Islamic Republic of Afghanistan
Ministry of Interior

National Police Strategy (1393–1397)
National Police Plan (1393–1394)

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Deputy Minister for Policy and Strategy
Purpose & Objectives

- Introduction to National Police Strategy (NPS) & National Police Plan (NPP)
- Demonstrate Improved MOI Capacity and Institutional Processes
- Explaining the Ministry’s Strategic planning process and the linkages between Strategy, Planning, Program Budgeting & Implementation
- Update on Next Steps in MOI Reform Process
Key Achievements

- **Force Generation**
  - ANP growth from 62,000 to 157,000 in seven years
  - Increase in female police to include senior officers with commitment to reach 5,000 this year

- **Security Transition**
  - Completion of handover to Afghan forces

- **Key Event Security**
  - *Advisory Loya Jirga, Nawroz, etc.*
  - Elections and Female Searcher Program

- **Institutional Reform Process**
  - Strategic Planning Process Improvements
  - Program Budget Achievements
  - Provincial Operational Planning, Implementation and Assessment Pilots
Operating Environment

- **Internal Threats**
  - Drug Trafficking
  - Corruption
  - Illegal Armed Groups
  - Organized Crimes
  - Illiteracy

- **External Threats**
  - Terrorism
  - Cross-Border Incursions
  - Proxy-Interference

- **Challenges Related to Security Transition**
  - Increasing responsibility with decreasing resources (financial, human resource capacity, materials & equipment)
Institutional Challenges and Solutions

- Limited Emphasis on Strategic Guidance, Processes and Timelines
  - Establishment of formal DM/IGD Quarterly Report & feedback process
  - Command emphasis on Process/Timeline Accountability
- Immature capability to implement strategic guidance and policies
  - Development of Policy Directive and Strategic Planning Directive
  - Creation of a Policy Implementation Support Program (PISP)
  - Introduction of Strategic management Framework pilot program (SMF)
  - Strategic documents and policies in Pashto and Dari
- Low capacity in monitoring and evaluation
  - Establishment of a new M&E Directorate
  - Training in Results-based M&E in progress
  - Utilizing staff returning from Turkey-based Assessment training
- Low capacity to develop effective operational plans to inform the budget development process
  - Revision of Strategic Planning directive
  - Standard template for operational plans and budgeting
Institutional Challenges and Solutions

- Limited capacity to develop realistic long term budget requirements
  - Revised foundational strategic documents – Strategic Planning Directive, NPS NPP which articulate clear roles, responsibilities, and performance goals
  - DM/IGDs and operational force required to develop operational plan and budget in line with strategic priorities
  - Improved budget development process includes: Regular meetings of ministerial budget committee to coordinate and review budget requests in line with strategic objectives, and implementation of Requirements Prioritization Process

- Inability to responsibly and effectively manage resources
  - Training in AFMIS, WEPS, AHRMS, PMIS and financial reporting against strategic objectives
  - Strategic Transparency, Accountability and Oversight Committee
The NPS flows from the Ministerial guidance for the MoI, such as the 10-year Vision and the Police Law.

The NPS outlines the specific strategic directions the MOI will pursue in the next 5 years in order to meet its vision and mandate.

The NPS is the starting point for further planning – in the more detailed NPP and Operational Plans.
NPS Strategic Goals

1. Provide standard, needs-based training and education
2. Provide equipment appropriate to roles and responsibilities
3. Develop appropriate operational plans and decrease police casualties and attrition
4. Strengthen female presence and capabilities in the MOI
5. Maintain the Afghan Local Police through transition, and then implement a phased dissolution into the ANP, according to ANP standards
6. Institutionalize reforms and strengthen civilian skills in the MOI
7. Strengthen community policing and public participation to improve rule of law
8. Combat corruption and strengthen mechanisms for ensuring transparency, and accountability
9. Disarm illegally armed groups
10. Strengthen coordination with justice, judicial, and other governmental organizations
11. Improve human rights observance by the ANP, and human rights conditions in prisons and detention centers
12. Combat organized crime, terrorism and illegal narcotics
13. Improve ANP working and living conditions
The NPP is a strategic document which outlines 2-year priority tasks in order to reach the Ministry’s strategic goals, as stated in the NPS.

The NPP provides specific details for each priority task of the Ministry, including:
- The responsible MoI department
- The expected timeframe

The NPP is the starting point for further Operational Planning by each MoI department
## National Police Plan (NPP)

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Steps</th>
<th>Execution Responsibility</th>
<th>Timeline</th>
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<tbody>
<tr>
<td><strong>Goal 1: Provide standard needs-based education &amp; training</strong>&lt;br&gt;Ensuring all police personnel in particular new recruits receive professional basic pre-service police training</td>
<td>1. Identification, number and location of un-trained police&lt;br&gt;2. Suspension of those personnel that have not received basic trainings&lt;br&gt;3. Ensuring participants’ presence in courses</td>
<td>Deputy Ministry for Administration</td>
<td>End of 2nd quarter 1393</td>
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<tr>
<td><strong>Goal 3: Develop appropriate operational plans and reduce police causalities and wastages</strong>&lt;br&gt;Ensuring security of candidates, voters, staff, voting centers and equipment of Election Commission, together with other security forces</td>
<td>1. Establish Joint Commission&lt;br&gt;2. Develop Plan&lt;br&gt;3. Implement Plan</td>
<td>Deputy Ministry of Security</td>
<td>From the beginning to end of election process</td>
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# Operational Plan

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<tr>
<th>Deputy Ministry/Independent General Directorate:</th>
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<tbody>
<tr>
<td>Strategic Goal <em>(from NPS)</em>:</td>
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<td>Task <em>(from NPP)</em>:</td>
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<td>Performance Indicator:</td>
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<td>Estimated Cost:</td>
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<tr>
<th>Activities</th>
<th>Timeline</th>
<th>Responsible Department</th>
<th>Required Resources</th>
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MOI Program Structure
1393 (2014)

Internal Security (1)

- Sub Programs
  - Maintain Security & Civil Order 1.1
  - Border Protection 1.2
  - Prisons Protection 1.3
  - Local Police 1.4

- Activities
  - 1.1.1 Law enforcement and ensure internal security
  - 1.1.2 Provide public service
  - 1.2.1 Protect the borders
  - 1.2.2 Ensure airports security
  - 1.3.1 Ensure Security of prisons and prisoners
  - 1.4.1 Maintain security of rural areas and facilitate rehabilitation process

Anti Crime (2)

- Sub Programs
  - Intelligence 2.1
  - Counter Terrorism 2.2
  - Crime Investigation 2.3
  - Counter Narcotics 2.4

- Activities
  - 2.1.1 Collecting accurate information
  - 2.1.2 Identify and track the organized crime groups
  - 2.2.1 Fighting against terrorist and illegal groups
  - 2.3.1 Crime investigation and assessment
  - 2.4.1 To prevent cultivation, growth and trafficking drugs
  - 2.4.2 Tracking drug smuggling

Admin & Supply (3)

- Sub Programs
  - Policy & Strategy 3.1
  - Human Resource, Training & Education 3.2
  - Audit 3.3
  - National ID & Passport 3.4
  - Support 3.5

- Activities
  - 3.1.1 Development of NPS, NPP and implementation of policies
  - 3.2.1 Improve skills and professional education
  - 3.2.2 Recruitment of staff
  - 3.3.1 Audit and oversight of the MOI performance
  - 3.3.2 Fighting against corruption
  - 3.4.1 Identification of national civilians and distribution of electronic Tazkera
  - 3.4.2 Passport distribution
  - 3.5.1 Logistic and Finance services
  - 3.5.2 Construction of Buildings and facilities (Maintenance)
Monitoring and Evaluation

- Establishment of M&E Directorate to Monitor and Evaluate the progress on implementation of MOI Polices and Strategic Plans

- Expanding Capacity of Programming and Budgeting Department to Monitor Expenditures against Strategic Objectives
# Quarterly Report

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<tr>
<th>Approved by Department (DM/IGD) head:</th>
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<tr>
<td>Department (DM/IGD):</td>
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<tr>
<td>Strategic Goal:</td>
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<td>NPP Task:</td>
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<td>Date (reporting quarter):</td>
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<td>Achievements:</td>
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<td>Evidence of Achievements:</td>
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Questions?
Program Working Groups

Distribute Guidance

Develop and Validate Requirements Based on Strategic Directives

BC-2 MoF Parliament President

Identify & Address Capability Gaps
- Reducing/Delaying/Cancelling Programs
- Identifying alternative solutions

Department Pillars

BUs

Requirements Validation

- AFMIS
- WEPS
- PMIS
- AHRMIS