 (2015-2016) and six provinces in Phase 2 (2017-2018). The project also provided office furniture and ICT equipment, as well as supported the organization of inaugural conferences in each of the provinces to sensitize the communities and establish community-police partnership councils. Additionally, the project trained and equipped PeM and Family Response Unit (FRU) officers to conduct outreach campaigns and activities through partnering with civil society organizations (CSOs). However, despite some successes, the evaluation of LOTFA VI found there were limited tangible results.¹⁴ This finding was consistent with internal reflections, which identified the weakness of the support being an overemphasis at the MOI level and equipment-support without a clear understanding of the intended results at the community-level.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Lessons learned

In addition to UNDP, GIZ has also been a key supporter of community policing initiatives in Afghanistan. Primarily focusing on the northern region of Afghanistan, the project focused on supporting the ANP to organise forums allowing for local communities to discuss their security concerns with the police. Various types of training were also provided to ingrain the community policing throughout the ranks of the ANP. Strong national ownership was a key element in the success of the approach. Key methods to promote national ownership included: (1) involving the partner "MOIA" in all the steps of the project management cycle. The practice helped with the implementation as well as the sustainability of the approach; and (2) engaging with local Civil Society Organizations, which were more accepted by the communities.

Based on UNDP previous experience with the PeM councils, key lessons that have informed UNDP's

¹¹ See, for example: European Social Survey (2012). Policing by consent: Understanding the dynamics of police power and legitimacy. *ESS Country Specific Topline Results Series Issue 1 (UK)*. By Jackson, J., Hough, M., Bradford, B., Hohl, K. and Kuha, J. Available at SSRN: URL: <http://ssrn.com/abstract=2168702>.

¹² Research Council (2004) *Fairness and Effectiveness in Policing: The Evidence*. Washington, DC. The National Academies Press. <https://doi.org/10.17226/10419>

¹³ Friesendorf and Krempel, 2011. "the UNDP also encouraged a close exchange between the ANP and the local population even in districts in relatively insecure provinces such as Nangahar. This exchange not only strengthened state legitimacy; it also produced direct advantages with regard to security because the ANP obtained more information about suspicious persons and finds of IEDs."

¹⁴ LOTFA VI Evaluation Report (2018).

approach going forward are as follows:

(i) Community Policing and the PeM Councils are relevant

The review of the MPD Project undertaken in November-December 2017, stressed that *'ANP must continue to take the initiative to facilitate public participation with a number of groups and organisations. Including those that are set up for that purpose, such as PeM Community and Police Partnership Committees (PCPC), as well as other bodies such as civil society organisations (CSOs), women's organisations, student groups and human rights non-governmental organisations (NGOs). Additionally, lawyers, the Afghan Independent Bar Association (AIBA) and academics may have information that can help the police improve their services. The media also plays an important role in shaping opinions and voicing community views on police behaviour (positive as well as negative), levels of crime and other policing matters. All of these actors have the opportunity to give voice to ordinary citizens, including those that tend to be marginalised and overlooked'*. The review concluded with a recommendation that UNDP support the MOIA and ANP to work with ANP personnel to enhance their engagement with a broad group of stakeholders.

Consultations with community members and Police District (PD) ANP personnel¹⁵ identified the following ANP-specific 'lessons learnt' that have informed the selected strategy for this specific Project:

- PeM Councils are culturally compatible and in line with both Islamic and traditional values.
- An increase in community support through a representative PeM Council (whose members have a network of community members) will result in crime prevention and reduction.
- Regular consultation meetings (e.g. PeM Councils) should be held monthly to give sufficient time for actions and results to be realized between meetings.
- Meetings should be co-chaired by the Police District Chief and a representative community leader.
- Women should be encouraged to attend – both from the ANP (to encourage community members and respond to their identified needs) and as community representatives. When permissible, youth representative should also participate in meetings.
- PeM Councils should report on the behaviour and conduct of police personnel.
- PeM Councils can identify problems with police behaviour through its interaction with the wider community and inform PD personnel, who can then implement in-house training and/or meetings to resolve those behavioural problems.

To better promote behaviour change, UNDP will support in MOIA in designing and piloting behaviour change communications (BCC). BCC activities will complement and reinforce other interventions (e.g. training programmes and community engagement initiatives), rather than in isolation. The approach will start from research to understand particular behavior patterns that the project's outputs/activities are seeking to influence. Based on the research findings, behavioural insights will be generated and important factors influencing behaviours will be identified. A range of BCC interventions will then be designed to target multiple barriers and triggers in order to bring about change.

(ii) An iterative approach

The MPD Review stated that "sustained change is more likely when it is supported and demanded by the public, because this promotes accountability and transparency." Previous UNDP initiatives with the police and their communities¹⁶ in Afghanistan recognises that the 'public' in Afghanistan involves a diverse assortment of ethnic, religious and cultural groups – all of which have subgroups, such as persons with

¹⁵ This includes, but is not limited to: a) three community consultation meetings at Kabul PDs (KPDs) 16 attended by 37, 32 and 43 participants respectively – including members from the Community Development Council, Police-e-Mardumi PCPC, the head and members of Ulama Council, PD 16's community policing team and the MoIA PeM Directorate; b) community consultation meetings at: KPD 11 (73 community and ANP participants); KPD 15 (120 community and ANP participants); KPD 12 (54 community and ANP participants); KPD 17 (74 community and ANP participants) and Herat PD 9 (31 community and ANP participants).

¹⁶ See for example UNDP Police Advisors (October 2018) *Police e Mardumi Activities in Kabul*. Internal Report UNDP Afghanistan

disabilities, women, the elderly and children, who may have specific challenges and concerns.

In recognition of the diverse needs of the Afghan public, the MPD Review recommended: “an evolutionary, iterative police reform path rather than one where all goals and targets are set beforehand.” This flexible and collaborative approach will encourage local solutions, build the community’s confidence in the police and build the capacity of the ANP, ensuring the results of the project are sustainable and locally led. In short, ‘one size will not fit all’ – therefore requiring the blending of a ‘problem-driven iterative approach’¹⁷ and ‘collective impact’¹⁸ to community-oriented policing in Afghanistan – supported by effective on-going and, whenever possible, real-time monitoring and evaluation. In practice, this will be facilitated by the project through supporting PEM Councils in each district of Kabul, so that each PD will directly engage with the community and develop priorities, which are specifically tailored to the needs of the community in which they are serving. The PD’s will also be provided with comprehensive support (see (iii) - Comprehensive Support) which will enable the PD’s to address the issues raised in the PEM Council meetings. The work within each PD’s will be closely monitored and assessments and perception surveys will be undertaken regularly to ensure objective information evidences the success of the methodology.

(iii) Comprehensive Support

A review of previous LOTFA support to community policing reveals that support primarily focused on establishing the PeM Directorate under the MOIA in Kabul, as well as the PeM Departments at the provincial police headquarters (PPHQs) and only had limited impact on service delivery at the community level. While some PeM Councils were established at the district level, these were not effectively developed and monitored to ensure the sustainment of effective, mutually constructive relations and trust between the communities and the police.

In order to fully engage and meet the expectations of the community, the PeM Directorate and Departments must support the process of involving all police personnel to regularly engage and closely work with communities to identify and resolve their problems at the district level, as well as strengthening enduring community-police relations, if this is to evolve into improved and sustained service-delivery to the communities.

Moreover, in recognition of the limitations the police may face to address the community’s problems due to the human, material and financial constraints, a key requisite will be for the police to have a basic enabling environment including proper training, infrastructure, equipment, administrative and financial support. In sum, the police must have the means to provide the services required by the community.

UNDP’s infrastructure assessment of Kabul city PD stations validated the thinking that minimum requirements need to be met for the police to concentrate on serving the public and perform as a professional police force. Improving police service-delivery at the community-level therefore needs to address improving the conditions of PD infrastructure where police both operate from and reside during duty. Nevertheless, such investments must be carried out in a manner that is sustainable and also matches the ministry’s own absorptive capacity to plan, manage, maintain and account for these assets across the organizational including, the MOIA, PHQ and PDs.

3.3 Proposed Project Strategy

(i) Objective

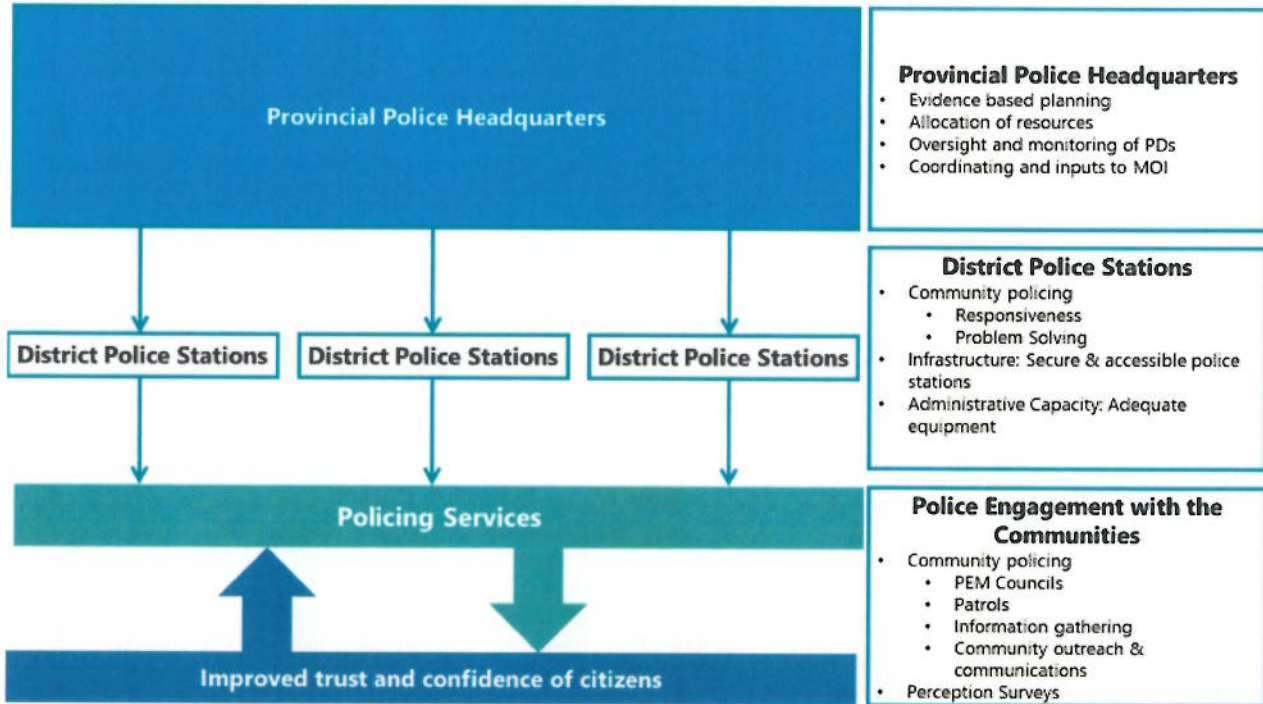
The Project aims to support the ANP to become a police service capable of addressing the safety and security concerns of the communities which they are serving.

¹⁷See: <https://www.oecd.org/dac/accountable-effective-institutions/Governance%20Notebook%202.3%20Andrews%20et%20al.pdf> for further information.

¹⁸ In brief summary, this ‘collective impact’ approach will facilitate the commitment of a group of key community actors from different sectors within the PD and ANP personnel from that PD to a common agenda for solving a specific security problem, including shared measurement, continuous communication, and mutually reinforcing activities among all participants. For more detail, see: a) Kania, J, and Kramer, M. (2011) *Collective Impact*. Leland Stanford Jr. University and b) <https://www.nytimes.com/2018/10/08/opinion/collective-impact-community-civic-architecture.html>

(ii) Approach

The Objective of the project will be realized by (a) the Community-Oriented Policing being used as the way to transform police-community relations; and (b) establishing an enabling environment, through infrastructure and administrative capacity building support to ensure the ANP have the means to implement Community-Oriented Policing. The project will focus on supporting activities of District Police Stations in Kabul, as the primary providers of direct policing services to the public. To maximize national ownership and ensure sustainability, the Project will support increasing the leadership capacity of the Kabul Provincial Police Headquarters. The Project will be implemented in a phased approach over the course of four years.



(a) Community Policing

Community Policing will be the centre-piece of the project. The Project will support the ANP to implement community policing based on the four essential elements of Community Policing as set forth in the Manual on Community-Oriented Policing in UN Peace Operations: (1) Consultation with communities; (2) Responding to communities; (3) mobilizing communities; and (4) solving recurring problems. In all aspects, the Project will focus on inclusion of women, youth and marginalized groups.



(b) Establishing an Enabling Environment

The Project will support the establishment of an enabling environment, improving infrastructure and administrative capacities at District Police Stations. This comprehensive approach is being taken with the assumption that improving the enabling environment both directly and indirectly supports Community-Oriented Policing. Improving District Police Station infrastructure will directly contribute to improved police responsiveness by making police stations more accessible and functional, for example by establishing separate rooms for interviewing women. It will also have indirect benefits, by improving attrition and the morale of the ANP.¹⁹ Moreover, ensuring police are adequately staffed, fed, uniformed and equipped will increase satisfaction and confidence among police personnel as well as improving the perception of the police in the eyes of the public.²⁰

(c) National Ownership and Sustainability

To ensure adequate national ownership and sustainability of project results, the Project will work closely with the Kabul Provincial Police Headquarters and strengthen the existing chain of command. The PHQ will play a key role in planning, monitoring and rolling out the project across all police districts in Kabul. By strengthening the capacity of the PHQ to oversee this approach, there is a greater likelihood of the approach being continued after the end of the Project. UNDP will also try to strengthen police systems and processes and help the different stakeholders (MOIA, PHQ, PDs) to institutionalise gains made through the Project.

(d) Phased Approach

The Project will be implemented in a phased approach, with the goal to support all 19 District Police Stations in Kabul over the course of the Project. In the first phase (approximately 20 months), the Project will engage in 6 police districts in Kabul. The second Phase will cover another 6 police districts with the final phase covering the remaining 7 police districts.

The phased approach also underscores an understanding that expanding the project's coverage and overall financial investment in MOIA/ANP will be conditional on MOIA's ability to meet certain pre-requisites to ensure sustainability and absorption of project outputs. These pre-requisites will be further defined during the inception period per each of the Output areas and may include budgetary, administrative, HR/tashkil, policy or other required support that is deemed critical to the sustainment of UNDP's support beyond the life of the project.

Theory of Change

The Theory of Change is built on the premise that a strengthened community-police relationship will lead to an effective and responsive national police force capable of protecting and serving the public.

Accordingly, the COPS project's Theory of Change can be summarized as follows:

If the Afghan National Police are provided with support to improve their capacity to engage and serve their community; through the establishment of engagement mechanisms and the means to

¹⁹ SIGAR Report (2017), p. 42. In reference to the success of Afghan Special Forces, "Better training and living conditions improve retention and morale.

²⁰ Rosa T. Affleck, Kevin Gardner, Semra Aytur, Cynthia Carlson, Curt Grimm and Elias Deeb, "Sustainable Infrastructure in Conflict Zones: Police Facilities' Impact on Perception of Safety in Afghan Communities". April 2019. Available online at: https://www.researchgate.net/publication/332323111_Sustainable_Infrastructure_in_Conflict_Zones_Police_Facilities'_Impact_on_Perception_of_Safety_in_Afghan_Communities.

serve the community by having adequate personnel (quality and quantity), infrastructure, training and equipment;

Then the ANP will be more capable and confident to professionally serve the communities they are serving and addressing and resolving issues which are relevant to the community;

Resulting in increased safety and stability within communities, and increased acceptance and trust of the ANP as an integral part of the community and as the primary provider of safety and security;

This will in turn contribute to increased public trust towards the government and security institutions improving stability for the country

The Theory of Change takes into consideration the challenging and constantly changing security environment within Afghanistan, which has made it difficult to introduce changes to make the ANP into a professional police force focusing on law and order.

The Theory of Change reflects the need to focus on a bottom-up and people centred approach, while being part of a comprehensive package of projects supporting the MOIA and ANP to better serve the people of Afghanistan.

3.4 Alignment with National Priorities and UNDP Priorities

The MOIA Strategic Plan (2018-2021) stresses that 'a constant area of focus must be winning the loyalty of the people of Afghanistan' – highlighting community policing as a critical, strategic methodology including the need to advance and monitor both gender and ethnic integration, 'in order to make the police truly representative of the population and giving the people confidence to **interact without fear** of ethnic or gender prejudice in their treatment'. The MISIP also asserts that ANP's ability to engage with the community is central to this transformation, while recognizing the need for a comprehensive approach stating: '**Crucial to the success of transforming the Police is to change how the Police interact with the community. This will require changes to structures, policies and procedures and, just as importantly, changes to behaviour**'.

The Project is fully aligned to existing national priorities as well as relevant UNDP Strategy and priorities. A full overview of the project's alignment to National Priorities and UNDP Priorities is listed as Annex 5.

3.5 Partnership

The project's key counterparts at MOIA include: Deputy Minister for Security, the PeM Directorate, the Kabul Provincial Police Headquarters, the Deputy Minister for Support, and the Provincial Coordination Directorate under the Deputy Minister for Policy and Strategy.

The role of the Deputy Minister of Security is to provide strong leadership over provincial and district-level activities. At the project level, regular engagement and ownership by the Kabul Police Chief, as well as the Deputy Civilian Police Chief in relation to community-oriented policing's administrative functions, will be key to the success of this project. ANP officers will also serve as advisors and technical experts while community-oriented policing is developed through this project and rolled into other regions.

In addition to using formal coordination structure and decision-making fora, the COPS Project Team will regularly participate in and contribute to specific thematic working groups and coordination structures in the MOIA. This includes participation in the relevant working groups established under the General Directorate for International Cooperation (GDIC) as well as its sub-working groups. While the LOTFA governance structures will formally review, appraise and approve project proposals, UNDP will share updates and contribute technical expertise with these forums for aid alignment/coordination purposes and to share developments from UNDP's project implementation that may be enrich the broader policy dialogue on implementation of the MISIP.

At the operational-level, UNDP will utilize existing forums that have been established by the GIROA and/or MOIA leadership to drive implementation of specific outputs under COPS (i.e. PeM Working Group, Kabul City Security Plan, among others). In this manner, the Project Team will enable national authorities to steer

the direction of the project's outputs while UNDP shares technical expertise, recommendations and lessons learned.

Additionally, the COPS project will closely coordinate with other national and international initiatives that support the transformation of the ANP. These arrangements are illustrative as new partnerships may be established throughout the project's lifecycle.

- **North Atlantic Treaty Organization (NATO) - Resolute Support (RS) Mission and Central Security Transition Command – Afghanistan (CSTC-A):** Given the size and scale of its operation, RS and CSTC-A are key partners in nearly all activities related to the MOIA and ANP. The Project will closely cooperate and coordinate with RS and CSTC-A through the MOIA Support Team (MST) Forum and regular bilateral meetings.
- **United Nations partners:** The United Nations Assistance Mission in Afghanistan (UNAMA) and UN Agencies, Funds and Programmes (AFPs) offer distinct contributions to the broader rule of law and security sector apparatus of Afghanistan. In particular, the Project will closely work with UN HABITAT which has extensive experience working with PeMs in Kabul. Cooperation will be harmonized through the ONE UN framework, as well as the new LOTFA Terms of Reference (ToR), which will allow other UN AFPs to access LOTFA funds.
- **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ):** The Project will closely work with GIZ to ensure uniformity of PeM approaches and exchange lessons learned.
- **German Policing Project Team (GPPT):** UNDP will work closely with the GPPT mission in their leading role in support of the ANP's training and education.
- **EU Police Team:** The Project will work closely with the EU Police Team in the areas of gender and police reform.
- **Afghan Civil Society Organisations (CSOs):** A small grants' funding mechanism for engaging and Afghan CSOs may be established for the rapid allocation of resources to finance micro-projects on community security identified through the police district PeM Councils.

IV. Results Framework

Overview of Outputs

Output 1: Capacity of Police Provincial Headquarters to lead and sustain reform improved

What will this Output Deliver? The project will closely engage with and support the capacity of Police Provincial Headquarters to lead reform to maximize national ownership and the likelihood of the approach of this project being sustainable. Specifically, this will be realized through improving the PHQ's ability to collect information, plan and prioritize based on the collected information and thereafter oversee and adapt (as needed) the execution of plans.

Activity Summary

1. **DESIGN AND ASSESSMENT PHASE:** The Project will initially assess the functions and capacity of the PHQ to develop and implement plans. Information gathered through assessments related to Outputs 2-4 will be shared with the PHQ. **(Activity Result 1.1)** Support will be provided by the Project to improve the PHQ's ability to collect evidence and data, so that in subsequent years of the project the PHQ can lead the collection of evidence. **(Activity Result 1.2)**
2. **IMPLEMENTATION PHASE:** The Project will work together with the PHQ on developing plans (eg. PEM Implementation Plan, staffing, infrastructure, equipment) based on data such as crime statistics, population and available resources **(Activity Result 1.3)**. This will allow the PHQ to improve resource allocation to the PD's based on actual needs and take a leading role in engaging and overseeing the

improvements to be made in the district police stations. The PHQ will play a leading role in rolling out and monitoring this model for all police districts in Kabul (**Activity Result 1.4**).

3. **SUSTAINABILITY & OWNERSHIP PHASE:** In taking a phased approach, the role of the PHQ in implementing and overseeing this model across all police districts will be key to ensure the sustainability of this model across Kabul, as well as in other regions of Afghanistan. (**Activity Result 1.5**)

Output 2: Improved police response to community needs and priorities

What will this Output Deliver? The Project will support PeM Councils, along with other structures and practices supporting community-oriented policing across police districts in Kabul. This will be an important first step in the police becoming a more responsive and service-oriented force.

Activity Summary

1. **DESIGN AND ASSESSMENT PHASE: (See also 1.2)** The Project will support a community perception survey and a baseline assessment against the PEM Capacity Framework to establish a baseline on the current state of the ANP within the districts they are serving. A local PEM implementation plan will be designed along the four essential elements of community policing (**Activity Result 2.1**).

2. **IMPLEMENTATION PHASE:**

If the police district does not already have a PeM Council, the Project will support the establishment of a PeM Council. Regular PeM Council meetings will be monitored to ensure the meetings focus on inclusivity and creating links between different sections of a community, and between the community and district ANP personnel. Increased female participation from within the community and police will be highly encouraged and specifically supported. (**Activity Result 2.2**). PeM Council community members supported by PeM Departments will also organise and facilitate an outreach campaign in cooperation with CSOs. The campaign will raise public awareness and encourage broad public engagement with the police participation by targeting schools, religious centres, businesses, women organisations and youths. (**Activity Result 2.3**). The Project will also support the ANP to increase its responsiveness to Communities. The Project will support activities to improve positive engagement between the police and communities during the course of undertaking their daily duties. In the context of Afghanistan, there is a strong need to improve the experience of communities when directly visiting police stations.²¹ Special emphasis will be on responding to the needs of women and other members of society who have limited access to police services.²² (**Activity Result 2.4**). Lastly, the Project will support the Police's ability to solve problems identified by the community and through data as recurring problems. This will involve the ANP to adopt a problem-solving strategy. The SARA approach will be adopted consisting of: "scan," "analyse," "respond," and "assess." The ANP will be required to regularly report back to PEM Councils to update and highlight their successes. (**Activity Result 2.5**).

Further, the PeM Council will be backed by a small grants facility, which will finance identified community safety priorities. The small grants facility will be structured as to require a threshold contribution from the community or local government to increase ownership and responsibility in choosing the allocation of funding. To ensure sustainability this minimal funding threshold will increase each year, so that communities are more self-reliant over the duration of the project.

3. **SUSTAINABILITY & OWNERSHIP PHASE:** Continuous monitoring by both the Project and the PHQ-level PEM Unit will take place (see Activity Result 1.3) to ascertain that project interventions lead to

²¹ Strategic Support to the Ministry of Interior Phase 2, Report on Civil Society Scoping Findings and Recommendations, 2019, p. 17, shows directly visiting police stations is a common way of engaging with the police but with relatively low numbers of those reporting the experience was positive. In particular the report found "Women were much more dissatisfied with their experience visiting a district police station than men, whereby 69% of women who had visited a district police station rated their experience as poor or very poor compared with 36% of men".

²² Various studies highlight the lack of proper training for ANP personnel on core policing duties; therefore needs-based training is essential to the success of this project.²² Whenever possible, this training will be delivered using the 'hop-on and hop-off carousel approach' to learning to ensure easy access for all participants (i.e. at the PDs; at appropriate times for the participants; using short, focused inputs.²² However, if security, logistical, and financial considerations prevent this approach, alternative venues (such as RTCs) and times will be organised.

improved service-delivery at the local level. Responsibility for overseeing and monitoring will gradually be led by the PHQ. Regular communication between the PD and respective Provincial PHQ will ensure investments are being made at the institutional level, and reflected in broader ANP and MOIA planning and budgeting.

Output 3: Standard PDs constructed/rehabilitated to support community-oriented policing

What will this Output Deliver? Output 3 will support MOIA/ANP's to plan, budget and rehabilitate infrastructure requirements in support of critical policing infrastructure for police district stations.

Activity Summary

UNDP's infrastructural support will consider and balance the security needs of the police with the overall need to make police stations accessible and functional.

- 1. DESIGN AND ASSESS PHASE²³:** The infrastructure survey report points to a need for a broader policy-level dialogue to systematically address the infrastructure needs. Accordingly, UNDP is proposing to organise a workshop on **Police District Stations' Infrastructure and Facilities as an Enabler of Effective Policing Services**, bringing MOIA, donors and other key stakeholders together to discuss the survey findings as well as linkages between PD station infrastructure and potential impact on policing functions and services. These discussions will help define roles and responsibilities with MOIA, particularly with regard to maintenance and other aspects relating to a need for behaviour change interventions, etc. The outcome of this workshop and subsequent dialogues thereafter will provide the project with a starting point to ascertain key minimum requirements/standards which will serve as a basis for more detailed assessments and future infrastructure proposal and budget calculations. The Project will then work with the PHQ and the Facilities General Directorate of MOIA (under Output 1) to develop a set of minimum infrastructure standards that ensure consistency of all PD-level facilities in line with key policing functions and basic operational requirements. Following an endorsement of these, a Kabul Police District Infrastructure Improvement Plan, including a maintenance plan will be formulated to address the most critical infrastructure deficiencies as defined against the minimum standards. (**Activity Result 3.1**). UNDP will also support MOIA's planning and budgeting process to ensure existing resources are optimally utilized and new resources can be efficiently allocated to meet emerging priorities. Wherever possible, UNDP will seek opportunities to cost-share investments in infrastructure by leveraging both GIRO/MOIA funds as well as LOTFA donor resources, thereby demonstrating clear alignment with national priorities while also facilitating a pathway towards improved ownership and sustainability by the MOIA.
- 2. IMPLEMENTATION PHASE:** Construction/rehabilitation work will take place during the course of the project, based on the defined scope of work determined by the assessments (**Activity Results 3.2 and 3.3**).²⁴ Quality assurance of the construction will be conducted by a joint UNDP-MOIA team.
- 3. SUSTAINABILITY & OWNERSHIP PHASE:** The infrastructure maintenance plan will initially be funded by the Project, with the PHQ overseeing its funding and implementation after the agreed support period (**Activity Result 3.4**). During this phase, UNDP will continue to actively support MOIA's planning and budgeting process, as well as harness opportunities for cost-sharing arrangements with LOTFA donors as part of the project's overall "exist strategy".

²³ At the time of endorsement of this project document, UNDP proposes to only fund the "design and assess" phase of this Output. This will allow sufficient time to first establish the minimum infrastructure standards against which all PDs can be assessed and to foster consensus on PD prioritization and potential cost-sharing arrangements. Once these milestones are reached, further funding can be requested through the LOTFA MPTF for actual civil works projects.

²⁴ As only initial estimated budget figures are available at this moment, once the assessment needs are clearly defined, the infrastructural investment plans for each PD will be vetted by the MOIA and approved by the Steering Committee, through the Technical Working Groups. Following their approval, the corresponding budget will then be formalized through a substantive revision of the Project Document and the project's budget.

Output 4: Administrative services are improved at PD levels to support police services

What will this Output Deliver? Output 4 will support the capacity of Administrative (back-office) services at district police stations.

Activity Summary:

- 1. DESIGN PHASE:** In addition to the UNDP Infrastructure Assessment, MOIA and UNDP will conduct an assessment in the selected PD's to ascertain the functionality of Administrative Functions. The Project will support MOIA and the Kabul PHQ to develop an Administrative Capacity Framework which will provide a roadmap in building the administrative capacities at the police district level. (**Activity Result 4.1**).
- 2. IMPLEMENTATION PHASE:** Relevant SOPs will be reviewed and new systems developed under other UNDP Projects will be piloted (**Activity Result 4.2**), with trainings undertaken in these areas to improve the effectiveness and efficiency in delivery of administrative services through these processes (**Activity Result 4.3**). Limited equipment may be provided to Police Districts as needed (**Activity Result 4.4**).
- 3. SUSTAINABILITY & OWNERSHIP PHASE:** A team under the direction of Deputy Civilian Commander within the Kabul PHQ will oversee the implementation of the Administrative Capacity Framework. Support will be provided as necessary to ensure each district police station will meet the agreed threshold under the framework.

V. Work plans and budgets

The Multi-Year Work Plan (MWP) of the COPS Project will be prepared and submitted to the Steering Committee for its review and approval. The developed MWP will be based on this project document and adjusted in accordance with the progress of the implementation of the project, consultations with stakeholders and funding availability to ensure the achievement of the objectives of this project. An indicative workplan is attached hereto as **Annex 2A "Project Work Plan and Budget"**.

VI. Management and Coordination Arrangements

6.1 Trust Fund and Governance

The COPS Project will be implemented under the Security Window of the LOTFA MPTF and within the framework of the Fund, as described in the LOTFA MPTF TOR.²⁵

The Recipient United Nations Organization (RUNO) for this project is UNDP.²⁶ UNDP as a RUNO assumes complete programmatic and financial accountability for the funds disbursed to it by the Administrative Agent (AA). The COPS project will receive funds from the MPTF Office as AA for the LOTFA MPTF, following the approval of the Project Document by the LOTFA Steering Committee and in line with the fund allocation decisions from the Steering Committee. The Project may also receive additional parallel funding from bilateral donors.

The approval and changes to the project will be approved by the LOTFA Steering Committee. The LOTFA Technical Working Group (TWG) under the Security Window chaired by an MOIA representative will convene monthly to assess progress and achievements, address issues arising during implementation and associated risks, such as capacity challenges.

²⁵ UNDP will ensure outcomes/decisions from the LOTFA Security Window TWG are shared as updates to the MST.

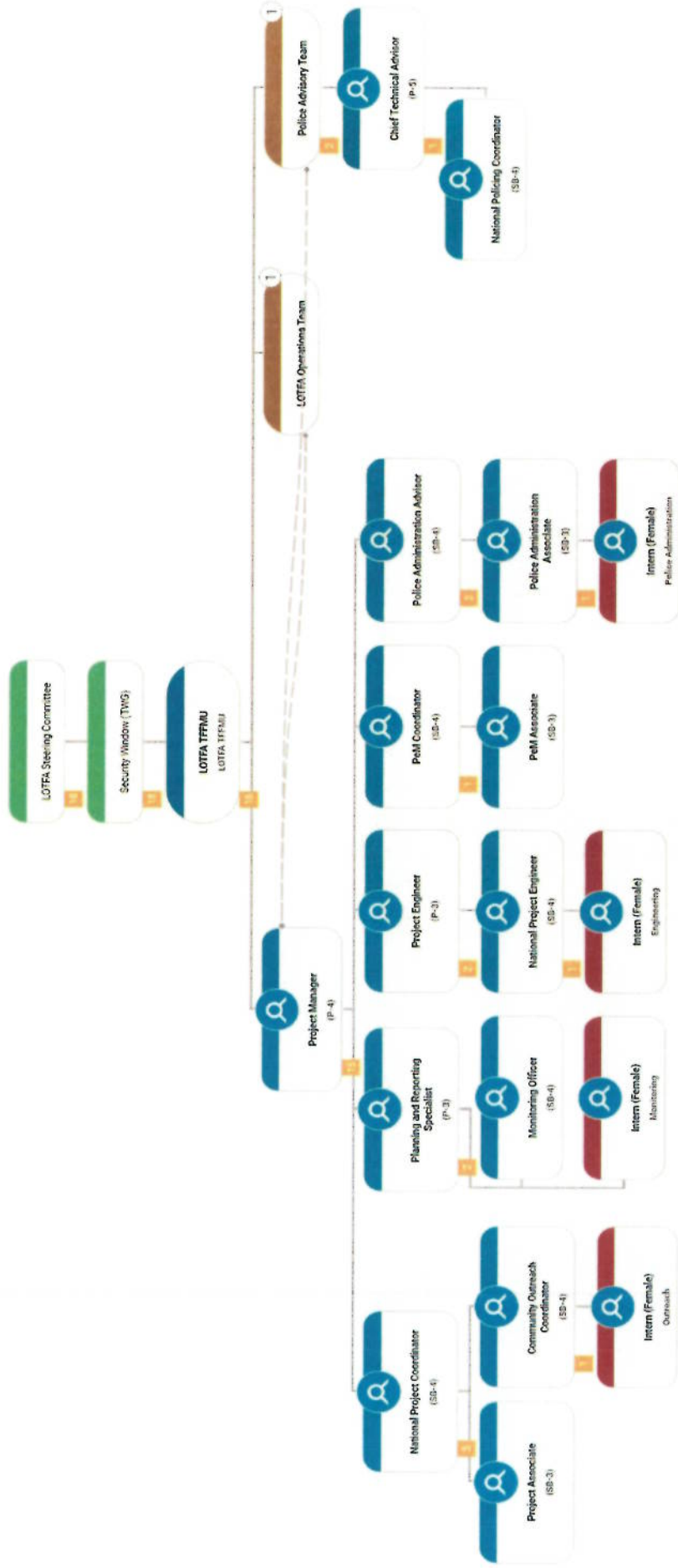
²⁶ UNDP signed a Memorandum of Understanding (MOU) with the MPTF Office on 12 December 2018 for the LOTFA MPTF to function as a RUNO under the Fund.

6.2 Project Management:

The COPS Project will be implemented with a limited number of project staff. This will consist of (1) the Project Management Unit consisting of the Project Manager, Planning and Reporting Specialist, the Project Coordinator and the Monitoring Officer, (2) output teams to oversee each of (i) Community Policing; (ii) Infrastructure; and (iii) Administrative capacity building and a project associate who will be part of a "pooled team" supporting project operations across multiple UNDP LOTFA Security Window projects. Additional operational functions such as procurement, administration, human resources and finance functions will be administered directly from the UNDP Country Office.

The Project will have an office located in the new MOIA premises in Kabul City. Subject to security restrictions, the team will frequently be working at the Provincial Headquarters as well as the target district police stations.

Figure 3: Project Team²⁷



²⁷ Subject to review and revision based on the outcomes of discussions with (potential) partner UN agencies.

6.3 National implementation and responsibilities

The MOIA is the national implementing partner for the COPS project. By signing the Project Document, MOIA enters into an agreement with UNDP to manage the project. MOIA also assumes full programmatic and financial responsibility and accountability for the effective use of UNDP resources,²⁸ and the delivery of outputs. Programmatic responsibilities involve activities such as setting policy direction for and reviewing or developing and approving strategies, policies, work-processes, concept notes, terms of references, meeting agendas etc.

Financial responsibility and accountability and therewith the implementation of donor funds provided through UNDP can only be fully entrusted based on the successful conclusion of a standardized capacity development assessment (the HACT).²⁹ If the assessment deems MOIA as not having sufficient capacity, MOIA will be required to assign UNDP as the responsible partner for financial services. MOIA, however, always remains the national implementing partner while UNDP remains accountable to MOIA for programmatic direction.

At the moment of writing this document, MOIA cannot undertake financial services for the financial implementation of annual workplan activities due to the results of the HACT assessment. Until the MOIA subsequently successfully meets the required standards, UNDP remains the responsible partner for financial and other support services, which will be defined in further detail in a Letter of Agreement.

To adhere to the aforementioned fundamental principles concerning streamlining the chain of command for responsive and inclusive provisions of project activities and community-oriented policing services, UNDP and MOIA will work in close cooperation and coordination with the Kabul PHQ.

UNDP Direct Country Office Support Services

The UNDP Afghanistan Country Office will provide support services to national implementation as a Responsible Party (RP). Services to be provided by the UNDP Country Office will include: (1) human resources contracting and administration; (2) procurement of goods and services (3) payment of invoices to suppliers and vendors; (4) quarterly and annual finance reports; and (5) financial advice, budget calculations and revisions. Such services, and the cost involved, shall be detailed in a Letter of Agreement (for support services under national implementation). As the support services will be provided by UNDP, UNDP regulations, rules and procedures apply.

Direct Project Costs

The UNDP Country Office will charge Direct Project Costs (DPC) for services provided, including support services that are directly linked to the implementation of the project. DPC will be included in and charged directly to the project budget. DPC are separate from the General Management Support (GMS) charge, which solely covers the costs of UNDP that are not directly attributable to specific projects or services, but are necessary to fund the corporate structures, management and oversight costs of the organization.

VII. Monitoring, Evaluation and Reporting

M&E sits at the heart of LOTFA. The new LOTFA ToR accentuates building a compelling evidence base around what works and what does not in Afghanistan's law and justice sector so that it can confidently plan and implement initiatives that produce the greatest impact to the lives of Afghan citizens. LOTFA is rolling

²⁸ This means, amongst other things, that the implementing partner is responsible to report fairly and accurately on Project progress against agreed workplans, in accordance with the reporting schedule and formats included in the Project agreement. The implementing partner must maintain documentation that describes the proper and prudent use of Project resources, in conformity with the Project agreement, and in accordance with applicable regulations and procedures. This documentation should be made available on request to Project monitors (Project assurance role) and designated auditors.

²⁹ The Harmonized Approach to Cash Transfers Assessment (HACT assessment) is a standard UNDP assessment assessing if national implementing partners have the capacity for financial implementation of funds provided to UNDP by donors. Conclusion of the HACT and the subsequent financial support services provided by UNDP if capacity is not sufficient is the basis for donors to entrust their funds to UNDP.

out a comprehensive M&E approach: M&E will be part of all project designs from start to finish, i.e. implementation and wrap-up, and will provide real time information flow and feedback to support a flexible, adaptive management approach and an evidenced-based understanding of LOTFA outputs and impact.

The LOTFA M&E function is managed by a central Fund-level design and oversight team, located within the Project Management Unit (PMU). All LOTFA assessments, evaluations, baseline surveys are steered by the M&E unit- from the fund level through to individual project level, and the unit provides technical M&E input to all initiatives implemented under LOTFA. Each project will have its own M&E team, who will be responsible for project level results collection along with monitoring and reporting back to the Fund. Project level M&E teams will be supervised and assisted by the central M&E team.

The central team works with fund management and project implementers to develop and apply relevant M&E activities including overall frameworks, tools, data collection and analysis. This includes responsibility for the LOTFA results and knowledge management platform, which provides real time data back to project implementers so that they can see what's working and make real time corrections if something isn't. The unit will pull in relevant external expertise and information so that a broad base of evidence is incorporated into contextual analysis and decision-making.

The M&E unit helps implementing partners to set up good systems so that they can confidently and accurately report on their projects. The platform will help support a systems-thinking approach so that all initiatives are connected, and results looked at across the fund's entire offering. The M&E unit will also work with the MOIA and PDs to help to build their own internal, best practice M&E systems and structures.

In COPS the M&E team will work very closely with the project management team during critical design, planning and piloting activities. Initially, several planned and ongoing evaluations and assessments, including (1) police (supply) and community (demand) perception surveys in Kabul ; (2) provincial and district police station mapping; (3) infrastructure and capacity assessments; will serve as a baseline for the upcoming project to assess and understand the existing infrastructure and capacity needs in the targeted police stations and what the project could realistically contribute to reduce/remove the current security and infrastructure and capacity gaps.

Using this flexible and adaptive M&E approach, the project will be able to select PDs which will be participating in the pilot, as well as a counterfactual group of PDs, which will be used to measure the effectiveness of the project – as well as helping to determine which aspects and project activities are successful and can be built and scaled up in a sustainable manner.

The M&E assessments and surveys will also serve as one of the key outputs of the Project, which will help the MOIA to guide its future evidence-based initiatives to strengthen district police operations.

Monitoring: Annex 4 "Monitoring Framework" below summarizes all monitoring arrangements for the supervision and the monitoring of the COPS project, including the respective monitoring activities that LOTFA will undertake and the timing of these activities and the respective responsibilities.

Evaluation/ Annual /Regular reviews: For all outputs, baselines and subsequent studies as well as a number of regular and annual reviews will be undertaken to inform LOTFA decision makers, project designers and programme planners to make more informed decisions. This sub-section states the arrangements for, responsibility and timing of evaluation(s) of the programme for the next 4 years until 2023 are tentative and will constantly be revised due to occurring needs and demands in the COPS project and LOTFA.

VIII. Legal Context or Basis of Relationship

This Project document is entered into pursuant to the Standard Technical Assistance Agreement between the Government of the Islamic Republic of Afghanistan and UNDP, signed on 10 May 1956 (STAA).

This project will be implemented by the Ministry of Interior Affairs (MOIA), Afghanistan ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Risk Management

1. Consistent with the STAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall include any and all relevant subsidiary agreement(s) with responsible parties, subcontractors and sub-recipients.

11. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
12. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
13. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Annex 1: Results Framework ³⁰

Programme title:						
Stable conditions of safety and security (Law and Order) established across all provinces						
Fund Outcome to which the JP/project will contribute:	Geographic areas	Baseline data	Final targets	Means of verification	Responsible organization	
Outcome indicators: % of people (m/f) expressing trust towards the ANP in Kabul (Fund Level Results Framework, Security Window, Indicator 2.4)	<i>Kabul</i>	Asia Foundation (which report) Proxy: 38 % of respondents expressed "relations between police and public are "very well"" (SSMI report, COFFEY 2019)	At least 5% annually (TBD after pilot period, based on 500 interviews /PD) in the areas of intervention	Community and police perception survey (annual)	UNDP/ MOIA	
% of people (m/f) expressing positive perceptions on the safety and security in their respective police districts (in selected key engagement /intervention areas)	<i>Kabul</i>	UNDP's (LOTFA) Community and police perception survey	by at least 10%, security and safety perception in key intervention areas have been increased	Community and police perception survey (annual)	UNDP/ MOIA	
% of surveyed PD personnel reporting satisfaction with the support services received by PHQ	<i>Kabul</i>	Baseline TBD by August 2019 following ANP satisfaction	At least 25% in Y2 in the target PDs	ANP satisfaction survey completion	UNDP/ MOIA	

³⁰ The Results Framework is subject to further review based on outcomes of ongoing and planned assessments as well as discussions with key partners.

		survey completion		Rapid Pro reports from police personnel at PD		
Capacity of Police Provincial Headquarters to lead and sustain reform improved						
Output 1 ³¹	Immediate results indicators	Geographic areas	Baseline data	Final targets	Means of verification	Responsible organization
	1.1. Availability of Comprehensive individual and institutional Capacity Assessments at PHQs ³²	Kabul	TBD after Organizational review of PHQs planned for July – August 2019	Comprehensive individual and institutional Capacity Assessments completed, and data inform Capacity Development Plans	Organizational/ Functional Review (under ISM)	UNDP, PHQ, MOIA
	1.2. Extent to which PHQ Plans are aligned with the needs and priorities of PDs a) Fully aligned b) Partially aligned c) Not aligned Following plans are meant in this indicator: - 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	Kabul	TBD following assessments of the plans as well as PHQ Organizational review	PHQ Plans are aligned with the needs and priorities of PDs	Organizational/ Functional Review (under ISM) Assessment of existing plans; monitoring of implementation and racking systems	UNDP, PHQ, MOIA

³¹ These outputs should be part of the Outcome expected by the Fund to which this project responds.

³² Including institutional planning capacity needs assessment at PHQ and the capacities to deal with PEM issues

1.3. # of functions at PHQ and PDs optimized and adjusted to improve coordination between the two	Kabul	# = 0 functions identified for optimization	Target will be determined per PD and PHQ	Organizational/ Functional Review	UNDP, PHQ, MOIA
Output 2					
Improved police response to community needs and priorities					
Immediate results indicators	Geographic areas	Baseline data³³	Final targets	Means of verification	Responsible organization
2.1. Number of assessments and research studies related to community-oriented police services conducted ³⁴	Kabul	Community and police perception survey completed for Kabul	Assessments are completed and recommendations reflected in PHQ planning (PeM)	Final Reports/ Publications	UNDP
2.2. % of surveyed community members who participate in PEM councils that are satisfied with the PEM Councils	Kabul	TBD	2.2. % of community with satisfaction increases by 10% in Y1 by 15% in Y2 by 20% by Y3	Community and Police perception survey	UNDP-LOTFA
2.3. % of surveyed community members who participate in PEM councils and express trust towards PEM councils (disaggregated by age, gender, businesses, disabilities, other vulnerable groups, PD)			2.3. % of community members who		

³³ If and when baseline data is available, if not provide justification.

a) ³⁴ Community and Police Perceptions Survey (Round 1 conducted under TFMU project)
b) Phase 2 of infrastructure assessments at PDs in other provinces move to output 3
c) Institutional and Capacity Assessment of Police-e-Mardumi units at PDs
d) Gender Perceptions Survey at communities and within police forces (Baseline, shared with AUSS)
e) Gender and Police Longitudinal Behavioural study in Kabul and Herat cities (shared with AUSS)

				express trust increases by 10% in Y1 by 15% in Y2 by 20% by Y3				
2.4. % of women (a) attending, (b) represented at the PeM (by target PD)	Kabul		a) No data b) 30%	c) At least 30% d) At least 30%		Official statistics from PeM meetings and verification exercise Population satisfaction survey with PeM (regular) – will be a source of this indicator after the project launch	UNDP-LOTFA	
2.5. % of security concerns ³⁵ voiced by population addressed and solved (per PD and gender disaggregated)	Kabul		to be determined by the initial PEM Council meetings	at least 20% of concerns are solved in Y1 and 30% in Y2 40% in Y3		Comparison of the Minutes of community consultation meetings with the PD Security Plans Proxy: Community and Police perception survey	UNDP- M&E team	
2.6. Level of implementation of a specific communication and behavioural change campaign/training programme	Kabul		2.6 Not implemented	2.6. Behavioural change campaign/training programme		Regular monitoring system of communication	UNDP	

³⁵ Concerns that ANP is mandated to address.

targeting ANP staff (completely; partially; not implemented)		2.7 No campaign implemented	targeting ANP implemented 2.7. Moderately effective to very effective (KPIs to measure communication effectiveness to be established)	campaign activities will be established	
2.7. Level of effectiveness of communication products/ campaign elements					
Output 3					
Standard PDs constructed/rehabilitated to support community-oriented policing					
Immediate results indicators	Geographic areas	Baseline data	Final targets	Means of verification	Responsible organization
3.1. Number of pilot PDs rehabilitated following assessments and in critical infrastructure areas (to improve security of police women and men and general public visiting PD, +FRU)	Kabul	19 Kabul city police district stations assessed and infrastructure gaps identified	6 PDs rehabilitated in Kabul in Y 1 19 PDs rehabilitated in Kabul in Y 2	Infrastructure survey report as well as monitoring of rehabilitation process; UNDP reporting, Agreements with MOIA and PHQs Post implementation Monitoring system in place; Verification of investment plans on PD rehabilitation	UNDP, MOIA
3.2. Number of PDs with minimum security measures reaching 100% (an index derived as a result of infrastructure survey) Parameters:	Kabul	None of 19 Kabul city police district stations meets minimum	TBD upon finalization of infrastructure survey results	Annual PD Infrastructure assessments/ verification	UNDP, MOIA

<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>security measures</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>3.3.</p> <p>a) % of surveyed police PD personnel satisfied with the infrastructure in target PD police stations</p> <p>b) % of surveyed general public satisfied with the infrastructure in target PD police stations (m/f)</p> <p>c) % of surveyed general public reporting that their PD police station is accessible (m/f)</p>	<p>Kabul</p>	<p>TBD</p>	<p>a) At least 50%</p> <p>b) At least 50%</p> <p>c) At least 50%</p>	<p>Annual community and police perception survey</p> <p>UNDP, MOIA</p>
Output 4				
Administrative services are improved at PD levels to support police services				
Immediate results indicators	Geographic areas	Baseline data	Final targets	Means of verification
<p>4.1. Availability of Administrative Capacity Framework for PDs Parameters:</p> <ul style="list-style-type: none"> - Asset management (inventory) 	<p>Kabul</p>	<p>Not available</p>	<p>Administrative Capacity Framework for</p>	<p>Results of Institutional and individual</p> <p>UNDP, PHQ, MOIA</p>

<p>- Reporting to PHQ? - Logistics and supply chain management</p>					
<p>4.2. Availability of improved SOPs for key administrative functions at PDs</p>	Kabul	SOPs require review and development	SOPs for key administrative functions at PDs reviewed and improved	Results of Functional Analysis of PDs	UNDP, PHQ, MOIA
<p>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</p>	Kabul	0%	4.2.a. to be determined a) Proxy: satisfaction level increased by 50% b) Proxy: TBD upon functional review.	Post satisfaction survey on MOIA – PHQ – PD and the follow-up functional review on optimized (admin) functions	UNDP, PHQ, MOIA
<p>4.4. Availability of functional Inventory management system at PDs</p>	Kabul	There is no proper inventory management system	Inventory management system is functional at select PDs	Task-based survey - mobile app	UNDP-Checkpoint Commanders

Annex 2a: Work Plan and Budget³⁶

OUTPUTS & ACTIVITY RESULTS	2019	2020	2021	2022	2023	Total	POTENTIAL UN PARTNERS
Output 1 (Atlas Output# []): Kabul Police Provincial Headquarters able to lead and sustain reform							
Activity Result 1.1: Assessment of PHQ Function	32,100	32,100	-	-	-	64,200	UNDP
Activity Result 1.2: PHQ's ability to collect evidence and	10,700	49,220	-	-	-	59,920	UNDP
Activity Result 1.3: Improvement plans developed by	16,264	12,626	-	-	-	28,890	UNDP
Activity Result 1.4: Capacity of PHQ to monitor	-	13,910	13,910	13,910	9,630	51,360	UNDP
Activity Result 1.5: PHQ capacity to roll-out of District Police Stations improved	-	-	-	17,762	23,112	40,874	UNDP
Activity Result 1.6 Management and technical advisory	148,705	463,868	463,868	463,868	233,860	1,774,170	UNDP
Output 1 Sub Total	207,769	571,724	477,778	495,540	266,602	2,019,414	
Output 2 (Atlas Output# []): Improved police response to community needs and priorities							
Activity Result 2.1: PEM Capacity Plan developed	4,156	4,156	4,156	4,156	1,621	18,245	UNDP
Activity Result 2.2: Community consultations undertaken	51,467	137,067	137,067	137,067	69,122	531,790	UN Habitat
Activity Result 2.3: Community outreach undertaken	172,000	690,000	573,000	456,000	220,000	2,111,000	UN Habitat
Activity Result 2.4: Responsiveness of ANP improved	-	728,650	314,150	303,450	194,600	1,540,850	UNDP
Activity Result 2.5: Problem solving capacity of ANP improved	3,067	328,668	114,668	114,668	82,568	643,641	UNDP
Activity Result 2.6 Management and technical advisory	152,095	475,168	475,168	475,168	239,510	1,817,108	UNDP, UN Habitat
Output 2 Total	382,785	2,363,709	1,618,209	1,490,509	807,421	6,662,633	
Output 3 (Atlas Output# []): Standard PDs constructed/ rehabilitated to support community-oriented policing							
Activity Result 3.1: Kabul Police District Station Infrastructure Plan developed	-	7,675	-	-	-	2,675	UNDP
Activity Result 3.2: Refurbishment of PDs undertaken	-	-	-	-	-	-	UNOPS, UN Habitat
Activity Result 3.3: Construction of PDs undertaken	-	-	-	-	-	-	UNOPS, UN Habitat
Activity Result 3.4: Maintenance supported	-	-	160,500	160,500	107,000	428,000	UNDP
Activity Result 3.5 Management and technical advisory support provided	180,958	571,378	571,378	571,378	287,615	2,182,706	UNDP, UNOPS
Output 3 Total	180,958	579,053	731,878	731,878	394,615	2,613,381	
Output 4 (Atlas Output# []): Administrative services are improved at PD levels to support police services							
Activity Result 4.1: Administrative Support Capability	72,800	41,400	21,400	21,400	21,400	128,400	UNDP
Activity Result 4.2: Administrative systems at Police administrative staff improved	67,833	222,867	222,867	115,867	98,667	728,100	UNDP
Activity Result 4.3: Capacity of Police District standardized equipment provided to administrative staff improved	7,668	76,683	76,683	76,683	46,010	283,728	UNDP
Activity Result 4.4: Standardized equipment provided to administrative staff improved	10,700	535,000	535,000	535,000	214,000	1,829,700	UNDP
Activity Result 4.5 Management and technical advisory support provided	126,940	391,317	391,317	391,317	197,585	1,498,476	UNDP
Output 4 Total	285,941	1,267,267	1,247,267	1,140,267	577,661	4,468,404	
Total:	1,057,453	4,781,753	4,075,132	3,858,194	2,046,299	15,763,832	

³⁶ UNDP is currently in discussions with UN Habitat and UNOPS to implement COPS as a joint UN programme. Therefore, this budget is subject to modification based on the outcomes of these discussions.

Annex 2b: Budget by Participating UN Organization, using UNDG Budget Categories³⁷

UN MPTF PROJECT BUDGET*			
CATEGORIES	UNDP	UN Habitat	UNOPS
1. Staff and other personnel costs	5,589,955	TBD	TBD
2. Supplies, Commodities, Materials	1,765,000	TBD	TBD
3. Equipment, Vehicles and Furniture including Depreciation		TBD	TBD
4. Contractual Services	5,617,287	TBD	TBD
5. Travel	25,000	TBD	TBD
6. Transfers and Grants to Counterparts		TBD	TBD
7. General Operating and Other Direct Costs	1,819,449	TBD	TBD
Sub-Total Project Costs	14,816,691	TBD	TBD
Indirect Support Costs **	947,141	TBD	TBD
TOTAL	15,763,832	TBD	TBD

* Budgets must adhere to the UNDG Harmonised Budget Categories as approved by the High Level Committee on Management (HLCM) and Chief Executives Board for Coordination (CEB).

**Indirect support cost should be in line with the rate of 7%, as specified in the UN MPTF TOR and MOU and SAA, Section II- Financial Matters.

³⁷ To be completed upon finalization of the workplan and discussion with potential partners agencies, namely UN Habitat and UNOPS.

Annex 3: Risk Analysis/Matrix

#	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Up-date	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 	COPS Project Specialist	UNDP		
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 reassure of project impact Communication campaigns to promote project activities within communities Regular meetings and workshops to engage leadership into project implementation 	COPS Project Specialist	UNDP		
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 	CTA Project Specialist	UNDP		
4	Limited participation of communities, particularly 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 Specify targets for gender and under-represented groups to 	CTA Project Specialist	UNDP		

#	Description	Date Identified	Type	Probability (P) Impact (I)	Countermeasures	Owner	Submitted, updated by	Last Up-date	Status
					<p>participate in project training activities</p> <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. • Working with credible partners/interlocutors who have legitimacy and access in target communities, where UNDP may not otherwise have access. 				

Annex 4: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Baseline Setting	Collect baseline figures for RF indicators not readily available at the time of Project design and requiring research/survey inputs	Once, in first quarter of Project as well as for any new activity, if no baseline information is available.	All indicators will have baseline value by Month 6 of Project.		
Track results progress	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	In the frequency required for each indicator.	Slower than expected progress will be addressed by the M&E team in conjunction with the project management team.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk matrix. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by M&E team and project management and actions are taken to manage risk. The risk matrix is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. LOTFA is building up a Results and Information Management Platform as central point to learn and to make informed decisions	Daily/Weekly/Monthly	Relevant lessons are captured by the M&E and project teams and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by M&E team and project management and used to inform decisions to improve project performance.		

<p>Review and Make Course Corrections</p>	<p>Internal review of data and evidence from all monitoring and evaluation actions to inform decision making and adaptive management approaches throughout LOTFA</p>	<p>Daily/Weekly/Monthly</p>	<p>Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.</p>		
<p>Project Report</p>	<p>A progress report will be presented to the Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk matrix with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>	<p>Quarterly and ad-hoc reporting will be developed as needed. Annual performance evaluation across the Fund are planned.</p>		
<p>Project Review (Steering Committee and TWG)</p>	<p>The project's governance mechanism (i.e., Steering Committee and TWG) will hold regular project reviews to assess the performance of the project and review the Annual Work Plans to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Twice a year</p>	<p>Any quality concerns or slower than expected progress should be discussed by the Steering Committee and management actions agreed to address the issues identified.</p>		

Annex 5: Alignment with Priorities

All activities have been designed to contribute to Afghan national priorities, the Sustainable Development Goals and UNDP Strategies. The project's strategic alignment can be summarized in the following table:

Afghan National Policies	UNDP Strategic Plan & Country Programme	Sustainable Development Goals
<p>Goal: Increasing Community-Police Trust</p> <p>Afghan National Peace and Development Framework, 2017-2021, Section 2.3: Political and Security;</p> <p>Afghanistan National Priority Programme, Section 2.5: National Program For Law And Justice For All; New NPP 4: National Justice and Judicial Reform Plan (NJRP)</p> <p>Afghan Ministry of Interior Strategic Plan (2018-2021): Strategic Goal 2: Provide Law Enforcement Through Detecting Crime and Countering Criminal Activity; Objective 2.6: Improve trust in the police and build strong community relations with the public through effective public outreach Target 2.6.1: PEM Policy Implemented</p> <p>Objective 2.7: Transition the police from a paramilitary role to a more civil force</p>	<p>UNDP Strategic Plan, Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic service;</p> <p>UNDAF 4/Country Programme Outcome 2: Trust in and access to fair, effective, and accountable rule of law services is increased in accordance with applicable international human rights standards and the Government's legal obligations;</p> <p>Country Programme Document Output 5: Capacity of justice and rule of law institutions strengthened for improved access to justice and police service delivery;</p>	<p>SDG 16: Peace, Justice and Strong Institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.³⁸</p> <ul style="list-style-type: none"> o 16.1 Significantly reduce all forms of violence and related death rates everywhere; o 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all; o 16.A Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime;

³⁸ See the full list of SDG 16 Targets at: <https://www.un.org/sustainabledevelopment/peace-justice/>