

United Nations Development Programme Afghanistan

Afghanistan Sub-National Governance Programme (ASGP) First Quarter Project Progress Report – 2010



[Over 200 PC members attending the Orientation Conference](#)

Project ID: 0051486

Duration: 2006-2011

Strategic Plan Component: Democratic Governance

CPAP Component: Outcome 3: the state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity

ANDS Component: Pillar 2: "Governance, rule of law and human rights:

Total Budget: \$43,242,339

Responsible Agency: Independent Directorate of Local Governance (IDLG) and the Independent Administrative Reform and Civil Service Commission (IARCSC)

ASGP DONORS

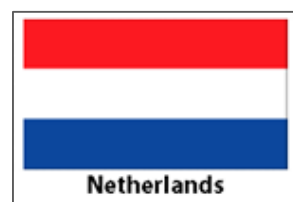


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Executive Summary

The Afghanistan Subnational Governance Programme (ASGP) made further progress toward achievement of its annual targets during the first quarter of 2010. Despite significant challenges during this quarter, including a worsening security situation, ASGP has made good progress towards the achievement of its targets. The approval of the Subnational Governance Policy (SNGP) is a major milestone that demonstrates the strategic impact of the ASGP. The main achievements include:

National Policy and Institutional Development

- ASGP assisted Independent Directorate of Local Governance (IDLG) in revision of the draft Subnational Governance Policy, its final submission to the Cabinet level Policy Review Committee and its eventual adoption.
- ASGP has continued to support the Information Communication Technology (ICT) Department of IDLG to develop advanced voice communication services which will enable citizens to contact IDLG by telephone and record their complaints. This facility will be available during holidays and outside working hours.
- ASGP continued to support the rollout of regional and provincial Capacity Development Working Groups.
- ASGP has reviewed key pieces of legislation the light of the draft sub-national governance policy. Six laws related to local government, provincial, district, municipal and village councils have been drafted for consideration by IDLG.

Capacity Development

- The Independent Administrative Reform and Civil Service Commission (IARCSC), with the support of ASGP, continued with the implementation of the new Pay and Grading Policy at the subnational level. During the first quarter of 2010 the IARCSC restructured 18384 civil servant positions in line with the new Pay and Grading policy.
- The IARCSC extended its database to cover all seven regions. The database now includes 78% of senior and junior appointments and 68% of all performance appraisals of civil servants in reformed ministries. This represents an increase of 10% in comparison with 2009.
- ASGP supported the Provincial Affairs Department (PAD) of the IARCSC to carry out assessments of subnational line ministries. PAD conducted assessments of 66 units of the provincial line departments of the Ministries of Economy and Public Works. It also assessed PAR implementation in the Ministry of Agriculture, IDLG and 12 provinces.
- ASGP continued its support to twenty three civil service training centers across the country. A total of 2,201 male civil servants and 330 women were trained. The number of women trained increased by 5% compared to the previous quarter.
- ASGP assisted the IARCSC to expand its internship Programme to ten provinces. .

Provincial and District Governance

- ASGP distributed almost 120 copies of Provincial and District Operating Manuals to the Northern provinces and to newly hired task order staff for the North and Northeast provinces.
- Provincial strategic planning has been launched in Balkh and Herat Provinces and Task Order staff recruited
- Yearbook development was completed in Balkh, Samangan and Kandahar provinces. Provincial Governor Offices received 1000 copies of their statistical Yearbooks.
- ICT capacities have been enhanced in sixteen Provincial and District Governors' Offices and ICT specialists hired by IDLG.
- A concept for Provincial Citizen Service Centres has been agreed with IDLG, together with a Task Order under which IDLG's Afghanistan Stabilization Programme (ASP) will be responsible for constructing and equipping Citizen Service Centres in six provinces.

Representative Democracy

- An orientation Programme was conducted for members of 17 Provincial Councils. A total of 212 Provincial Council (PC) members attended. The orientation addressed PC competencies, responsibilities, rules of procedures and IDLG administrative and finance procedures.
- Staff and equipment have been provided for the PC Resource/ Information Centre (PC Platform), which has been formed to facilitate coalition building and networking among PCs.

Municipal Governance

- ASGP supported the municipalities of Sari Pul, Maimana, Aybak and Sheberghan in the development of reorganization plans and a functional analysis guidebook as a basic tool to restructure municipalities.
- ASGP supported the municipalities of Jalalabad, Mehtarlam and Asadabad to formulate revenue improvement action plans and revenue projections. Improved revenue planning and better collection efforts saw revenues increase in 10 municipalities.
- A Revenue Improvement Action Plan (RIAP) manual was finalised
- Tax mapping was conducted in Aybak and Sari Pul municipalities, with 550 properties surveyed and 6 tax maps developed.
- Under a Task Order with IDLG a team of 18 specialists were deployed in 10 municipalities to provide expert support in municipal economic and private sector development, municipal public service delivery and municipal infrastructure development.
- ASGP supported 30 municipalities to improve solid waste management planning, implementation, monitoring and evaluation.

Transition to the New Phase:

In addition to the above during the first quarter of 2010, ASGP has begun the transition to the second phase of ASGP. Substantial time was devoted in the initiation of ASGP II, which included:

- Drafted all ASGP staff Term of references (TORs) based on the new structure and approach,
- Advertised all the positions as per the ASGP II approved structure (national and international) for the seven ASGP Regional Offices and Kabul based core team, recruitment process is in progress and expected to have all the staff recruited by early May 2010
- Around 60 % of ASGP II staff mobilized inclusive of recruitment of the ASGP II Project Manager, deployment of International Advisors to Regional centres.
- Conducted strategic discussion with IDLG for implementation of regional/provincial approach foreseen in the ASGP II Project document, which will include having Letter of Agreements (LOAs) with Provincial Governor Offices (PGOs) and de-concentrated approach towards local development. Thereby enabling the subnational entities for improved service delivery and enhanced legitimacy of government of Afghanistan at provincial level.
- Series of capacity building and trainings conducted for newly recruited/ government led staff members and oriented them towards provincial approach and implementation framework for ASGP II.
- Baseline survey for ASGP II is being contracted "Towards Accountable and Responsive Sub-national Governance". This survey will serve as baseline of service delivery and status of good governance. The successful contractor will be awarded the contract by end of April.
- Initiated dialogue with other UNDP country offices for secondment of Provincial and Regional experts who can bring expertise of provincial based local governance best practices and convert ideas into action at the provincial level.
- ASGP II initiated internal dialogue to undertake strategic communication initiatives to communicate subnational governance & development to support provincial governor legitimacy and further goodwill of UNDP and the donors at the provincial level.
- UNDP initiated internal dialogue to decentralize procurement to its regional offices with substantial delegation of authority to Regional heads to perform their functions efficiently.
- Further, based on security assessment in the regions, ASGP has developed a plan to upgrade Regional Offices to meet the security requirements.
- For effective project implementation in high and extreme risk areas such as Helmand, an understanding is being made with the Provincial Governors and IDLG to have UNDP supported Provincial government led expert team, who will be closely monitored, mentored by an exclusive international provincial advisor.

Context

The ultimate objective of the Afghanistan Subnational Governance Programme (ASGP) is to strengthen the democratic state and government institutions at all levels to govern and ensure quality public service delivery through advocacy, policy advice and capacity development. As cited in the most recent Report of the Secretary General on the situation in Afghanistan and its implications for international peace and security, *"Insecurity continues to be the single greatest factor impeding progress in Afghanistan."* The gap between the government and the people contributes to the deteriorating security throughout Afghanistan. By strengthening the capacity of the government and seeking to bridge this gap ASGP may also contribute to improving the security situation throughout the country.

IDLG and IARCSC and remain the main governmental partners of ASGP. ASGP also actively cooperates with a number of other government institutions, including the Central Statistical Office, the Ministry of Counter-Narcotics and the Ministry of Economy. In addition, ASGP actively collaborates with several UNDP projects and a multitude of international partners.

Direct beneficiaries of the Programme include the central and subnational staff of the IDLG and IARCSC as well as subnational staff of key line ministries and independently elected provincial councils. Indirectly, the Programme results are expected to have a positive impact on the lives of ordinary citizens by improving local development and service delivery through participatory and more effective and efficient subnational governance.

The Programme is aligned with the goals and objectives of the Afghanistan National Development Strategy (ANDS). More specifically, it directly supports the "Good Governance and Rule of Law" pillar of ANDS, which requires that, by 2010, government machinery will be restructured and rationalized to ensure a fiscally sustainable public administration; the Independent Administrative Reform and Civil Service Commission will be strengthened; and civil service functions will be reformed to reflect core functions and responsibilities. In close partnerships with other UN agencies, the project supported progress towards the realization of the overall United Nations Development Assistance Framework (UNDAF) Outcome 2, which focuses on creating an effective more accountable and more representative public administration at the national and subnational levels, with improved delivery of services in an equitable, efficient and effective manner.

Programme resources are applied towards the achievement of CPAP Outcome 3, which focuses on improving the state's ability to deliver services to foster human development and enhancing the elected bodies' oversight capacity. This includes efforts to achieve CPAP Outputs 3.1, 3.2, 3.3 and 3.4, which focus on development of inclusive legislation, policies and Programmes to improve the quality of service delivery; on strengthening the IARCSC management and coordination capacity to implement public administration reform; on improving the capacity of elected bodies to provide effective oversight; and on strengthening in-house capacities within government for policy research, analysis and formulation.

Implementation Progress

Output 1.1 IDLG institutional capacities to lead sub national governance reform in Afghanistan is developed in all key areas

1.1.1 Key functions and business units of IDLG are maintained at a high level of operational capacity

ASGP has continued to provide support to improve communication services in the ICT Department of IDLG by installing a voice processing system and other ICT equipment (computers, UPSs, LCD projectors, video cameras and PABX system). These developments have enabled IDLG to establish an advanced voice communication service, including the capacity to record voice messages automatically. This will strengthen the capacity of IDLG to deal with complaints and grievances as it will enable citizens to contact IDLG by telephone and record their complaints at any time, including during holidays and after working hours.

ASGP has continued to strengthen the Capacity Building Unit (CBU) of IDLG. This has included supporting the CBU to design leadership and strategic communication workshops, in addition to piloting capacity needs assessment mechanism in three provinces (Laghman, Wardak and Nangarhar). Following these pilots the CBU initiated the development of a comprehensive capacity building plan.

1.1.2 Development of management information systems and processes, and training/technical support for implementation of these systems

ASGP supported IDLG to develop Terms of Reference and to place a vacancy notice for a Monitoring and Evaluation Specialist to develop performance management systems and quality performance standards for Provincial and District Governors' Offices.

Output 1.2 The policy unit of the IDLG is functional

1.2.1 IDLG (especially the Policy Unit) is assisted in obtaining final approval of the Subnational National Governance Policy (SNGP) and in development of an implementation strategy

As a result of ASGP support, the draft subnational governance policy (SNGP) was approved by the Cabinet on Monday 22nd March 2010. The SNGP provides a comprehensive analysis of subnational government in Afghanistan, highlighting the strengths and weaknesses of the current system and outlining a strategy for capacity development. The SNGP is an ambitious document, which establishes subnational development goals that are intended to strengthen representative democracy, increase delegation of authority, clarify inter-governmental relationships and align resource allocation with competencies. The SNGP also identifies a number of legislative and regulatory measures that will need to be introduced in order to implement the policy.

1.2.2 IDLG (especially the Policy Unit) is assisted in developing laws, regulations and rules of procedure required to implement portions of the draft policy

During this quarter, ASGP reviewed a number of laws to ensure that they reflected the draft sub-national governance policy. The aim of this review was to develop draft legislation that would support the process of policy implementation. ASGP has drafted the following laws and forwarded them to IDLG for consideration: Local

Governance Law, Law on Provincial Councils, Law on District Councils, Law on Municipal Councils and Law on Village Councils.

ASGP has continued to develop papers assessing the roles and responsibilities of District and Provincial Councils. These papers provide information about the current status of Provincial and District Councils and their roles and responsibilities. They were designed to inform the development of the SNGP.

1.2.3 IDLG (especially the Policy Unit) is assisted in inter-ministerial deliberation, coordination and collaboration in policy implementation

Due to the delay in approving the SNGP, activities under this sub output were postponed to the next quarter

1.2.4 Communication and capacity building Programmes concerning policy implementation are conducted for all stakeholders

Due to the delay in approving the SNGP, activities under this sub output were postponed to the next quarter

Output 2.1 A sub-national Public Administration Reform (PAR) strategy is finalised and participating Provincial Governor's Offices, district administrations, municipalities are strengthened

2.1.1 Technical assistance to Regional Civil Service Commission CSC Offices and Provincial Representative Offices

ASGP continued to support the IARCSC to implement the new Pay and Grading Policy at the subnational level. By the end of this quarter, the IARCSC had re-graded 18384 civil servant positions (12683 employees and 5703 Ajeers) to bring them into line with the new Pay and Grading Policy.

2.1.2 Technical assistance to the central IARCSC technical functions to build managerial and Communication capacity

A number of important guidelines and manuals have been developed to support the implementation of subnational public administration reform (PAR) by the IARCSC and IDLG. Several editions of the Aghazi Taghir magazine and Islahat newsletters were published and distributed to all line ministries and agencies across the country. A total of 4200 magazines and brochures were distributed in an effort to increase awareness and understanding of the PAR process among the civil servants and other relevant stakeholders.

During this quarter ASGP assisted the IARCSC to further develop its human resources database so that it now covers all seven regions, including 70% of senior and junior appointments and 60% of all performance appraisals of civil servants in reformed ministries (an increase of 10% in comparison with last year).

ASGP also assisted IARCSC to improve its outreach to ensure that civil servants and the general public understand the PAR process. A number of radio spots and TV shows were broadcast to explain the CSC's activities, its achievements in implementing PAR at the sub national level and the future challenges that have to be faced in achieving the planned goals and objectives. A total of 52 TV and radio Programmes were broadcasted throughout Afghanistan, including interviews and short documentaries. A plan has also been developed to continue these activities in 2010.

2.1.3 Operations of Provincial Affairs Department Project Support Unit

ASGP supported the Provincial Affairs Department (PAD) of the IARCSC to advance subnational PAR and improve coordination between the Provincial Governor Offices (PGOs) and line departments throughout the country. Tools for carrying out assessments and capacity development of all subnational line ministries and agencies have been developed in cooperation with USAID and approved by the IARCSC.

ASGP supported CSC - Provincial Administration Department (PAD) to assess the implementation of PAR in the Ministry of Agriculture, IDLG and 12 provinces. PAD was also received support to conduct assessments of 66 units of the provincial line departments of the Ministries of Economy and Public Works. A technical report on the monitoring and evaluation of the implementation of PAR in the provincial directorates of the Ministries of Justice and Ministry of Social Affairs has also been finalized.

2.1.4 Capacity building Working Groups Function in Each Province

ASGP continued to support the rollout of regional and provincial Capacity Development Working Groups which are designed to play a central role in coordinating and guiding capacity building efforts at the subnational level. Training for Provincial Capacity Development Working Groups was conducted in Sari Pul, Jawzjan and Faryab.

Capacity Building Working Groups are now functioning in all provinces. ASGP will continue to support these groups through its regional offices to ensure that they operate to maximize effectiveness.

2.1.5 Each IARCSC regional office has the capacity to plan and carry out outreach activities and workshops on M&E, communications, laws, regulations and PAR

Activities under this sub output are addressed under 2.1.2

Output 2.2 Skills and knowledge of civil servants to manage basic services are upgraded

2.2.1 Internship Programme to increase the skilled applicants for civil service is conducted in 14 provinces

During this quarter ASGP assisted the IARCSC to develop plans to expand its internship Programme to ten provinces by the end of 2010. The internship Programme that is operating in six provinces in the Southern Region will be completed by the end of April 2010. A company has been contracted to start this process in the Eastern region, which covers four provinces. Requests for proposals for four further internship Programmes were issued and the results of two, Paktia and Helmand, have already been announced.

ASGP is ensuring that the lessons learned from the implementation of the internship Programme in the South are incorporated into the roll out in the four Eastern provinces. A survey of existing interns carried out in the Southern Region shows that all participants felt that the Programme provided them with relevant skills. In addition, the majority expressed an interest in joining the government following the completion of the internship Programme. Twenty five percent of those surveyed said they were actively looking for government jobs while participating in the Programme.

2.2.2 Establishment and Operation of 23 Training Centers

During this quarter ASGP continued its support to 23 civil service training centers across the country. The training is designed to streamline administrative systems and improve service delivery. A total of 2,201 male civil servants

(87 percent of the total trained) and 330 women (13 percent of the total trained) have been trained. The number of women trained increased by five percent from the previous quarter. ASGP worked with IARCSC to adopt an approved curriculum and to introduce new training Programmes in the training centres, including training on human resources, leadership and advanced computer literacy. In the next quarter, a course on project management will also be added.

In this quarter, both the Khost and Kandahar training centres were reconstructed and totally re-equipped and refurbished following security incidents. ASGP also assisted IARCSC to determine the steps necessary to enable these training centers to return to functioning at full capacity.

2.2.3 Law and Regulation documents are collected, printed and distributed to all CSC outputs and training center

ASGP has held extensive discussions with stakeholders regarding the publication of laws and regulations. Despite numerous technical difficulties arising from Government procedures and protocols governing the publication of official documents, a way forward has been identified. A request for proposals has been prepared and the government will begin publication of laws and regulations in the next few months.

2.2.4 Provincial Training Centers understand and utilize training needs analysis and impact monitoring methodologies

ASGP has continued to support the introduction of an operational manual for IARCSC training centers throughout the country with the assistance of the IARCSC Regional Centers. ASGP and IARCSC have finalized procedures for carrying out training impact analysis and these are now being used in the training centers. A methodology for conducting a comprehensive training needs analysis was also developed and this will be used by the IARCSC and ASGP staff to assess the training needs of subnational civil servants, allowing IARCSC training centers to deliver more targeted training. These measures will also enable the Provincial Capacity Building Working Groups to work closely with the CSC training centers and to utilize the information collected from the capacity development assessments, capacity development plans, training needs analysis and training impact assessments.

Output 3.1: The capacity of elected sub-national representative bodies to undertake their roles in citizen representation and monitoring of service deliver is strengthened

3.1.1 PC Capacity Development Support Programme is conducted in 34 provinces

During the 1st quarter of 2010, ASGP finalized an Action Plan for the orientation of newly elected Provincial Council (PC) members. The orientation Programme, entitled 'Better Representation' was conducted in Kabul for the members of 17 Provincial Councils. A total of 212 Provincial Council members attended. The PC members were briefed on PC competencies, responsibilities, rules, and procedure and IDLG administrative and financial procedures. They were also introduced to participatory monitoring and evaluation and public outreach.

The orientation Programmes for the rest of the provinces for about 200 PC members are to take place in April and early May.

Baseline assessments have been conducted in 40% of PCs and this data will be used in planning future ASGP capacity development.

3.1.2 Technical Assistance is provided for PC Support Structures (PCRCD, PCWG, PC Admin Support Staff)

A capacity assessment of the Provincial Councils Relations and Coordination Department (PCRCD) of IDLG has been conducted and its strategic plan updated. Provincial Council Capacity Development Facilitators were recruited for West, North & Northeast and South regions and a Technical Advisor was recruited for the PCRCD. As a result of these initiatives, the reach of the PCRCD has been increased, along with its capacity to provide support PCs.

Output 3.2: An Association is created as a resource/ information centre to facilitate coalition building and networking among sub-national elected representatives

3.2.1 Development and operation of an association for elected councils.

ASGP recruited staff (Executive Director, Executive Assistant, Publication and Communication Officer, ICT and Translator) and provided office equipment and furniture for the PCs Resource and Information Centre (PC Platform). This Centre has been created to facilitate coalition building and networking between PCs around the country. PC members who attended the National Orientation (Better Representation) event in Kabul (see sub-output 3.1.1) were briefed on the work of the Centre.

Output 4.1 Public service provision capabilities and coordination capacity are created in 20 provincial administrations

4.1.1 Implementation of Public Administration Reform in PGO/DGO

During the first quarter, ASGP supported the introduction of the revised IDLG-IARCSC pay and grading system in Provincial Governance Offices. A 2 day regional workshop was conducted in the Central Region (Kabul, Kapisa, Parwan, Bamyan, Panjsher, Logar and Wardak) for Executive Directors and Administrative/Finance Managers and the Central Region team of IARCSC. The workshop provided clarity to the participants about the PAR process and built the skills in the area of Institution development & human resource reform.

4.1.2 Improve Administration of PGO/DGO based on Provincial and District Operating Manuals

In the first quarter ASGP distributed 120 copies of Provincial and District Operating Manuals to the Northern provinces and to the IDLG-ASGP newly hired Task Order staff for the North and Northeast provinces. ASGP also designed comprehensive mail registry formats and tables to support the implementation of new operating procedures.

ASGP supported IDLG to complete Task Order staff recruitment for 22 provinces. Newly hired Task Order staffs in the North and Northeast have been trained on their duties and assignments. ASGP provided IDLG with essential office equipment, which will now be handed over to Provincial and District Governors' Offices.



Orientation Workshop for the newly recruited Task Order/Government led Staff

4.1.3 Introduce provincial strategic planning and modern office planning and reporting

ASGP completed the recruitment of provincial strategic planning (PSP) experts through IDLG. These staff members will be responsible for supporting provinces to undertake strategic planning. ASGP has agreed with IDLG to deploy up to three strategic planning specialists in participating provinces.

The first quarter of 2010 saw the launch of provincial strategic planning in the provinces of Herat and Balkh using IDLG guidance and instructions on provincial strategic planning. Data collection and situation analysis have been completed in both Balkh and Herat. These provinces are good examples of a collaborative approach to provincial strategic planning where three UN organizations, ASGP, NIBP/UNDP and UNAMA, have combined their efforts to assist provincial authorities. ASGP is also on track to complete draft provincial strategic plans in six provinces in line with the revised plan for the first and second phases of provincial strategic planning approved by the IDLG

During the first quarter, the process of Yearbook development was completed in Balkh, Samangan and Kandahar. The Provincial Governor Offices received 1000 copies of their respective Yearbooks.

4.1.4 Operation of Capacity Building Unit in IDLG to train IDLG staff

Achievements under this sub sub-output are addressed under sub-output 1.1.1

4.1.5 Improve access to information and establish and effective provincial communication system

During the first quarter of 2010 PGO/DGO capacities in ICT have been enhanced. Sixteen ICT specialists have been hired by IDLG with the financial and technical support of ASGP. These have been deployed to Kabul, Maidan Wardak, Parwan, Balkh, Saripul, Kunduz, Takhar, Badakhshan, Samangan, Baghlan, Bamyán, Lúgar, Faryab, Jawzjan, Zabul, Kandahar and Urozgan. Capacity development work plans have been established for seven ICT specialists from Saripul, Kunduz, Takhar, Badakhshan, Samangan, Baghlan, Faryab, Jawzjan and they have received guidance and technical support from ASGP. The ICT managers of Balkh, Saripul, and Jawzjan have been trained in internet troubleshooting through on the job advice and coaching. A needs assessment was completed to determine the requirement for a printing press for Faryab Provincial Governor's Office.

ASGP has held consultations with the provincial authorities of Balkh province and the IDLG to refine the concept of Provincial Citizen Service Centres. These centres have been designed to be the main mechanism for improving public access to information and they will also act as a 'one stop shop' for public enquiries. ASGP has also agreed a Task Order under which IDLG's Afghanistan Stabilization Programme (ASP) will be responsible for constructing and equipping Provincial Citizen Service Centres in six provinces: Faryab, Saripul, Balkh, Baghlan, Kapisa and Nengarhar.

4.1.6 Support Governors and Mayors to coordinate development activities in their territories through technical assistance packages delivered by at least 5 ASGP regional service centers in 2010

Achievements under this sub-output are addressed under sub-output 4.1.9

4.1.7 In depth research to generate insights for broad-based integration of government functions at sub national level

A contractor has been identified to conduct in depth public opinion research to determine the impact of subnational government reform in Afghanistan. The aim of the research is to improve understanding of accountability mechanisms at the subnational level, identify any correlation between the responsiveness of subnational governance institutions, public satisfaction with government and resource mobilization. The research will also identify problematic areas and measures to address accountability and responsiveness deficits at the subnational level. The research will be conducted in all provinces. It will consist of a face to face survey, focus group discussions and key informant interviews. The aim is to provide a comprehensive picture of sub national government, a coherent baseline against which future progress can be measured and a basis for future planning.

4.1.8 *Performance-based assessment methodologies for sub-national governance are designed and made operational*

ASGP has continued to support IDLG to develop its Subnational Governance Performance system (GOFORGOLD). In 2009 this was launched in eight provinces: Faryab, Jawzjan, Kunduz, Takhar, Samangan, Nangahar, Laghman, and Parwan. Provincial performance measurement teams were formed, however, despite several months of work (interrupted by the election period); no provincial good governance reports were produced. Nevertheless the fieldwork conducted highlighted the weaknesses of the Good Local Governance GOFORGOLD methodology and data collection framework. It also exposed the low capacities of members of the provincial performance measurement teams. IDLG, with the support of ASGP, has increased provincial capacities by assigning a number of specialists, including monitoring and evaluation officers, to each Provincial Governor's Office. There is now a need to refine the GOFORGOLD methodology and terms of reference are being finalised to conduct further research into how this can be best achieved.

4.1.9 *Support Governors and Mayors to coordinate development activities in their territories through technical assistance packages delivered by at least 5 ASGP regional service centers in 2010*

ASGP opened 6 Regional Offices in Kandahar, Herat, Mazar, Kunduz and Jalalabad and one provincial office in Helmand is being opened. These have been delivering integrated assistance to subnational government. These offices have facilitated coordination with stakeholders and between different UNDP projects that focus on the subnational level. A quarterly newsletter was produced in the Northern Region to publicise the roles of different UNDP projects in subnational government development and to provide an update on progress. These initiatives have been designed to improve the coordination of development interventions and to align them more closely with the needs identified in strategic plans.

Further, all the regional offices' positions were advertised as per the ASGP II approved structure (national and international) for the seven ASGP Regional Offices, recruitment process is in progress and expected to have all the staff recruited by early May 2010. One International Regional Governance Advisor was mobilized during this first quarter of 2010.

Regional Governor Advisors also conducted strategic discussions with their respective Provincial Governor offices for implementation of regional/provincial approach foreseen in the ASGP II Project document. Series of capacity building and training conducted for newly provincial based recruited/ government led staff members and were oriented towards provincial approach and implementation framework for ASGP II.

Output 4.2 *Municipal capacities are upgraded in revenue collection, budget control and basic service delivery*

4.2.1 *Modern organizational models are developed and introduced in 16 municipalities for restructuring*

In 2009, in close coordination with the IDLG and IARCSC, ASGP developed new organizational models for the pilot municipalities of Mazar-i-Sharif, Balkh and Dehdadi through a functional analysis. With a view to implementing PAR and organizational restructuring, functional analysis has also been initiated in a further nine municipalities: Maimana (Faryab), Aybak (Samangan), Sari Pul, Sheberghan (Jawzjan), Charikar (Parwan), Jalalabad (Nangarhar), Asadabad (Kunar), Mehtarlam (Laghman) and Kandahar. The functional analysis in these nine municipalities has documented current organizational structures, personnel profiles, mandate and functions.

Three organizational models for municipalities have been developed, but they have not yet been finalized by IDLG and IARCSC and no decision has been taken on the implementation modalities. However, IDLG has agreed that

the restructuring of municipalities can proceed based on these organizational models, in order to address problems arising from unclear lines of communication and reporting, and lack of job descriptions in municipalities for SY 1389 (2010). In the first quarter of 2010 ASGP has focused on the municipalities of Sari Pul, Maimana, Aybak and Sheberghan. This resulted in the development of reorganization plans, each consisting of new structures, staffing and job descriptions. These plans are expected to be implemented without the new pay and grading system. A functional analysis guidebook, which is a basic tool for restructuring municipalities, has been revised based on the lessons learned in the development of the organizational models for the pilot municipalities.

As another organizational development intervention to orient municipalities towards service delivery, ASGP developed a concept and design for a municipal customer service centre or 'one stop shop'. This work also included the identification of appropriate staffing. As this concept is implemented there will also be a need to re-engineer service delivery processes.

ASGP has also designed a registry excel database to record capacity building Programmes and to track professional capacity development at the municipal level. This will assist municipal authorities to make the best use of new professional skills.

4.2.2 Modern office management system is developed

ASGP initiated the documentation of existing office operating procedures of Mazar-i-Sharif municipality. The aim was to review and analyze procedures in consultation with IARCSC, IDLG and municipal officials, develop an improved office operating manual. So far the mail and correspondence sections of the manual have been addressed and the process will continue once the necessary technical resources become available. Electronic information sharing and internal communication have also been improved in the Mazar and Maimana municipalities. As part of continuing information management support to these municipalities, floor plans, network architecture design and cost estimation have been developed.

4.2.3 Sustainable and affordable revenue administration practices are established in line with centrally determined municipal fiscal framework and introduced in 20 provincial and 6 district municipalities

2009 saw the first tangible results of improved revenue planning and better collection efforts that had been implemented with ASGP assistance, with five provincial municipalities in the North reporting revenue increases ranging from 18 to almost 70 percent from sustainable sources. ASGP has also initiated revenue improvement action planning in another 16 provincial and district municipalities. As a result, revenue improvement action plans (RIAPs) for ten municipalities were formulated and prepared for integration into the draft municipal budgets for SY 1389(2010-2011).

In the first quarter of 2010 the municipalities of Jalalabad, Mehtarlam and Asadabad formulated RIAPs and revenue projections and prepared them for integration into the municipal budgets for SY 1389 (2010-2011). ASGP also continued to support the municipalities of Aybak and Sari Pul to update their RIAPs and projections. Improved revenue planning and better collection efforts, implemented with ASGP assistance, saw municipal revenues increase - in Sari Pul (60% over that of 1387 from regular sources), Aybak (7% over that of 1387excluding sale of land), Maimana (2% over that of 1387), Faizabad (242% over that of 1387 excluding sale of land), Taloqan (12.6% over that of 1387), Aqcha(7% over that of 1387), Balkh (20% over that of 1387), Andkhoy (98% over that of 1387 excluding sale of land), Maidan Shahr (37% over that of 1387 excluding sale of land) and Mahmood Raqi (61% over that of 1387 excluding sale of land).

In 2009, tax mapping to achieve improved tax collection was initiated in the municipalities of Aybak, Mazar-i-Sharif, and Maimana. The first quarter of 2010 saw more progress in Aybak with three additional tax maps

developed. Tax mapping was also initiated in Sari Pul. As a result, 550 properties were surveyed and 3 tax maps were developed. This was implemented with a co-trainer from Mazar-i-Sharif municipality.

As part of efforts to instil best practices in municipal monitoring, ASGP designed a template for monitoring the progress of RIAP implementation, which included an element to encourage remedial action planning to ensure the full implementation of revenue improvement measures. Municipal officials and specialists embedded in municipalities were trained in RIAP implementation and in the application of revenue recording and Safayi tax databases.

Under a Task Order with IDLG a team of 18 specialists were deployed in ten municipalities (Qalat, Mahmood Raqi, Mehtarlam, Asadabad, Maidan Shahr, Faizabad, Aybak, Maimana, Sari Pul, and Sheberghan) to provide expert support in municipal economic and private sector development, municipal public service delivery and municipal infrastructure development. To ensure the achievement of optimum results, orientation was provided to municipalities on the technical aspects of this work. ASGP also developed a draft concept on municipal economic development, community-government and public-private partnerships to encourage both municipalities and the specialists to think as broadly as possible about service delivery and economic development.

This quarter also saw the finalization of a RIAP manual, which is an essential tool for municipalities and other organizations concerned with municipal own-source revenue generation and growth. The manual will assist in ensuring that municipalities follow best practices and administer revenues transparently.

4.2.4 Transparent and accountable financial management and financial performance reporting practices are adopted and installed in at least 10 municipalities

Implementation of this sub-output started in 2009 and focused on the development of municipal financial management and control systems. ASGP documented municipal accounting practices in Mazar-i-Sharif municipality. ASGP also helped to design Excel payroll and inventory databases and accounting journals to record municipal assets and expenditures. ASGP supported the installation of these systems and the training of staff in three municipalities (Mazar-i-Sharif, Aybak and Andkhoy). During the first quarter in 2010, ASGP continued with these activities in six municipalities (Maimana, Andkhoy, Balkh, Kunduz, Pulikhumri and Faizabad).

As part of the efforts to document municipal financial practices, the Maimana municipal budgeting cycle, structure and content analyzed to identify areas for improvement. To strengthen financial controls at the municipal level, ASGP also designed a municipal audit manual as part of its overall efforts to build IDLG's audit capacities.

4.2.5 Minimum standards and procedures for the delivery of infrastructure and administrative services are formulated and rolled out in at least 20 provincial and 6 district municipalities

In 2009, ASGP designed a performance measurement system, which was implemented in the municipalities of Maimana and Mazar-i-Sharif to monitor the effectiveness of solid waste management (SWM). ASGP designed a training package to enable municipal staff to operate the performance measurement system and rolled it out in a further 10 municipalities. The data collected and analysed through performance measurement enabled ASGP to develop minimum service standards for SWM and introduce these standards in Maimana.

During the first quarter of 2010, ASGP designed and delivered training for 32 municipal staff of 11 municipalities (Aybak, Sheberghan, Kunduz, Maimana, Mazar, Taloqan and, Faizabad) and (Aqcha, Kholm, Andkhoy and Balkh) to enable them to undertake public performance reporting based on the data collected and analyzed through the performance measurement system. ASGP also further developed the minimum service standards for SWM for provincial and district municipalities and introduced these in 11 municipalities in the north and northeast.

During the first quarter of 2010 ASGP built on the initiatives launched in 2009 to support 23 provincial and district municipalities to improve their solid waste management (SWM) processes. Supported by ASGP, 11 municipalities improved their organizational efficiency and service delivery effectiveness by operating new waste management processes and procedures (door-to-door waste collection, receptacles installation and management, composting and the '3 Rs' "Reduce, Reuse, Recycle"). Another 11 municipalities launched the Programme through training on integrated SWM, Waste Assessment and Characterization. This allowed municipalities to establish baseline SWM information, conduct problem analysis and identify immediate areas for improvement.

During the first quarter of 2010, ASGP supported seven municipalities: Mahmood Raqi (Kapisa), Faizabad (Badakhshan), Taloqan (Takhar), Aqcha, Balkh, Andkhoy and Kholm to install twin receptacles for segregated waste collection in commercial areas. To ensure effective use of the receptacles, municipal staff and shop keepers were trained in their proper management. ASGP also designed a guide on the use of ASGP-supported SWM tools and trained municipal staff of three municipalities, Kunduz, Pulikhumri (Baghlan) and Aqcha on the proper use of the tools.

ASGP has also developed a draft SWM Apprehensions Policy which explained the provisions of current cleaning and greening regulations, the penalties in case of violations, implementing procedures and recommendations for the new cleaning and greening regulation. A manual on results-based monitoring and evaluation of SWM activities was also developed to guide municipalities. ASGP also continued to support municipalities with the provision of SWM medium term plans and guided Mazar-i-Sharif municipality on the implementation arrangements.

In 2009, ASGP initiated a school-based SWM Programme and supported the creation of school-municipal committees as an awareness Programme on service delivery, revenue generation and governance in 10 schools in Mazar-i-Sharif. During the first quarter of 2010, ASGP worked at three levels to increase public awareness and participation. Firstly, ASGP extended the experience of creating school-municipal committees to the municipalities of Maimana and Sheberghan. ASGP designed training for guide teachers of the committees and supported them to design school-based SWM Programmes. Secondly, ASGP developed an information booklet on SWM with information about municipalities' mandated functions, cleaning and greening and Safayi tax regulations. This seeks to increase the awareness of young children about public hygiene, municipal revenue generation and governance. Thirdly, in cooperation with municipal officials, ASGP supported improvements in public access to municipal information in Mazar-i-Sharif by installing information boards inside and outside the municipal premises. This represents the first municipal initiative to display information publicly.

Output 5.1 Kandahar Strategic Provincial Plan implemented to create an overall framework for provincial progress in the fields of Security, Governance and Development

5.1.1 New organizational structures under the PAR process will be set up in the Provincial Governors' and District Governors' offices and made operational

During the first quarter of 2010 efforts have been made to implement the Task Order package for Kandahar which was finalised in the last quarter. The package includes the provision of 9 advisors and office equipment to strengthen the capacity of the Provincial and District Governors' Offices (PGO / DGO) and municipality office in Kandahar. IDLG successfully recruited the 12 advisors in line with the Task Order. These include a Provincial Governance and Development Specialist, a Provincial Public Finance and Budgeting Specialist, a Local Economic Development and Private Sector Specialist, five District Governance and Development Specialists, one Information Communication Technology Specialist, one Provincial Infrastructure Development Specialist, a Municipal Public Service Specialist, an Environmental Management Specialist and a Municipal Economic Development Specialist. ASGP, in coordination with IDLG, is now working through the modalities of the

engagement of these advisors with PGO Kandahar. These personnel will support the implementation of PAR and the creation of new organizational structures within the PGO, DGO and the municipality of Kandahar City.

A Provincial Implementation Plan has been developed, detailing the activities that ASGP will implement with government officials in 2010. The Provincial Implementation Plan will strengthen ASGP's partnership with government entities in Kandahar.

ASGP has supported the production of a Provincial Yearbook for Kandahar Province and 1000 copies have been given to PGO Kandahar for distribution.

5.1.2 Customized training courses will be developed and delivered to civil servants in Kandahar

During this quarter ASGP had planned to revise and update the Kandahar assessment report which was prepared in 2009. However, due to lack of staff, this has had to be deferred to the next quarter.

ASGP supported the CSC Regional Office to deliver a leadership training Programme for key staff of the PGO Kandahar. This training was jointly developed with UNDP –CSLD in the previous quarter. A total of 22 key officials, including the Executive Director of Kandahar PGO attended this 12 day leadership training course.

5.1.3 Information management systems and processes in the Provincial Governor's office will be upgraded

Information management systems and processes in the Kandahar PGO were re-assessed by ASGP. ASGP has supported the PGO to develop a provincial communication outreach Programme. ASGP also established a Public Communication Unit within the PGO and Task Order staffs are actively involved in the dissemination of public information and in providing support to the PGO in preparing press releases.

ASGP has also worked to strengthen e-governance in Kandahar. ASGP, in cooperation with CIDA, is supporting the PGO to establish internet connection with the eight line departments present within the province to facilitate regular and timely communication. In the next quarter ASGP will prepare a concept note giving recommendations for reporting from the line departments to the PGO.

5.1.4 Communication strategy be established to ensure the citizens have timely access to vital information on governance, security, and progress on public service delivery

In the framework of the Kandahar Annual Workplan, ASGP supported the establishment of two new institutions at the provincial level during 2009: the Provincial Capacity Building Working Group and the Provincial Public Communication Committee.

During this quarter, ASGP worked with the Provincial Public Communication Committee to finalize the draft provincial communication strategy for Kandahar. The strategy has been partially adopted and full adoption is expected in the next quarter once the consultation process with all provincial stakeholders has been completed.

Nine PC members from Kandahar attended the ASGP orientation training in Kabul.

5.1.5 Effective mechanism for handling public grievances is established, transparency is increased and the level of corruption reduced

During this quarter, municipal staffs of Kandahar were trained in basic customer service skills and a Customer Service Guidebook was produced for Kandahar Municipality to promote a culture of customer orientation. This was developed with the active participation of the Kandahar municipal staff and stakeholders. During the next

quarter, ASGP will support the PGO to establish a Provincial Service Information Centre, which will include a mechanism for handling public grievances.

5.1.6 Training centre operated under IARCSC/PAD

During this quarter 60 civil servants (all men) completed the first round of induction training in the provincial training centre.

The new office / training centre of IARCSC regional office has been re-equipped and refurbished. ASGP assisted IARCSC with the establishment of the new office and facilitated a visit by a high ranking official of the IARCSC from Kabul. Meetings were also held with all key line ministries in Kandahar to discuss the challenges they face in civil servants' recruitment, working conditions and the PAR process.

Two civil servants' training Programmes are currently available at the Provincial Training Centre in Kandahar. ASGP supported the Regional Office to conduct a leadership and management Programme for civil servants holding management positions below Grade 3. A total of 22 civil servants attended this two weeks training Programme. IARCSC will deliver two further rounds of the leadership Programme.

5.1.7 Internship Programme operated by IARCSC for university graduates

The internship Programme launched in the first quarter continued during the second quarter, with 14 university graduates from Kandahar (all men) participating. As stated under output 2.2.1. a survey of the interns showed that all felt that the Programme provided them with relevant skills.

During this quarter ASGP and IARCSC trained the interns in English, computer skills and basic management, in addition to providing them with specific training to meet the requirements of the specific government ministry in which they are working. The interns were successfully placed in 10 key line departments in Kandahar. The process has been initiated for the induction of these interns as fully fledged civil servants in some of the line departments in Kandahar.

Output 6.1 Uruzgan/Dai Kundi Strategic Provincial Plan implemented to create an overall framework for provincial progress in the fields of Security, Governance and Development

ASGP could only partially carry out planned activities in Uruzgan this quarter, mainly due to the non-availability of staff and security concerns. ASGP supported the visit of its Provincial Strategic Planning (PSP) Advisor to initiate PSP related activities in Uruzgan PGO. The provincial profiling team has been constituted and is currently carrying out data collection.

6.1.1 New organizational structures under the PAR process was set up in the Provincial Governor's and District Governor's offices and made operational

ASGP supported IDLG in the recruitment of Task Order staff in coordination with the PGO to increase the institutional capacity of subnational government entities in Uruzgan, although only 5 of the 14 specialists have been deployed. The Task Order also provides for the provision of ICT and other office equipment.

6.1.2 Customized training courses will be developed and delivered to civil servants in Uruzgan

ASGP's plan to introduce senior PGO staff and District Governors to the Provincial and District Operating Manuals had to be postponed due to the security situation.

6.1.3 Information management systems and processes in the Provincial Governor's office will be upgraded

ASGP assessed the current status of information management systems in Uruzgan and developed relevant recommendations for their development for inclusion in the provincial annual plan and provincial MOU. Preliminary discussions were also held on the preparation of a Provincial Yearbook, which will improve the availability of information and facilitate the monitoring of progress in priority sectors.

Due to delays in the recruitment of the Task Order staff further progress could not be made against this sub-output.

Communication strategy will be established to ensure that citizens have timely access to vital information on governance, security, and progress on public service delivery The assessment report completed during the second quarter highlighted the need for a provincial communication strategy and recommended that certain specific measures, such as development of public communication systems, be introduced. The recruitment of a public communication specialist for Uruzgan under the Task Order signed with IDLG at the end of the third quarter will allow for the creation of a draft provincial communication strategy. However, this has also been deferred due to delay in the recruitment of the Task Order staff.

6.1.4 Effective mechanism for handling public grievances is established, transparency is increased and the level of corruption reduced

No activities were possible under this output due to delays in the implementation of Task Orders.

6.1.5 PAR implementation under IARCSC Regional Office

ASGP facilitated the visit of a senior CSC delegation to Trinkot to assess the challenges faced in the recruitment of civil servants and in the implementation of PAR in Uruzgan. During this quarter the IARCSC also restructured 20 positions in Uruzgan in accordance with the new policy for pay and grading at the subnational level.

6.1.6 Training centre operated under IARCSC/PAD

The IARCSC training centre has been involved in the implementation of the internship Programme (see 6.1.8 below) and will contribute to the one year intensive capacity building Programme for interns who will be inducted as civil servants in the Provincial Administration and line departments.

6.1.7 Internship Programme operated by IARCSC for university graduates

IARCSC, with the support of ASGP, initiated an internship Programme in Trinkot, which will address the challenge of recruiting qualified staff for civil service positions. In addition, seven male trainees from Uruzgan participated in the internship Programme in Kandahar. None of these interns was willing to get back to Uruzgan and some of them decided to accept positions in Kandahar.

6.1.8 Special Programme for Nilli municipality implemented

Expert support to Nili municipality under a task order with IDLG continued in the areas of master plan implementation and organizational development and creating efficient organizational planning process.

Output 7.1 Capacity for national Programme implementation within the life of the Programme is established

7.1.1 Project operations

During the first quarter of 2010 ASGP finalized the organizational chart for ASGP Phase 2 and initiated recruitment of staff to replace current positions and to fill the new positions that have been created to further enhance achievement of the project's goals.

The procurement plan for Phase 1 has been approved and solicitation and purchasing are in progress. Some equipment (IT Equipment, Office Equipment, Heavy Generators, Motorcycles & furniture) has been donated, or is in process of being donated, to IDLG to be delivered to the regional offices.

ASGP finalized its Annual Work Plan and budget for Phase 1 – 2010. The budget is functional in Atlas (UNDP financial system) and ready for the commitment/disbursement of funds.

To ensure safety of national and international staff ASGP project staff moved to the UNDP Country Office compound which is a Category "A" location from a UN Security prospective.

All the vacancies for the Phase II have been advertised and over 60% staffs have been recruited for the ASGP II. This is being done by appointment of Special Human Resource Task force dedicated to mobilize national and international staff for the Phase II. It is expected to have all the positions filled by mid May 2010.

In order to have better co-ordination and integration of ASGP II with IDLG core domains, office space in IDLG is being negotiated for the ASGP II staff members. This will enable ASGP II core staff to provide consistent and close mentoring support to IDLG target units.

7.1.2 Project audit

During the second quarter, KPMG (an international audit firm) completed an external audit of the project for 2006/07. This resulted in a positive (un-qualified) audit rating. ASGP implemented all of the audit's recommendations during 2009 and first quarter of 2010. ASGP is currently preparing materials for the external audit which will be conducted in second quarter of 2010.

7.1.3 Project monitoring

During 2009 ASGP management finalized the new project document for ASGP Phase 2 which has been approved by donors, UNDP and IDLG. The new project document addresses most of the lessons learned from the first phase of ASGP and includes a monitoring plan for project implementation in a regional approach.

7.1.4 Regional Office support for ASGP Implementation

Regional offices are functional in Kandahar, Jalalabad, Mazar, Kandahar, Kunduz and Hirat provinces. To further enhance the functionality of the regional offices additional operations and project staff are being recruited. Special dialogue was initiated with other UNDP country offices for secondment of Provincial and Regional experts who can bring expertise of provincial based local governance best practices and convert ideas into action at the provincial level.

Also, it initiated internal (UNDP) dialogue to decentralize procurement to its regional offices with substantial delegation of authority to Regional heads to perform their functions efficiently.

Further, based on security assessment in the regions, ASGP has developed a plan to upgrade Regional Offices to meet the security requirements for efficient Programme delivery. For high & extreme risk areas such as Helmand, understanding is made with the Provincial Governors to have UNDP supported and Provincial government led staff members (government contract holders) who will be closely

UNDP is establishing office space in regions to accommodate all UNDP Projects (ASGP, NIBP, APRP and Elect) in same compound which will be aligned with MOSS requirements.

Challenges

Risks

Political The approval of the Sub National Governance Policy (SNGP) is major step forward and provides a sound foundation for the development of ASGP's support to both IDLG and sub national government. However, the successful implementation of the policy will require cooperation among multiple government stakeholders, both between different line ministries and between national and sub-national levels of government. It will be important that the approval of the SNGP is seen as the start of a process and not its conclusion. Policy implementation on this scale will present enormous challenges and internal policy contradictions within the Government and a lack of common political commitment may undermine the implementation of the SNGP. ASGP will therefore re-double its efforts to ensure that there is broad understanding of the SNGP and work to support IDLG in fostering the political commitment necessary to ensure its full implementation.

Security, security concerns have constituted the main risk to ASGP during this quarter. The October attack on a UN Guesthouse in Kabul led to the introduction of tighter security measures for UNDP staff. These include UN 'Phase 4' security measures (the highest level of security alert) in the southern provinces and a requirement that all UNDP staff be accommodated in, and work from, "Category A" buildings in all locations in Afghanistan. Since not all locations meet these conditions, these measures have resulted in the temporary withdrawal of international staff based in the regions which has compromised ASGP's capacity to deliver planned results during this period. The southern provinces have experienced particular difficulties with the introduction of security measures placing most of the Government offices virtually out of bounds for ASGP staff. Task Order staff are constantly subjected to threats and intimidation and, as a stark reminder of the seriousness of the security situation; a Task Order staff member was murdered in Ghazni Province in March. Security in the Northeast also continues to give cause for concern, with incidents being regularly reported in the districts neighbouring Kunduz City, in addition to districts of Baghlan, Takhar, Badakhshan provinces. In addition to the mitigation measures already employed by ASGP, UNDP has already taken steps to ensure compliance with the new security measures and to re-deploy of international staff to the regions.

Technical / Operational The centralised recruitment of provincial, district and municipal Task Order staff by IDLG continues to pose a risk since sub-national governments are excluded from this process. This has resulted in difficulties in incorporating Task Order staff into provincial, district and municipal organisations, with some even being rejected. The centralised recruitment system also imposes delays in deploying staff. The South, in particular, has suffered from the non-arrival of promised Task Order staff. ASGP is working to improve communication between IDLG and sub-national governments on this issue. In addition, once the strengthened ASGP regional structure is in place, efforts will also be made to develop a system of recruiting Task Order staff that is more responsive to the needs of provinces, districts and municipalities and which provides them with a greater sense of ownership.

Issues

Organizational / Management Delays in procurement and recruitment have continued to have a negative impact on the project, both in terms of its capacity to achieve planned results and the relationship with partners. Long lead times, coupled with the late delivery of equipment and material have caused difficulties, with delays in meeting ASGP commitments to provide staff and equipment to the civil service training centres being particularly problematic. ASGP will continue to work to streamline recruitment and procurement procedures.

Organizational / Management There has been some disruption to ASGP staffing during this period. The transition to the second phase of the project has seen a number of key staff members leave, leaving ASGP undermanned in a number of critical areas. Although this is a temporary problem, it has nevertheless slowed project implementation during this quarter and has reduced the support that ASGP has been able to provide to both national partners (IDLG and IARCSC) and sub national governments. ASGP has introduced measures to speed up the transitional process and, once this has been completed, ASGP will again be operating at full capacity in both its Head Office and field operations.

Lessons Learned

Regular communication with national and international stakeholders facilitates the achievement of ASGP results.

Regional Governance Advisors note that frequent interactions and consultations with partners for planning and implementation of ASGP activities have resulted in a stronger sense of ownership. ASGP is therefore strengthening its regional structure to ensure that it is able to reach out to as many provinces, districts and municipalities as possible. This will also enable ASGP to be more responsive and to tailor its interventions to meet the specific capacity development needs of different levels of government. It has been noted in previous reports that frequent interactions and consultations with PGOs for planning and implementation of ASGP activities has resulted in a stronger sense of ownership of ASGP projects. Counterparts have also expressed their appreciation of the ASGP participatory and inclusive approach, favourably comparing it to the approaches practices by some other development actors.

Perseverance in the face of political complexities is essential. The approval of the SNGP is perhaps the 'signature' achievement of this quarter. However this achievement demonstrates the need for patience and perseverance to achieve progress in a complex and difficult political environment. The drafting and approval phases of policy development show that collaboration, consensus-building and communication are essential to the process and all of these take time to develop. It is anticipated that the implementation of SNGP will be equally complex. Effective policy implementation, like policy development, will require an approach that takes full account of political realities.

Work can be done in a difficult security environment, but realism is essential. The security situation deteriorated significantly during this quarter with lethal attacks against UNDP staff and a generally high level of threat. The consequent introduction of more stringent UN security measures throughout Afghanistan and especially in the South has, inevitably, imposed delays on Programme implementation. It can take time for staff to obtain security clearance, they can be recalled at any time and their movements can be severely restricted. In addition, meeting UN security requirements for working and living accommodation requires additional time and resources. Despite these difficulties, ASGP has maintained its regional offices, including its office in Kandahar, albeit with reduced staffing. It is also in the process of deploying staff to Helmand. Therefore, ASGP can deliver the necessary technical assistance, even in difficult security environments. However, the safety and security of ASGP staff must

remain paramount. The lesson is that, while work can continue in a difficult security environment, delays in implementation must be expected.

Future Plans

In the next quarter, ASGP will focus on the following main issues:

National Policy and Institutional Development

- *Policy Implementation* In the next period ASGP will focus on supporting the implementation of the SNGP. ASGP will support IDLG to develop a draft implementation plan and will then work with IDLG to identify the technical support required to ensure that SNGP is implemented within the agreed timescale. In particular, ASGP will assist IDLG to develop the structures necessary for coordinated policy implementation. ASGP's regional structure will provide appropriate field level support to provincial, district and municipal administrations in implementing the SNGP.
- *Legislative Development* Since new or amended legislation will be a key element in implementing of the SNGP, ASGP will intensify its technical assistance to develop the capacity of IDLG to introduce or amend legislation in line with the requirements of the SNGP.
- *Building organizational foundations.* ASGP will continue to assist IDLG in reorganizing itself and strengthening organization-level, Programme-level and individual-level performance management. This will be based on rigorous analysis of IDLG's overall strategic vision and focus and, particularly, the requirements of implementing, monitoring and evaluating the SNGP. ASGP will continue to assist IDLG in developing specific units such as the Policy Unit, integrating this support with the overall Programme of building IDLG's organizational foundations.

Provincial and District Governance Development and Capacity Building

- *Build Awareness of SNGP* With the approval of the SNGP, the ASGP will focus on building the capacity of sub national administrations to fulfil their roles and responsibilities. Developing an understanding and awareness of the SNGP will be an essential first step. An IDLG/ ASGP orientation workshop will be held for all provincial and district Task Order staff who will be assisted in development, implementation and monitoring of their annual work plans.
- *Strengthen Local / Regional Delivery Mechanisms* ASGP will strengthen its regional structure in order to deliver interventions that respond more directly to the needs of provinces, districts and municipalities. This will ensure that ASGP will also be better placed to support Task Order, provincial, district and municipal staff.
- *Streamline SNG Administration* ASGP will continue to roll out the Provincial and District Operating Manuals, providing district and provinces with appropriate Task Order staff to support the full introduction of improved management systems.
- *Provincial Strategic Planning.* Development of draft provincial profiles and strategic plans will continue. ASGP will support development of training materials, delivery of capacity building interventions and mobilization of additional planning specialists to support the provincial strategic planning process.
- *Capacity development of Provincial Councils.* ASGP will continue to focus on supporting the establishment of provincial councils. ASGP will support PCRCDC to hold a national level orientation seminar and orientation sessions in each region.

- *Support to the PAR Process* ASGP will continue to support the PAR process through support for the 23 CSC training centres, assistance in implementing the pay and grading system and support to implement provincial and district restructuring.

Municipal Development

- *Strengthen Peer-to-Peer Learning.* Peer to peer learning will become a more prominent feature of capacity building at the municipal level. Exposure visits for municipal officials of Zabul, Nili, Urozgan and Bamyan will be organised to North Region municipalities as a learning opportunity in the areas of RIAP and SWM.
- *Strengthen Municipal Administrations* The roll out of RIAP will continue. An organizational analysis of municipalities in the Northeast Region will be conducted and plans for streamlining and reorganization developed. The process of establishing PABX and internet systems will be initiated in Mazar and Maiamana municipalities and participatory consultation and PAR implementation workshops will be conducted for Kandahar and Helmand provinces
- *Increase Public Accountability* Benchmarking municipal service delivery and strengthening accountability to citizens will continue, building on the experience gained in SWM. The initiative to increase young people's understanding of local government will continue with the publication of an information booklet for school children, which will be distributed to all municipalities to increase public awareness.

Transition to ASGP II

- All the staff will be recruited and mobilized by early May 2010.
- A baseline survey will be initiated in all the 34 provinces "Towards Accountable and Responsive Sub-national Governance". This survey will serve as baseline of service delivery and status of good governance in the provinces.
- With the support of IDLG, implementation of regional/provincial approach will be undertaken, which will include having Letter of Agreements (LOAs) with Provincial Governor Offices (PGOs) and de-concentrated approach towards local development. Thereby enabling the subnational entities for improved service delivery and enhanced legitimacy of government of Afghanistan at provincial level.
- Substantial decentralization will be done to UNDP/ASGP regional offices which will include: HR, operations/ procurement, Programme activity approvals delegation (Atlas approval authority) to perform their functions efficiently.
- Further, based on security assessment in the regions, ASGP will upgrade Regional Offices to meet the security requirements and to deliver Programme activity
- For high & extreme risk areas such as Helmand, UNDP supported Provincial government led staff members (government contract holders) will be established. These teams will be closely and regularly monitored, mentored by an exclusive international provincial advisor.

Financial Section

Table1. Funding Overview (Nov-2006 to Mar-2010)

Donor	Commitments (Currency of the agreement)	Received (Currency of the agreement)	Received (USD)	UNORE	Balance (Currency of the agreement)
CIDA	CDN \$ 5,000,000	CDN \$ 1,000,000	\$ 862,069	1.160	CDN \$ 1,800,000
		CDN \$ 1,000,000	\$ 1,004,016	0.996	
		CDN \$ 1,000,000	\$ 808,407	1.237	
		CDN \$ 200,000	\$ 183,824	1.088	
EC	EUR 5,000,000	EUR 2,000,000	\$ 3,025,719	0.661	EUR 500,000
		EUR 2,500,000	\$ 3,238,342	0.772	
Italy	EUR 300,000	EUR 300,000	\$ 374,532	0.801	-
Netherlands	USD 8,108,108	USD 2,000,000	\$ 2,000,000	1.00	USD 2,858,108
		USD 3,250,000	\$ 3,250,000	1.00	
Norway (1 Agreement)	NOK 20,000,000	NOK 20,000,000	\$ 3,194,888	6.260	NOK 15,000,000
Norway (2 Agreement)	NOK 42,000,000	NOK 7,000,000	\$ 1,383,399	5.060	
		NOK 5,000,000	\$ 755,059	6.622	
		NOK 7,500,000	\$ 1,165,501	6.435	
SDC	CHF 4,000,000	NOK 7,500,000	\$ 1,319,261	5.685	-
		CHF 2,000,000	\$ 1,785,714	1.120	
UNDP Core Fund	USD 10,969,977	CHF 2,000,000	\$ 1,687,764	1.185	-
		USD 552,977	\$ 552,977	1.00	
		USD 750,000	\$ 750,000	1.00	
		USD 2,000,000	\$ 2,000,000	1.00	
Total		USD 7,667,000	\$ 7,667,000	1.00	
			\$ 37,008,472		

Table 3: Expenditure Status (by Activity 1-Jan to 31-Mar 2010)

Activity	Budget	Donor	Expenditure in First Quarter 1-Jan-2010 to 31-Mar-2010		Total First Quarter Expenditure	Balance	Delivery Rate
			Disbursement	Commitment			
Support to Policy (Activity01)	1,749,441	UNDP Core (00012)	-	(4,928)	(4,928)	1,519,436	13%
		UNDP Loan) 00012	28,131		28,131		
		Netherlands (00182)	43,355	10,278	53,633		
		Norway (00187)	54,522		54,522		
		EC (00280)	134,046	(40,326)	93,720		
Capacity Building (Activity02)	2,660,230	Netherlands (00182)	463,232	259,331	722,564	1,947,903	27%
		Norway (00187)	46,950	(51,425)	(4,476)		
		EC (00280)	117,796	(125,078)	(7,282)		
		CIDA (00550)	-	1,521	1,521		
Representative Democracy (Activity03)	1,620,413	UNDP Loan (00012)	-	-	-	1,362,092	15%
		Netherlands (00182)	38,439	95,267	133,706		
		Norway (00187)	91,677	32,937	124,614		
		SDC (10282)	30,269	(44,835)	(14,566)		
Development Management (Activity04)	3,542,385	UNDP Core (00012)	14,190	(23,315)	(9,125)	2,760,059	22%
		UNDP Loan (00012)	5,700	-	5,700		
		Netherlands (00182)	251,821	33,212	285,034		
		Norway (00187)	447,990	31,508	479,498		
		EC (00280)	14,984	(3,500)	11,484		
		CIDA (00550)	660	-	660		
		SDC (10282)	(48)	-	(48)		
Support to Kandahar (Activity05)	1,564,035	CIDA (00550)	76,408	(31,238)	45,170	1,518,865	3%
Support to Uruzgan & Dai Kundi (Activity06)	1,022,845	Netherlands (00182)	52,358	(9,289)	43,070	979,776	4%
		CIDA (00550)	153	(153)	-		
ASGP Management (Activity07)	1,206,631	UNDP Core (00012)	21,513	(16,132)	5,381	716,062	41%
		UNDP Loan (00012)	82,336	32,409	114,745		
		Netherlands (00182)	302,071	5,860	307,931		
		Norway (00187)	11,286	9,475	20,761		
		EC (00280)	45,117	2,015	47,132		
		CIDA (00550)	310	(310)	-		
Total GMS	801,987		167,352	13,191	180,543	621,444	23%
Grand Total	14,167,967		2,542,616	176,477	2,719,093	11,425,636	19%

Table 3: Expenditure Status (by donor 1-Jan to 31-Mar 2010)

Donor	Budget	Activity	Expenditure in First Quarter 1-Jan-2010 to 31-Mar-2010		Total First Quarter Expenditure	Balance	Delivery Rate
			Disbursement	Commitment			
UNDP Core Fund (00012)	-	Activity01	-	(4,928)	(4,928)		0%
		Activity04	14,190	(23,315)	(9,125)		
		Activity07	21,513	(16,132)	5,381		
UNDP Loan (00012)	2,711,000	Activity01	28,131	-	28,131	2,562,424	5%
		Activity03	-	-	-		
		Activity04	5,700	-	5,700		
Netherlands (00182)	5,680,458	Activity07	82,336	32,409	114,745	4,134,521	27%
		Activity01	43,355	10,278	53,633		
		Activity02	463,232	259,331	722,564		
		Activity03	38,439	95,267	133,706		
		Activity04	251,821	33,212	285,034		
		Activity06	52,358	(9,289)	43,070		
Norway (00187)	2,722,687	Activity01	54,522	-	54,522	2,047,769	25%
		Activity02	46,950	(51,425)	(4,476)		
		Activity03	91,677	32,937	124,614		
		Activity04	447,990	31,508	479,498		
		Activity05	-	-	-		
		Activity07	11,286	9,475	20,761		
EC (00280)	687,800	Activity01	134,046	(40,326)	93,720	542,747	21%
		Activity02	117,796	(125,078)	(7,282)		
		Activity04	14,984	(3,500)	11,484		
		Activity07	45,117	2,015	47,132		
CIDA (00550)	1,564,035	Activity02	660	1,521	2,181	1,516,684	3%
		Activity05	76,408	(31,238)	45,170		
		Activity06	153	(153)	-		
		Activity07	310	(310)	-		
SDC (10282)	-	Activity03	30,269	(44,835)	(14,566)		
		Activity04	(48)	-	(48)		
Total GMS	801,987		167,352	13,191	180,543	621,444	23%
Grand Total	14,167,967		2,542,616	176,477	2,719,093	11,425,588	19%

Annexes

Annex I: ASGP Performance Tracking Matrix

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>1.1 IDLG institutional capacity to lead subnational governance reform in Afghanistan is developed in all Key areas.</p>	<p>1. Availability of regulatory systems (including public finance management systems)</p> <p>2. Number of IDLG staff qualified to apply these systems</p> <p>3. Availability of knowledge base on sub-national governance for evidence-based policy making</p>	<p>No regulatory systems exist</p> <p>10 IDLG staff qualified in application of some PFM instruments</p> <p>No IDLG staff able to implement PSP</p>	<p>1.1. Audit manual developed and introduced to IDLG internal audit unit and PGOs</p> <p>1.2 Programme budgeting guidelines developed Municipal audit manual developed and introduced to all provincial municipality</p> <p>1.3 PSP implementation package developed</p> <p>2.2 All senior IDLG staff at the Programme level trained in implementation of Programme budgeting guidelines</p>	<ul style="list-style-type: none"> Nothing Significant to report (Financial/International Expert not available in the quarter) IDLG supported to introduce advanced communication services creating strengthened capacity to deal with citizens' complaints and grievances. IDLG supported to conduct Provincial profiling in selected provinces (Balkh & Heart) IDLG Capacity Building unit supported to develop a capacity building plan and to design leadership & communication workshops. IDLG assisted with its Programme budget development

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>4. Audit rate of sub-national government entities</p> <p>5. Availability of performance measurement and M&E systems for sub-national governance</p>	<p>No sub-national government entities audited so far</p> <p>No performance measurement system exists for sub-national administrations</p>	<p>2.3 IDLG Strategic Planning Team trained in all aspects of PSP implementation and PSP documents produced in 12 provinces</p> <p>3.1 Basic data on sub-national governance at the provincial and district level collected and analysed</p> <p>4.1 100 % of sub-national government entities will be audited</p> <p>5.1 Performance management systems for sub-national government units are in place</p>	<ul style="list-style-type: none"> • IDLG recruited Provincial Strategic Planning specialists received on the job training in the area of profiling/data collection methodology. • RFP announced and bidding process completed for conducting the baseline survey: Towards Accountable and Responsive Sub-national Governance • 30% of sub national government entities have been be audited • Prepared TOR & announced vacancy for the Monitoring and Evaluation Specialist to work on the performance measurement systems and quality and performance standards for provincial and district governors' offices. • Draft TOR developed to refine GOFOR GOLD methodology.
1.2 The Policy unit of IDLG is functional	1. Number of new laws, regulations, rules of procedure, codes and manuals drafted and those existing amended	No laws or regulations developed/updated to implement the sub-national governance policy	1.1 20 laws and regulation are developed and updated as identified by the IDLG	<ul style="list-style-type: none"> • Revised 5 draft laws on Provincial councils, Municipal councils, Village Councils, Local governance administration & District Councils. • Completed preliminary drafting of laws,

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	to implement the sub-			regulations and rules of procedures.
	national governance policy 2. Number of sub-national governance officials exposed to the best international practices of local governance 3. Awareness rate of subnational government units about the sub-national governance policy 4. Availability of the foundation package for the Afghanistan Local Governance Academy (ALGA)	80 provincial and district officials learned the best practices of local governance during study tours abroad No awareness at the sub-national level ALGA does not exist and no foundation documents are available	2.1 120 provincial and district officials from all over Afghanistan learn the best practices of local governance during study tours abroad 3.1 Copies of the policy delivered to each PGO and DGO and trained on the policy document 4.1 The foundation package for the Afghanistan Local Governance Academy (ALGA) is in place	<ul style="list-style-type: none"> Sub national Policy passed by the Cabinet, one of the key achievements of ASGP support to IDLG.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>2.1 A sub-national PAR strategy is finalized and participating Provincial Governor's offices, district administrations, municipalities are strengthened</p>	<p>1. Existence of local mechanisms for capacity building coordination (number of regional and provincial capacity-building groups established)</p> <p>2. Percentage of sub-national PAR implementation</p> <p>3. Number of staff under grade 3 recruited in the provinces</p> <p>4. Number of line ministries at the provincial level that have been monitored and evaluated</p>	<p>No local capacity building mechanisms exist</p> <p>PAR implementation rate is about 50% in PGOs and 20% in DGOs</p> <p>50% of staff under grade 3 are recruited</p> <p>No evaluation done</p>	<p>1.1 34 provincial and regional capacity building working groups set up and functional</p> <p>2.1 100% of PGO and 60% of DGO restructured</p> <p>3.1 90% of staff under grade 3 recruited in provinces</p> <p>4.1 Nine departments of line ministries assessed in all 34 provinces</p>	<ul style="list-style-type: none"> Provincial Capacity Building Working Groups training conducted in north region towards collaborative and harmonized Institution Development efforts. Capacity Building Groups already established in the 34 provinces. IARCSC supported to improve its outreach capacity & co-ordination through the broadcast of 52 TV & radio Programmes. Continued to implement the new pay and grading policy, over 18000 civil service position re graded. 90% of PAR implementation at sub national level is completed, 15% of which was completed in this quarter Merit based appointments at subnational level under grade 3 is 4,832 Tool for carrying out capacity development assessments of all sub national line ministries and agencies developed in coordination with USAID and approved by the IARCSC IARCSC Provincial Affairs Department (PAD) supported to assess 66 units of provincial line departments of the Ministry of Economy & Public Work IARCSC PAD supported to produce report on PAR in provincial directorates of the

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
				Ministries of Justice & Social Affairs.
	<p>5. Percentage of completion of the civil service database (number of civil servants records entered into the database)</p> <p>6. Number of female civil servants benefitting from formal capacity building Programmes</p>	<p>The database system, covers all seven regions and includes 50% of senior and junior appointments and 50% of all performance appraisals of civil servants (1st quarter 2009)</p> <p>Average percentage of female participants (trainees) 8-10%</p>	<p>5.1 The database is 85% complete (both appointments and performance appraisals)</p> <p>6.1 Average percentage of female participants (trainees) 15%-20%</p>	<ul style="list-style-type: none"> • Support provided to the Provincial Affairs Department to assess the PAR process in the Ministry of Agriculture and IDLG as well as to determine its effectiveness in 12 provinces • Human Resources Database set up in the IARCSC • Database further developed: which covers all seven regions, including 70% of senior and junior appointments and 60% of all performance appraisals of civil servants in reformed ministries. • 330 female civil servants trained (13% of the total). The number of women trained increased by 5% from the following quarter

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>2.2: Skills and knowledge of civil servants to manage basic services upgraded</p>	<p>1. Number of provinces covered by an internship Programme for recent university graduates to prepare their entry to civil service</p> <p>2. Number of functioning IARCSC Training Centres</p> <p>3. Availability of specialized training for civil servants at provincial level</p> <p>4. Number of civil servants who underwent basic training for civil servants</p>	<p>No internship Programme exists</p> <p>13 functioning TC supported by ASGP</p> <p>No specialized training is available at provincial level</p> <p>1866 civil servants were trained or under training in 2008 in 13 TCs</p>	<p>1.1 Internship Programme for recent university graduates is conducted in 15 provinces</p> <p>2.1 29 functioning TC centres supported by ASGP</p> <p>3.1. Specialized Programmes developed (Senior leadership, financial management, project management, etc.) and delivered in all 23 TCs</p> <p>3.2 About 5000 civil servants trained or under training</p>	<ul style="list-style-type: none"> • 50 graduates trained to become part of the civil service in the southern region • Contract signed to deliver the Programme in the eastern region • Support provided to 23 training centers across the country continued • New training Programmes introduced within the IARCSC, including trainings on human resources, leadership and advanced computers • Forms for carrying out training impact analysis in the third quarter finalized and used in the training centers. • In cooperation with ACSI and UNDP Civil Service Leadership Development Programme (CSLD), set up a method for the introduction of the CSLD Programme in twelve provincial training centres • HR training Programme and curriculum for all of the provincial training centres adapted and introduced to training centres. • 2,531 civil servants trained (2201 male civil servants and 330 female civil servants)

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
3.1. The capacity of elected sub-national representative bodies to undertake their roles in citizen representation, public service monitoring and conflict resolution is strengthened	1. Percentage of PC members oriented about PC competences, responsibilities and rules of procedure	N/A	1.1. 100% of newly elected PC members receive orientation about PC competencies, responsibilities and rules of procedures.	<ul style="list-style-type: none"> Action plans for orientation of new Provincial Council members to be held at the national level finalized. 212 PC members from 17 PCs attended orientation workshop on the PC competencies, responsibilities and roles. 50% of the newly elected PC members trained in the use of participatory working method. PCs Regional Facilitators recruited and trained to assist PCs in all 34 provinces.
	2. Percentage of PC members familiar with such working methods as participatory M&E, public outreach, etc.	N/A	2.1 100% of newly elected PC members are trained in the use of participatory working methods.	
	3. Number of provinces covered by the PC Capacity Development Support Programme	PC Capacity Development Support Programme is functional in five provinces (Saripul, Samangan, Faryab, Balkh and Jowzjan)	3.1 PC Capacity Development Support Programme is running in 25 provinces	
	4. Percentage of PC support staff expert in administrative and finance procedures	NA	4.1 PC support staff in 34 provinces trained in administrative and finance matters	

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>5. Number of PCs for which capacity baseline is established to facilitate ASGP/IDLG capacity development Programming</p> <p>6. Capacity of IDLG PCRCD (PC Relations and Coordination Department) to provide coordination and support nation-wide</p>	<p>PC baseline established in 12 provinces (nine provinces in the Northern and Northeastern regions, one in the Eastern provinces and two in the Central provinces (1st quarter 2009).</p> <p>PCRCD is newly established</p>	<p>5.1 PC baseline established in all 34 provinces</p> <p>PCRCD structures are in place in the centre and regions, and all PCRCD staff are trained in their duties</p>	<ul style="list-style-type: none"> • Baseline conducted in 40% PCs • PCRCD capacity assessment conducted and strategic plan updated
<p>3.2. An association is created as a resource centre and to facilitate coalition building and networking among subnational elected representatives</p>	<p>1. Functionality of the PC Information Network and Resource Centre (existence of regional for a and frequency of their meetings)</p>	<p>No PC Information Network and Resource Centre exists</p>	<p>1.1 PC Information Network and Resource Centre/PC platform is established and functioning, with PC regional for a meeting regularly</p>	<ul style="list-style-type: none"> • Recruited task order staff for the PC resource centre and provided office equipment and furniture.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>4.1 Public service provision capabilities and co-ordination capacity are created in 20 provincial administrations</p>	<p>1. Number of PGO and DGO with functioning modern office management systems</p> <p>2. Number of provinces where Provincial Strategic Plan is developed</p>	<p>Modern office management systems based on the district operating manual introduced in 130 DGOs (12 provinces)</p> <p>No PSP exist</p>	<p>1.1 Modern office management systems based on the district operating manual introduced in 110 DGOs (10 provinces)</p> <p>1.2 Modern office management systems based on the provincial operating manual introduced in 12 PGOs</p> <p>2.1 MDG- and ANDS-aligned provincial profile is produced in 18 provinces</p>	<ul style="list-style-type: none"> • Recruited Task Orders staff/government led and embedded in 22 provincial and district governor offices. • Handed over 120 copies of Provincial and District Operating Manuals to North Provinces (Balkh, Samangan, Jawzjan, Sar-e-Pul and Faryab) • Designed templates for mail registry system based on provincial operating manual. • Trained Central region PGO senior officials on new Pay and Grading System. • Provided Orientation training to newly recruited PGO Task Order staff of North and Northeast provinces. • Completed Introductory workshop for national and international partners on PSP process • Established Profiling Teams in Balkh and Herat Provinces and Trained PSP specialist on Provincial Profiling and PSP. • Developed Tools for provincial profiling data collection based on MDG, ANDS indicators.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>3. Number of provinces with functional internal audit system in place</p> <p>4. Number of provinces with essential socio-economic development information collected and available</p> <p>5, Number of functional Provincial Information Service Centres established</p> <p>6. Number of provinces with public communication strategies developed and implemented</p>	<p>Internal auditors were appointed in 70% of PGOs Training Programme on Manual on Internal Audit was initiated for internal auditors (22 auditors trained)</p> <p>One yearbook produced (Faryab)</p> <p>No information service centres exist at the provincial level</p> <p>No province has a public communication strategy</p>	<p>2.2 PSP developed in 10 provinces</p> <p>3.1 Internal auditors appointed in all 34 provinces; all 85 internal auditors are able to apply the Manual on Internal Audit</p> <p>4.1 Socio-economic information collected and yearbooks produced in 12 provinces</p> <p>5.1 Provincial Information Service centres are established in six provinces</p> <p>6.1 Public Communication Committees established and public communication strategies produced in six provinces</p>	<ul style="list-style-type: none"> Completed data collection and situation analysis towards PSP in Balkh and Herat. Developed Balkh, Samangan and Kandahar Provincial Statistical Year Books and handed over to the respective governor offices Finalized the concept note for provincial citizen service centres. Completed a task order to deliver all donated items (office and IT equipment) to 21 provincial and district governor offices Essential document management system (database) introduced. Provided on the job training to IT Officers of Balkh, Jawzjan and Sar-e-Pul on better information management system.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>7. Number of ASGP regional service centres providing support to Governors and mayors in strategic planning and management</p> <p>8. Number of province-specific support Programmes under implementation</p> <p>9. Number of UNDP research projects on sub-national governance</p>	<p>One ASGP regional centre exists (Mazar-e-Sharif)</p> <p>No province-specific support Programmes run</p> <p>No UNDP research projects on sub-national governance exist</p>	<p>7.1 Seven new regional centres are operational (Kunduz, Kabul, Jalalabad, Bamyan, Gardez, Kandahar, Herat)</p> <p>8.1 Province-specific support Programmes established in 21 provinces under ASGP coverage</p> <p>9.1 At least two research projects on sub-national governance initiated</p>	<ul style="list-style-type: none"> • Additional International Regional Governance Advisor hired and in place. • Regional centres are operational in Kunduz, Kabul, Jalalabad, Mazar, Herat and Kandahar. • Developed and distributed UNDP North Region Updates/newsletter to the stakeholders. • RFP announced and bidding process completed for a research project on accountability and responsiveness of subnational governance.
<p>4.2 Municipal capacities are upgraded in revenue collection, budget control and basic service delivery.</p>	<p>1. Number of municipal administrations where restructuring is initiated based on IDLG organizational design model</p>	<p>No municipality is restructured</p>	<p>1.1 Restructuring initiated in 10 municipalities</p>	<ul style="list-style-type: none"> • Reorganization plans developed for Sari Pul, Maimana, Aybak and Sheberghan municipalities for the 1389 year. This will not implement new pay and grading system. • Municipal customer service centre conceptualized and designed • A registry and excel database to record capacity building Programmes designed and

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>2. Number of municipalities with tax mapping completed</p> <p>3. Number of municipalities with sustainable revenue administration practices</p>	<p>No municipality has reliable tax mapping information</p> <p>Revenue improvement action planning initiated in seven municipalities</p>	<p>2.1 Tax mapping completed in five municipalities</p> <p>3.1 Revenue improvement action planning integrated in municipal budgets in another fifteen municipalities</p>	<ul style="list-style-type: none"> • introduced in Mazar-i-Sharif • Functional analysis guidebook revised based on the lessons learned during development of the organizational models • Tax mapping initiated in Sari Pul municipality through a comprehensive training, field survey and actual tax mapping. As a result, 550 properties were surveyed and 3 tax maps were developed; three more tax maps developed in Aybak • Three additional tax maps developed in Aybak • RIAPs and revenue projections for selected revenue sources developed in the municipalities of Jalalabad, Mehtarlam and Asadabad • RIAPs of Aybak and Sari Pul municipalities updated • Municipal revenues increased in Sari Pul (60% over that of 1387 from regular sources), Aybak (7% over that of 1387excluding sale of land), Maimana (2% over that of 1387), Faizabad (242%over that of 1387 excluding sale of land), Taloqan (12.6% over that of 1387), Aqcha(7%

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
				over that of 1387), Balkh (20% over that of

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
				<ul style="list-style-type: none"> • 1387), Andkhoy (98% over that of 1387 excluding sale of land), Maidan Shahr (37% over that of 1387 excluding sale of land), and Mahmood Raqi (61% over that of 1387 excluding sale of land) due to improved revenue planning and better collection efforts with ASGP assistance. • RIAP monitoring template developed and the specialists embedded in municipalities oriented. • 18 Task order/government led specialists were deployed in ten municipalities (Qalat, Mahmood Raqi, Mehtarlam, Asadabad, Maidan Shahr, Faizabad, Aybak, Maimana, Sari Pul, and Sheberghan) to provide expert support in the areas of municipal economic development and private sector, municipal public service delivery and municipal infrastructure development. Further TO specialists were provided training for effective delivery of the services. TO specialists also oriented on the application of revenue recording and Safayi tax objects databases. • A draft concept on municipal economic development, community-public-private partnerships developed

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>4. Number of municipalities with transparent and accountable financial management and financial performance reporting practices</p> <p>5. Number of municipalities with minimum standards and procedures for the delivery of infrastructure and administrative services</p>	<p>Municipal financial management lacks transparency and accountability</p> <p>No minimum service standards exist</p>	<p>4.1 Transparent and accountable financial management practices are adopted in at least 10 provincial municipalities</p> <p>6. Minimum standards and procedures for municipal services are formulated and rolled out in at least 12 provincial municipalities</p>	<ul style="list-style-type: none"> • RIAP manual finalized. • Excel payroll and inventory databases and accounting journal installed in six municipalities (Maimana, Andkhoy, Balkh, Kunduz, Pulikhumri and Faizabad) and their staff trained. • Municipal budgeting pattern and content of Maimana municipality documented • Designed & delivered training for 32 municipal staff from 11 municipalities (Aybak, Sheberghan, Kunduz, Maimana, Mazar, Taloqan and, Faizabad) and (Aqcha, Kholm, Andkhoy and Balkh) to enable them in public performance reporting. • Minimum service standards for SWM for different grades and levels of municipalities (provincial and district) developed and introduced to 11 municipalities in the north and northeast.
				<ul style="list-style-type: none"> •

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	6. Number of municipalities with improved solid waste management and safayi tax collection	Solid waste management Programme initiated in five municipalities	6.1 Solid waste management Programme fully operational in another 12 municipalities	<ul style="list-style-type: none"> • SWM improved in 7 municipalities by installing twin receptacles for segregated waste collection in commercial areas. Municipal staff and shop keepers were trained on effective receptacles usage. • A guide on SWM tools designed and municipal staff of Kunduz, Pulikhumri (Baghlan) and Aqcha trained on the usage. • Draft SWM apprehensions policy developed to elaborate the provisions of the existing cleaning and greening regulations (penalties in case of violation, procedures & policy recommendations) • Result-based monitoring and evaluation manual developed for SWM • Summary SWM Medium term plans prepared and Mazar-i-Sharif municipality guided on the implementation arrangements • School-municipal committees replicated in Maimana and Sheberghan, a training for guide teachers of the committees designed and carried out; school-based SWM project and information, education and communication Programme designed

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
				<ul style="list-style-type: none"> Information booklet developed for creating
				<ul style="list-style-type: none"> awareness among school children. Public access to municipal information improved by installing municipal information boards inside and outside municipal premises
<p>5.1 Kandahar Strategic Provincial Plan implemented to create an overall framework for provincial progress in the fields of Security, Governance and Development.</p>	<p>1. Percentage of PAR implementation in PGO/DGO</p> <p>2. Availability of specialized training courses for Kandahar civil servants taught at the TC</p> <p>3. Number of information management systems and processes updated in the Governor's office</p>	<p>PAR implementation is 20%</p> <p>No specialized training courses exist</p> <p>All IM management systems in the Governor's office are paper-based</p>	<p>1.1 PAR implementation is 40%</p> <p>1.2 All incumbent provincial and district officials trained in application of POM/DOM</p> <p>2.1 Senior leadership training Programme launched</p> <p>3.1 Documentation registry and HR management systems computerized</p>	<ul style="list-style-type: none"> 12 Task orders staff recruited to support implementation of PAR and create new organizational structures within PGO/DGO and municipalities. CSC regional office supported to deliver leadership training for Key staff of PGO Kandahar. 22 officials trained including the Executive Director. Public communication established within PGO and task order staff providing support to implement outreaches Programme.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>4. Availability of a provincial public communication strategy</p> <p>5. Availability of functioning public grievances mechanisms at the provincial and district level</p> <p>6. Number of civil servants who underwent basic training in the CSC training centre</p> <p>7. Number of graduates trained for entry to civil service through an internship Programme</p>	<p>No public communication strategy exists</p> <p>120 civil servants received basic training</p> <p>No internship Programme exists</p>	<p>4.1 Provincial public communication strategy developed and its implementation started</p> <p>5.1. Public grievances mechanisms based on POM/DOM provisions established and operational</p> <p>6.1 120 civil servants complete basic training in the TC</p> <p>7.1 30 university graduates from Kandahar prepared for entry to civil service</p>	<ul style="list-style-type: none"> ASGP in partnership with CIDA supported PGO to establish internet connections with line departments. Customer service guide book produced and Kandahar municipal staff trained in basic customer service skills ASGP assisted IARCSC to repair and reequipped CSC regional office following the recent attack. 60 civil servants completed first round of induction training in the provincial training center. 22 civil servants, below grade 3, attended a two week leadership and management Programme. 14 university graduates, all men, trained in English, Computer skills, Basic Management and specific technical skills.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>6.1 Uruzgan/ Dai Kundi Strategic Provincial Plan developed to create an overall framework for provincial progress in the fields of Security, Governance and Development.</p>	<p>1. Percentage of PAR implementation in PGO/DGO</p> <p>2. Availability of specialized training courses for Uruzgan civil servants taught at the TC</p> <p>3. Number of information management systems and processes updated in the Governor's office</p> <p>4. Availability of a provincial public communication strategy</p> <p>5. Availability of functioning public grievances mechanisms at the provincial and district level</p>	<p>PAR implementation is 11%</p> <p>No specialised training courses exist</p> <p>All IM management systems in the Governor's office are paper-based</p> <p>No public communication strategy exists</p>	<p>1.1 PAR implementation is 20%</p> <p>2.1 All incumbent provincial and district officials trained in application of POM/DOM</p> <p>2.1 Senior leadership training Programme launched</p> <p>3.1 Documentation registry and HR management systems computerised</p> <p>4.1 Provincial public communication strategy developed and its implementation started</p>	<ul style="list-style-type: none"> • 5 Task orders staff recruited to support implementation of PAR and institution development efforts within PGO/DGO • Postponed the planned introduction of PGO/DGO to the POM/DOM due to security situation. • ASGP facilitated the visit of the CSC delegation to assess the challenges faced in PAR

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	9. Availability of revenue improvement action planning	No RIAP is implemented	RIAP is developed and included in the 1389 budget	

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
<p>7.1 Capacity for national Programme implementation within the life of the Programme is established</p>	<p>1. Availability of project implementation package</p> <p>2. Quality of functioning of the Business Centre</p>	<p>Project implementation package exists but needs revision Business Centre does not exist</p>	<p>1.1 Project operations: strategy, design and implementation; security; and operations</p> <p>Business Centre consistently meets service standards established for each type of support (HR, procurement, finance, IT, etc.)</p>	<ul style="list-style-type: none"> • Procurement Plan for phase 1 – 2010 has is approved and solicitation of bids initiated. • HR plan for ASGP Phase II is approved which consist 197 position and recruitment process is initiated for 183 positions which are in different recruitment process and target is to complete all recruitments within 2010 – 2nd Quarter. • ASGP continued to recruit technical and operational staff for IDLG and CSC to further build the capacity of these national institutions
				<ul style="list-style-type: none"> • Business centre received further delegation to raise contracts and Purchase Orders over \$30000.00 which will further accelerate the procurement processes.

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2010	Implementation Progress in reporting quarter
	<p>3. Regularity and quality of internal project monitoring.</p> <p>4. Rating by external audit</p> <p>5. Availability and functionality of ASGP regional centres</p>	<p>Monitoring modalities identified.</p> <p>No external audit conducted</p> <p>One regional centre exists in Mazar-e-Sharif</p>	<p>1.2 Project monitoring</p> <p>1.3 Project audit</p> <p>1.4 Regional offices supported for ASGP implementation</p>	<ul style="list-style-type: none"> • ASGP phase (II) project document finalized and approved during 2009 which contain all ASGP Phase (I) lesson learns and monitoring indicators. <p>Audit of the project for years 2006 & 2007 completed during 2009, minor observations were indicated and all audit recommendation has been completed during 2009 and 2010 Q1.</p> <p>External Audit of the project for years 2008 & 2009 is planned at 2nd Quarter 2010.</p> <ul style="list-style-type: none"> • Kandahar, Hirat, Kundoz, Mazar & Jalalabad regional offices are functional. ASGP main office moved to UNDP Country office due to security challenges. • Recruitment is in progress for regional operations staff which will include, Admin, Finance, security associates and further support staff.

Annex II: Risk Log

RISK LOG

Project Title: Afghanistan Sub-national Governance Programme	Award ID: 0043947	Date: 07/10/2009
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	<i>Forthcoming elections may delay implementation of ASGP activities</i>	10/04/2009	Political	ASGP nation-wide activities may not be possible due to electoral preparations; capacity building for PCs will not be possible until after the new PCs are formed P = 4 I = 3	Schedule of Programmatic activities were revised to avoid any nation-wide activities during the period immediately before and after the elections. PC capacity development was put on hold until the new Councils are formed. This period (including the month of Ramadan) was used to complete an analysis of the preceding developments (such as PAR progress in IDLG) and prepare for future activities (provincial task order for 22 provinces completed,	PM	Agnes Cargamento, Dmitry Pozhidaev	27/09/2009	Risk Materialized

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					provincial profiling manual updated) to expedite ASGP implementation once the sensitive period is over.				
2	<i>Forthcoming elections may delay SNGP approval</i>	24/04/2009	Political	Approval of the Sub-national Governance Policy may be delayed until September or later P = 4 I = 3	This risk has materialised as the approval of the subnational governance policy was delayed. ASGP has stepped up its outreach and debates with all relevant stakeholders on policy implementation to facilitate approval of the policy. ASGP is also working on a two-track implementation design, which makes application of some of the SNGP provisions possible without changing the applicable legislation. Work on the SNGP implementation framework (including legal drafting) will continue to compensate for the	Marcus Williamson	Mahesh Shukla, Dmitry Pozhidaev	27/09/2009	Risk Materialized

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					possible delay.				
3	<i>Lack of local qualified staff in provinces</i>	17/05/2009	Technical/operational	<p>It may be difficult to hire sufficient qualified staff for implementation of provincial MOU, as a result their implementation may be delayed</p> <p>P = 3 I = 3</p>	<p>ASGP has agreed recruitment modalities with the IDLG PSU and IARCSC regional offices to give the widest possible dissemination to employment opportunities to attract qualified staff from outside the provinces. Competitive salaries have been established in the budget to attract qualified candidates.</p>	Dmitry Pozhidaev	Shah Najwa, Dmitry Pozhidaev	27/09/2009	Improving
4	<i>Province of Logar is out of bounds for UN staff</i>	21/05/2009	Security	<p>ASGP direct implementation may be impossible unless the status changes</p> <p>P = 3 I = 2</p>	<p>Logar provincial and municipal representatives were invited in Kabul to discuss ASGP Programmatic activities in the province until the end of 2009. Arrangements have been made to conduct training in the provincial and district operating manuals for Logar provincial and</p>	Ravza Andelic	Ravza Andelic, Dmitry Pozhidaev	28/09/2009	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					district officials in Kabul				
4	<i>Possible changes in IDLG following the elections</i>	14/06/2009	Political	Possible changes in the IDLG leadership after the elections may require revision of ASGP and may delay its implementation P = 2 I = 4	ASGP has been discussing the future ASGP plans with the incumbent leadership and non-government stakeholders (international community) to ensure their support and minimize possible changes and revisions if the change in the leadership does materialize.	Marcus Williamson	Marcus Williamson	30/06/2009	Risk Materialized
5	<i>Lack of secure office space and accommodation in some provinces</i>	22/06/2009	Organizational/management	Opening of UNDP/ASGP offices will be cumbersome and time-consuming unless secure office space/accommodation is found in such provinces as Bamyan, Uruzgan, Kunar, and Helmand P = 3 I = 3	Request has been made to UNAMA to co-locate UNDP/ASGP offices within the existing UNAMA compounds where possible. A separate space was rented in Bamyan.	Abdul Waheed	Abdul Waheed	30/06/2009	Improving
6	<i>Insecurity in the provinces and municipalities in the east and south as well as some</i>	1/10/2009	Security	Insecurity may prevent delivery of ASGP Programmes in certain districts and municipalities.	ASGP will organise capacity-building events for district staff in the provincial centre or in other secure	Engineers Janat, Saboor and Jalal	Engineers Janat, Saboor and Jalal	1/10/2009	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
	<i>districts and municipalities in the central and northern regions</i>			P = 5 I = 3	locations. ASGP will arrange in October a specially designed study tour to Balkh for district officials from Helmand, Zabol and Uruzgan. With the recruitment of task order staff for provinces, districts and municipalities ASGP will rely more on them for direct implementation of ASGP interventions				
7	<i>Lack of funds and equipment required to support task orders</i>	1/10/2009	Financial	May delay or make impossible implementation of the Programmes under task orders P = 2 I = 4	ASGP budget and procurement plan have been revised to make sure that all task orders (existing and new ones) are properly covered	Nasir Ahmad	Nasir Ahmad	1/10/09	Improving
8	<i>Delay by IDLG in carrying out recruitment, processing extensions and in conducting PCWG meetings on a regular basis</i>	1/10/2009	Organizational	May delay or make impossible implementation of ASGP Programmatic activities related to provincial councils P = 2 I = 3	PM raised this issue with IDLG to ensure smooth implementation of Programmes related to provincial councils; ASGP will work in close contact with IDLG and provide technical support to ensure timely support	PM	Adiba Karim	1/10/09	Risk Materialized

Afghanistan Sub-National Governance Programme (ASGP) Project ID: 0051486

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					to provincial councils				
9	<i>If the recruitment process under the provincial task order is not sufficiently decentralised to the regional or provincial level, the staff are unlikely to be recruited before end of 2009</i>	28/09/2009	Organizational	May delay delivery of support to provincial, district and municipal administrations and cause dissatisfaction of the subnational government entities P = 4 I = 3	ASGP will work with IDLG and IARCSC to try to identify an acceptable recruitment method allowing more involvement at the sub-national level.	Shah Najwa	Shah Najwa	1/10/09	Risk Materialized
	<i>If international experts are relocated out of Afghanistan, access to international expertise will be difficult</i>	10/12/2009	Organizational	May delay delivery of project results P = 3 I = 3	ASGP will organize expert teams outside the country and will create conditions for them to be in permanent contact with national staff and partners in Afghanistan and will facilitate regular expert missions	Joanne Adams	Atul Shekhar	31/12/2009	Improving
	<i>Elections may force ASGP to reduce its field activities</i>	31/12/2009	Political	May deteriorate the security situation and affect the readiness of national authorities to engage in new activities P = 3 I = 2	During this period ASGP will focus more on development and upgrading of various systems and frameworks with the view to implement them once the critical period is over	Joanne Adams	Atul Shekhar	26/03/2010	No Change
	<i>If stakeholders do not see tangible results</i>	31/12/2009	Strategic	Lack of stakeholder support, either government institutions	ASGP will have measurable benchmarks set and	Joanne Adams	Anil Chandrika	26/03/2010	Improving

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
	<i>soon, some international and national stakeholders may become disenchanted about the lack of visible progress and decide to disengage.</i>			or donors, will have a negative effect on the ability of ASGP to carry out its Programmatic activities. P = 3 I = 3	progress against those monitored and reported to the Stakeholders.				
	<i>If qualified personnel cannot be recruited on time, implementation of Phase II will be delayed</i>	31/12/2009	Operational	Relevant expertise will not be available and delivery of ASGP results will be delayed P = 3 I = 3	ASGP will take measures to retain qualified personnel and will use advanced recruitment methods (advertisement in printed and electronic media and headhunting) to ensure the best possible expertise	Joanne Adams	Trefor Williams	29/03/2010	Improving
	<i>Change in policy to provide cash advance only to FT contract holders for implementation of activities is creating problem for the Programme staff</i>	21/03/2010	Operational	Non availability of Advance to SC contract holders will slower the project delivery P = 3 I = 3	ASGP will propose UNDP to authorize selected SC contractors to receive cash advance for the delivery of the activities	Hashmat Hijran, Naseer Hamidi	Hashmat Hijran, Naseer Hamidi	21/03/2010	
	<i>Delay in approval of three municipal organization models by IDLG and IARCSC</i>	25/03/2010	Organizational/Technical	Planned Organizational restructuring in other targeted municipalities will be delayed P = 2 I = 3	ASGP will organize/facilitate consultative meetings with IDLG.IARCSC to approve the organizational models	Naseer Hamidi	Naseer Hamidi	25/03/2010	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
	<i>Delay in approval of provincial citizen service centers concept and design by IDLG</i>	29/03/2010	Technical	Planned targeted provincial governor offices may not have one stop shop on time and will delay rollout to other provinces P = 2 I = 3	ASGP will interact with the IDLG team and facilitate the approval of the provincial citizen centers concept and design	Saboor Kamran	Saboor Kamran	29/03/2010	
	Appointment of the task order staff without the involvement of PGO has created distrust between the Provincial governor's office (Kandahar) and ASGP,	29/03/2010	Operational	Non involvement of provincial stakeholder will lead to non ownership and accountability at the local level P = 3 I = 3	ASGP will take measures to facilitate dialogue and involvement of provincial and central level agencies in the government led/task order staff recruitment	Anil Chandrika	Anil Chandrika	29/03/2010	
	Security situation during this quarter has been very challenging in south region; UN has raised the security level to Phase 4 for south	29/03/2010	Security	This will lead to difficulties in implementing the project in the southern region/high risk areas. P=3 I= 4	ASGP is taking special approval for the international staff to undertake regular missions/weekly missions to the region and deploy government led/task order staff as support mechanism	Anil Chandrika	Anil Chandrika	29/03/2010	

Annex III: Issue Log¹

ISSUES LOG						Date: 07/10/2009		
Award ID: 00043947			Project: Afghanistan Sub-national Governance Programme					
ID	Type	Date Identified	Description	Issue management	Status/ Priority	Status Change Date	Author	
1	Problem	04/05/2009	Despite a UNDP Long Term Agreement (LTA) to deliver fuel to all 23 training centres, 34 IARCSC provincial offices and 7 regional offices some provinces are not receiving fuel allegedly due to security reasons	A new LTA with a different company has been signed. A reimbursement process was set up as an interim measure to ensure continuous delivery of fuel through monthly reimbursements. The situation now has improved.	M	Improving	Amita Gill	
2	Problem	19/05/2009	Lack of security in Kandahar limits movement of international staff and hampers ASGP implementation	This issue continues to negatively affect ASGP operations in Kandahar, particularly as the security situation has deteriorated. The international staff has minimised their movements	H	Deteriorating	Anil Chandrika	
3	Problem	12/05/2009	Lack of Programme staff in regional offices	Programme staffs for regional offices are being recruited. Each office (with the exception of the Central region) now has 3-4 Programme and operational staff. Up to 10 staff per province will be recruited under the provincial teacher development	H	Improving	Ravza Andelic	

¹ Details on Issue log can be obtained from Issues log deliverable description.

4	Problem	01/06/2009	The landowner unilaterally terminated a rental contract for the building of the PC Platform	A new building has been identified in the vicinity of the previous building and a contract signed with the owner. The PC Platform has been operating from the new building since June.	M	Resolved	Agnes Cargamento
5	Change	19/06/2009	Governor of Kandahar suggests that MOU recruitment should be done locally by PGO, not by IDLG	New recruitment procedures have been developed in consultation with IARCSC to recruit staff for provincial offices through the regional capacity-building working groups with the participation of the governor's representative, IARCSC and ASGP. Implementation modalities for these procedures are being discussed with the IDLG leadership.	L	No change	Anil Chandrika
6	Problem	27/06/2009	Lack of operational funds for regional offices	In the process of budget revision, adequate funds have been allocated to ensure operation of regional offices until the end of this year. Regional offices have been given access to budget line 4.1 to address their needs.	M	Resolved	Murari Upadhyay

7	Problem	15/08/2009	Delay in contract extension/hiring of replacement for SWM team leader as a result of late approval of SSA plan	The new SSA plan has been approved by the Country Director	M	Resolved	Celia Marquez
8	Problem	6/10/2009	Difficulty in establishing direct contact with PRTs because of their location and internal rules	Contacts have been made to establish direct links with PRT staff through relevant Embassies, provincial officials or via Internet directly	M	Improving	Ravza Andelic
9	Problem	15.08/09	Delay in delivery of equipment to IDLG Department of Municipality Affairs (DMA)	Issue raised with the ASGP Procurement and equipment delivery facilitated	L	Improving	Naseer Hamidi
10	Problem	15/08/2009	Budget revision resulted in delay in FMIS recruitment and removal of strategic planning advisor	Issue has been raised with the Country Office; with the approval of the new SSA plan, recruitment of the strategic planning advisor has been initiated	M	Improving	Satish Chandra
11	Problem	20/08/2009	Disruption of PC Platform activities due to delay in hiring an international advisor	Recruitment of the advisor has become possible after approval of the budget and SSA plan	M	Resolved	Adiba Karim

12	Change	20/08/2009	All civil society and conflict resolution activities delayed until 2010 due to lack of budget	Senior management has been informed and agreed on postponement	M	Resolved	Adiba Karim
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