

**UNITED NATIONS DEVELOPMENT PROGRAMME  
AFGHANISTAN**

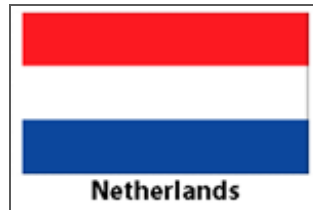
**Afghanistan Sub-national Governance Programme (ASGP)  
Annual Progress Report – 2010**



**A forum to enhance transparency and bring Government closure to citizens in Bamyan**

<b>Project ID:</b>	00058922
<b>Duration:</b>	2010-2014
<b>Strategic Plan Component:</b>	Democratic Governance
<b>CPAP Component:</b>	Outcome 3 – The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
<b>ANDS Component:</b>	Pillar 2 - Governance, rule of law and human rights
<b>Total Budget:</b>	\$ 139,322,882
<b>Responsible Agency:</b>	UNDP / IDLG / IARCSC

# ASGP DONORS



## TABLE OF CONTENTS

ACRONYMS.....	4
Executive Summary.....	6
I. CONTEXT .....	8
II. RESULTS AND IMPACT .....	9
III. IMPLEMENTATION ARRANGEMENTS .....	26
IV. CHALLENGES/RISKS/ISSUES .....	27
V. LESSONS LEARNT .....	28
VI. FUTURE PLAN.....	28
VII. FINANCIAL INFORMATION.....	30
ANNEXES .....	36
Annex 1 : DETAILED REPORTING ON RESULTS AND IMPACT .....	37
Annex 2 : POLICY AND KNOWLEDGE PRODUCTS .....	50
Annex 3 : TRAINING AND CAPACITY DEVELOPMENT OUTPUTS .....	54
Annex 4 : RISK LOG.....	71
Annex 5 : ISSUE LOG.....	76

## ACRONYMS

ADB	Asian Development Bank
ANA	Afghan National Army
ANDS	Afghanistan National Development Strategy
APR	Annual Project Review
ASGP	Afghanistan Subnational Governance Programme
ASP	Afghanistan Stabilization Programme
CDC	Community Development Council
CIDA	Canadian International Development Agency
CSO	Central Statistics Office
DAA	District Administrative Assembly
DDA	District Development Association
DGO	District Governor's Office
DFID	Department for International Development (UK)
DIM	Direct Implementation Modality (UNDP)
DOWA	Department of Women's Affairs
EU	European Union
GOA	Government of Afghanistan
GOFORGOLD	Subnational performance measurement system Governance for Good Local Development
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
JCMB	Joint Coordination and Monitoring Board
MAIL	Ministry of Agriculture, Irrigation and Livestock
M&E	Monitoring and Evaluation
MOE	Ministry of Economy
MOF	Ministry of Finance
MOI	Ministry of Interior
MOJ	Ministry of Justice
MOWA	Ministry of Women's Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NA	National Assembly
NABDP	National Area Based Development Programme
NAPWA	National Action Plan for Women Affairs
NDF	National Development Framework
OSS	Operations Support Services (UNDP)
NSP	National Solidarity Programme
MBAW	Making Budget and Aid Work (UNDP)

NIBP	National Institutional Building Programme (UNDP)
OAA	Office of Administrative Affairs
PAA	Provincial Administrative Assembly
PAD	Provincial Affairs Department (IARCSC)
PAR	Public Administration Reform
PBAX	Private Branch Exchange system
PC	Provincial Council
PCRDC	Provincial Council Relations and Cooperation Directorate (IDLG)
PDC	Provincial Development Committee
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PRR	Priority Reform and Restructuring Programme
PRT	Provincial Reconstruction Team
PSP	Provincial Strategic Plan
RIAP	Revenue Improvement Action Planning
SNG	Subnational Governance
SNGP	Subnational Governance Policy
SNTV	Single Non-Transferable Voting System
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development

## Executive Summary

Capacity of sub-national governance and development institutions is the key to peace, stability and development in Afghanistan. ASGP can play an important role in strengthening local governance. In 2010 ASGP made a transition from its first phase to the second phase in which ASGP is significantly scaling up existing programmes in policy development, capacity development and coordination. The key objective of ASGP is to strengthen the democratic state and government institutions to govern and ensure quality public service delivery at the sub-national level through advocacy, policy advice and capacity development. ASGP supports the "Good Governance and Rule of Law" pillar of ANDS, which requires that government machinery is restructured and rationalized to ensure a fiscally sustainable public administration. The Independent Directorate of Local Governance (IDLG) is the government partner for ASGP and other beneficiaries of ASGP are the Provincial Governors' Offices (PGOs), District Governors' Offices (DGOs), Provincial Councils (PCs), District Councils (DCs) [when elected and in place] and municipalities. Thus, ASGP is implemented at the national level with the IDLG, at the provincial level with the PGOs and the PCs, at the district level with the DGOs and at the municipal level with the municipalities.

The key results of ASGP in 2010 were:

- **Approval of SNG policy; drafting of six new critical laws; and identification of gaps for amendment in existing laws**
- **PGO and partners have improved knowledge about sub-national governance policies and enhanced skills for the performance of their functions; including provinces begin to take lead in development within their boundaries**
  - PGO supported with national experts to coach and guide Tashkeel staff
  - PGO and line department staff oriented on SNG policy
  - PGOs and DGOs trained on the Provincial / District Operational Manual
  - PGOs, line departments and development partners trained and facilitated to discuss guidelines and approaches for preparation of the next Provincial Development Plans (PDP)
  - Three provinces planned and delivered training in management and administration using local expertise
- **Provincial Strategic Plans and provincial profiles developed in Herat and Balkh and initiated in five more provinces, which will allow for longer term development planning at the provincial level**
  - Several provinces, including Uruzgan and Helmand initiated provincial profiling
- **Line ministries and agencies monitored and evaluated**
  - Public Administration Reform (PAR) implementation and impact at the civil services institutions monitored and evaluated at 248 units / departments of Line ministries in 34 province throughout the country
- **Provincial Councils conduct public outreach**
  - All the newly elected Provincial Council members oriented on their roles and responsibilities
  - 6 provincial councils trained in public outreach and development planning and monitoring
  - Provincial Council outreach to districts piloted in six provinces

- First Provincial Council newsletter published in North and Western Region
- **Revenues increased in provincial municipalities**
  - Revenue Improvement Action Planning Manual developed
  - Revenue Improvement Action Planning introduced in 26 additional municipalities and tax mapping implemented in 3 additional provincial municipalities
  - Guidelines developed for City Services Tax, Safayi tax and business permit
  - 13 municipalities achieved increase in revenues ranging from 2% to 247%
- **Visible improvements in municipal service delivery**
  - A four-part manual on Solid Waste Management (SWM) developed; Implementing procedures for disciplinary provisions of Cleaning and Greening Regulation and guide on the use of SWM tools developed
  - Guideline on Municipal-School Committee as outreach program developed and 64 committees (16 in girls' schools) established in 11 municipalities and the concept introduced to 4 additional municipalities; public awareness campaign organized by school children with the participation of 195 girls

In 2010, ASGP experienced many challenges and identified several issues. The most important challenges were: a deterioration of security in most parts of the country; operational support at sub-national level, including recruitment and procurement services; lack of capital funds to fund small scale infrastructure requirements; and non-availability of qualified human resources.

An important issue ASGP identified, was that the new ASGP's provincial approach in which it is decentralizing its advisory services and project decision making to the regional level, is still in its early stages. Therefore it needs to find its balance between local variations between regions and provinces while at the same time ensure that all activities fall under a well-defined strategic framework.

Important lessons learnt from implementation of ASGP during 2010 were: developing the capacity of provinces to identify and meet their governance and development needs is the key for the success of ASGP; ASGP has a key role as a facilitator as well as the implementer; and UNDP-wide project synergies are the key to effective interventions, enhanced confidence and credibility.

In strategic terms in 2011, ASGP will build on the foundation established during the inception phase of 2010. In particular it will continue to reinforce the principle of provincial-led development. It will introduce management mechanisms to improve coordination between different UNDP projects and to strengthen its regional management structure. Further development of a decentralized management structure will be central to improving the operational support available to ASGP.

## I. CONTEXT

Capacity of sub-national governance and development institutions is the key to peace, stability and development in Afghanistan. The London and Kabul Conferences in 2010 confirmed this by identifying strengthening institutional capacities and arrangements for sub-national governance and development as priority issues. At the same time there are many challenges in developing capacities at the sub national level, since legislative mechanisms and associated bodies are non-existent or are in their early stages of development. Organizational structures, functions and capacities of sub-national governance and development institutions are weak and do not reach out sufficiently to the people who are in need of these services.

The first phase of the Afghanistan Sub-national Governance Programme (ASGP) commenced in 2006. The primary objective of ASGP I was to work with the Afghan Government to build institutional structures and capacities required for effective service delivery at sub-national level. It initiated the sub-national governance reform process at national level, as well as provincial, district and municipal levels. In 2010 ASGP made a transition to the second phase which will run to 2014. ASGP Phase I closed in December 2010. ASGP Phase II commenced in April 2010. Therefore, during 2010, there was an overlapping period when both phase I & II were under implementation. In the second phase ASGP is significantly scaling up existing programmes in policy development and implementation, capacity development and coordination.

The key objective of ASGP is to strengthen the democratic state and government institutions to govern and ensure quality public service delivery at the sub-national level through advocacy, policy advice and capacity development.

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 government machinery is restructured and rationalized to ensure a fiscally sustainable public administration; the Independent Administrative Reform and Civil Service Commission (IARCSC) is strengthened; and civil service functions are reformed to reflect core functions and responsibilities. In close partnerships with other UN agencies, the programme supports 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 sub-national levels, with improved delivery of services in an equitable, efficient and effective manner.

ASGP is supporting the Government of Afghanistan (GOA) to implement its sub-national governance reform agenda through its main government partner at the national level, namely the Independent Directorate of Local Governance (IDLG) and through a network of Provincial Governor's Offices (PGOs), District Governor's Offices (DGOs), Provincial Councils (PCs) and municipalities. 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.

ASGP actively works together 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.

ASGP has the central office in Kabul, which provides support to IDLG. This consists of dedicated support for capacity development of IDLG through (1) technical and policy advisory team for transfer of know-how and (2) competency based staffing that will be the core capacity for IDLG work. At the provincial level, support consists of seven regional project management teams, which are responsible for capacity development of the PGOs, DGOs, PCs and municipalities through strengthening their planning, oversight, knowledge management and budgeting skills.

Strengthening these skills should lead to improved service delivery and good governance at the sub-national level.

For ASGP, two important events dominated 2010. The first was the approval of the Sub-National Governance Policy (SNGP) which is seen as the first step in creating clearer divisions of power and responsibilities between the central and the sub-national level and among the sub-national institutions. The approval of the SNGP allows ASGP to fully implement its reform activities at the sub-national level.

The second important event of 2010 was the gradual transition of ASGP from Phase I to Phase II. Year 2010 was an inception phase for ASGP II. During this period, ASGP widened its presence at the sub-national level at the end of 2009 and beginning of 2010 by opening seven regional ASGP offices in Herat, Mazar-e-Sharif, Kunduz, Jalalabad, Kandahar, Kabul and Bamyan, and two provincial offices in Uruzgan and Helmand. As part of the inception phase, ASGP also did a number of surveys and desk studies.

Further, in accordance with the decision made by the Project Board, Output 3 – “support to IARCSC in developing the capacity to coordinate Public Administration Reform (PAR) implementation, and support to the IARCSC sub-national offices in delivering PAR to all sub-national government institutions” - is no longer part of ASGP as of 2011. However, all activities related to this output in 2010 are presented in this report.

In 2010 Letters of Agreement (LOAs) were finalized between IDLG and ASGP at the central level and for 23 provinces. These LOAs provide the flexibility needed over the life time of the project, sharing responsibility with sub-national governance partners where there is commensurate capacity. The impact of these LOAs will only be seen in 2011, since the implementation of the LOAs will commence at the beginning of 2011.

## II. RESULTS AND IMPACT

### **Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub-national Governance Policy is in place**

Indicators:

- 1.1 Degree of development of the legal basis (including regulatory framework and manuals)
- 1.2 Institutional strength of IDLG in respect of organizational structure and management of key functions
- 1.3 % of key officials aware of the key provisions of the sub-national governance policy (including gender provisions); and
- 1.4 Perception of degree of adequacy of current legal framework for sub-national governance

During the reporting period, decrees were issued establishing a Cabinet Committee on Sub-National Planning and Finance and a Sub-National Legislative Sub-committee. Work plans and timetables for the latter are now in place. Inter-departmental collaboration was recognized as one of the bottlenecks to implementation and preliminary arrangements have now been completed with the main stakeholder – the Ministry of Finance – on Public Expenditure Management. Essential laws such as on Municipalities, Provincial Councils and Access to Information were finalized for referral to the Ministry of Justice. Further, Code of Conduct for Village Councils, District Councils, Provincial Councils and Mayors were also developed. IDLG’s Management plan for the Implementation Framework for the sub-national policy development was also developed.

The activities of ASGP support to IDLG are designed to cater to each output separately, such as work with the Department of Municipal Affairs or the Provincial Council Platform, etc. However, a holistic approach is also necessary to ensure a coordinated and coherent implementation of sub-national governance programme in Afghanistan. In order to achieve this, an ICT policy for IDLG was formulated. The central website is now ready for launch with a domain to provide for all provincial sites. Project Management and Issue Tracking Systems and Document Management Portals were deployed. UNDP's capacity development approach was applied, amongst others, to the Human Resources Department, the Governor Cluster Team, Central Office mid-level managers and planning specialists.

A summary of activities and corresponding results / achievements of the reporting period including the baseline information for the indicators and performance target for the output are presented in the table in Annex I.

**Output 2: Provincial and District Governors' Offices have the capacity to manage provincial and district governance, development and security strategies in accordance with ANDS**

Indicators:

- 2.1 Extent of organizational restructuring in Provincial and District governors' Offices in accordance with approved organizational structure and % of civil servants that are female
- 2.2 (a) Percentage of PGOs and DGOs with functioning administrative management systems in accordance with IDLG operating manuals; and (b) percentage of PGOs and DGOs with adequacy of conditions for female employees
- 2.3 Percentage of the population who believe that the responsiveness of provincial and district government and access to information is good
- 2.4 Percentage of people who believe that corruption is a serious problem in PGO and DGO
- 2.5 Percentage of women with little or no access to public services at the provincial and district levels; and
- 2.6 Percentage of provinces where development planning is guided by a strategic plan covering the areas of security, governance, and development and existence of annual development plans
- 2.7 Number of provinces implementing participatory budgeting; and
- 2.8 Number of provinces in which budget and finance reports and audited accounts are publicly available
- 2.9 Number of provincial governments that have published performance delivery standards for the services it provides

At the beginning of 2010, ASGP supported IDLG in the recruitment and placement of national technical advisors in 21 provinces. An orientation programme was organized jointly with IDLG in Kabul during 15-17 June 2010 to familiarize the national technical advisors with their roles and responsibilities. Equipped with adequate orientation, the technical advisors were then placed in the targeted PGOs and provincial municipalities. These advisors, or task order staff, provide advice and support to government officials in the implementation of day-to-day tasks. They furthermore

provide training to government officials and support the implementation of ASGP through on the job training - "learning by doing" - approach. At the end of 2010, ASGP and IDLG further recruited 95 national technical advisors who were placed in all 34 provinces. Positions range from Provincial Finance and Budgeting Specialist to District Governance and Development Specialist to Monitoring and Evaluation Specialist. Together with the existing experts deployed earlier, this cadre of new specialists, covering all 34 provinces, represents the possibility of a transformative force in sub-national administration.

In 12 provinces, ASGP conducted rapid needs assessments in the PGOs to identify the capacity and equipment needs. Based on this, capacity development activities were designed and implemented.

In most of the 34 provinces, ASGP is actively involved in the Capacity Building Working Groups (CBWG), which is chaired by the PGO Executive Director or Provincial Governor. The aim of ASGP is to support the CBWG to take lead in strengthening sub national institution building coordination and cooperation. In the Western Region quarterly Regional CBWGs have been organized with the support of ASGP to discuss capacity gaps in the region and to develop a strategy to strengthen the provincial CBWGs to initiate coordinated capacity development interventions at the provincial level.

#### Implementation of the Provincial and District Operating Manuals

ASGP has supported provinces to achieve Public Administration Reform (PAR) targets and to streamline administrative procedures. The Provincial and District Operating Manuals provide guidance on establishing office procedures and on the development of procedures to improve interaction between PGOs, line ministries and the PCs. The manuals were developed in the Northern provinces in 2006 and the trainings continued in almost all the provinces in 2010. About 80% of the District Governor offices were introduced to the modern office procedures through these District Operating Manuals, including the districts of Bamyan, Daykundi, Kandahar, Uruzgan and Helmand.

District operating manuals were introduced amongst others in the Western region in Ghor, Badghis and Farah provinces. Three rounds of two day trainings on office administration and procedures were conducted for district government officials. A similar exercise was repeated for staff at the provincial level.

In June 2010 ASGP North Region brought representatives of PGOs, DGOs, Provincial Councils (PCs) and line ministries together to review implementation of the Operating Manuals. While this review highlighted a range of common issues and obstacles to the implementation of Provincial Operating Manual (POM), it also demonstrated that PGOs and DGOs also faced their own specific challenges unique to their office and region. As a result, it was decided that further implementation should include training and support that addressed the specific needs of Provinces.



Orientation Training to District Governors  
(Daikundi)



A civil servant of the Directorate of Women's Affairs of Saripul Province

ASGP therefore supported provinces to design interventions to address their precise requirements and to do so, wherever possible, by drawing on expertise available with the provinces themselves. The first of these provincially designed and delivered training packages was implemented in Saripul. Over 6 days, staff of PGO, DGOs, municipalities and line ministries addressed topics such as leadership, financial and human resource management, asset management, civil service law and procurement. The Saripul event was followed by similar training in Samangan and Jawzjan Provinces and this approach will be rolled out to other provinces in 2011.

#### Functional Analysis training

In the Central Highlands Region, high ranking government officials from provincial, district and municipal levels were trained on organization and functional analysis. The training allowed participants to review their organizational mandate and service delivery functions and to identify the capacity gaps within the organization. The participants also analyzed the causes for these capacity gaps. The main constraints that were identified by participants were lack of resources and technical skills. The participants furthermore discussed capacity development efforts that could be implemented with available resources, such as peer learning and establishing communication networks. As a follow up to the training, participants are regularly sharing innovations and lessons learnt for example through regular monthly meeting held in the Provincial Governor's Office.

#### Human Resources Management

In Herat, ASGP developed the human resource management capacities of 15 District Governors' Offices with a focus to improve their development facilitation and human resource development skills. The participants were also exposed to various laws and government regulations pertaining to human resource management.

#### Sub-National Governance Policy

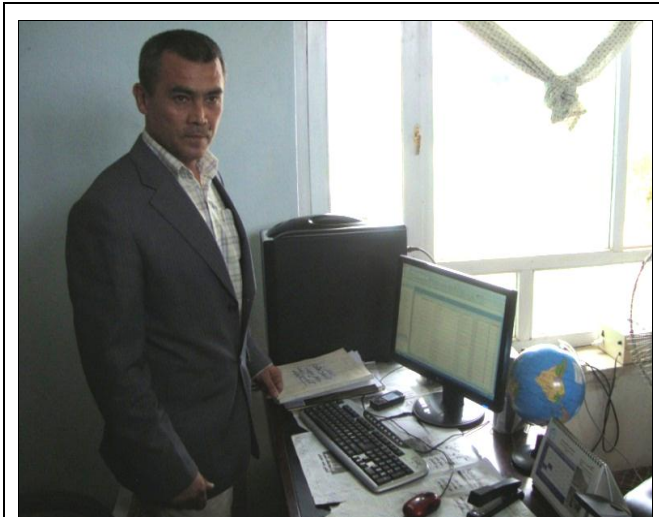
ASGP organized orientations on the Sub-national Governance Policy for staff of PGOs and line departments in several provinces, including Kandahar. These orientation programmes have significantly improved staff appreciation of the operational guidelines and have also improved communication between the PGO and the line departments as well as partners.

#### Use of ICT Improved

In 30 provinces, ASGP provided IT equipment and established a broad based internet system in the PGOs. In several regions, ASGP build the capacity of the staff in the office to use the IT network for improved governance.

In Kandahar, despite major security constraints, ASGP was able to improve administrative and management systems in the Provincial Governor's Office. Upon the request from the PGO and confirmed by a rapid assessment, ASGP provided internet service and a number of computers to the PGO which has led to improved and enhanced record-keeping and communication at the PGO and with other institutions.

In the North Region ASGP also focused on increasing the use of IT in PGOs as a means of improving efficiency and effectiveness. Replacing paper based systems with electronic processes can assist PGOs to modernize and streamline their administrative procedures. However, it is an approach that must be used cautiously and with full understanding of staff capacities and the practical constraints involved.



Executive Director, Saripul demonstrates the Electronic Registry

ASGP assisted PGOs to increase the use of IT through the provision of internet access, hardware, software and training. Specialists, embedded in PGOs, have provided on the job training and support to improve the IT skills of staff in areas such as MS Office applications, use of the internet and generic computer skills. Databases are now increasingly used to support management processes in PGOs. For example, a database of development projects is in use in Faryab and Balkh Provinces. Faryab and Saripul have introduced databases to support key human resource functions, such as training, attendance and recruitment, while Saripul has also introduced an electronic registry system. In addition, improved archives have

been established in Saripul and Faryab.

ASGP North is now extending its IT support to districts. In December Faryab Province's IT Specialist trained staff of 7 Districts and a similar training has been designed for Saripul. In preparation for further expansion in the use of IT, network mapping has been completed in all PGOs and data collection for PGO websites is progressing.

#### Strengthening coordination at sub-national level

An important objective of ASGP is to strengthen the role of the Provincial Governor's Office as lead governance development coordinator and manager at the provincial level. In several regions ASGP therefore supported coordination initiatives.

In Bamyan ASGP supported the organization of the Bamyan Development Conference which brought together more than 100 representatives from national, provincial and district government; the national assembly and provincial council; UN agencies; donors; and civil society. The participants discussed progress made on governance and development in Bamyan province and the challenges ahead.

In the Western region, ASGP worked together with other UNDP projects. ASGP worked with UNDP/SAISEM (Integration of Sustainable Environmental Management in Afghanistan) on local governance and sustainable development planning interventions. This joint intervention was undertaken to develop the capacity of PCs, Provincial Environmental Advisory Council (PEAC), Provincial Development Committee (PDC) members and other partners for sustainable development planning at local level. This will be followed up by establishment of sustainable development management systems at the sub-national level and the creation of linkages between communities and central government policy planning processes.

#### Access to information for citizens

Improved public communication is a priority for all provinces. In Bamyan and Daykundi the provincial government organized an Annual Reporting Conference. In this forum citizens interacted directly with council members, parliament members, Government institutions, civil society organizations and donors.

Public hearings were held during the forum, which allowed participants to comment on the work of the government and on the transparency and efficiency in service delivery. The public hearing also provided an opportunity to the participants to validate the physical and financial progress. The forum also provided an opportunity for donors to receive feedback from citizens.

In Herat, Farah and Badghis, ASGP supported the organization of the Public Accountability Forum, organized by the Provincial Council in partnership with the PGOs. These forums attracted 700 people in Herat and 400 in Farah. Participants came from local government institutions, civil society organizations, religious leaders, and local villages to review provincial development and governance priorities. Provincial line departments reported on their key achievements and plans while requesting feedback on comments from the audience.



A forum to enhance transparency and bring Government closure to citizens in Bamyan



Public accountability forum in Herat

*"I am happy to report on the progress of my work. We cannot be good and look good without being accountable to each other".*

H. E. Daud Saba  
Governor of Herat

In Uruzgan ASGP assisted the PGO to develop and publish monthly magazine captioned "Uruzgan Development News". The content of the magazine focuses mainly on development activities in the province. Copies of the magazine were distributed to all line ministries, NGOs, PRT and other members of the public. In addition copies were also placed on notice boards for the public. Circulation would be extended in 2011 to cover more members of the public. The Provincial Council had also expressed the desire to use the magazine as one of the tools for disseminating information to the public.

Outreach activities

Increasing outreach into districts is an important element in improving governance and countering growing security challenges.

In Herat and Farah provinces ASGP launched Provincial Governance and Development Quarterly Magazines. ASGP also organized joint PGO and PC visits to the districts. Furthermore it designed a concept for the first Annual Provincial Governance and Development Reports / year book for Herat

province. The report will provide information to citizens on development progress and key results achieved by the provincial authorities.

*“The yearbook production is a very important and significant step towards good local governance and I thank the PGO and UNDP for this initiative”.*

- Mohammad Rafiq Shahir, newly elected member of the national assembly

As part of its initiatives to improve provincial outreach ASGP North supported Faryab Province to form District Shuras in its 14 provincial districts. This was an initiative launched by the Governor to achieve multiple objectives of promoting peace and reconciliation, improving the accountability of district administrations, improving development planning and providing a regular and reliable conduit for information from districts to the provincial center.



Inauguration of District Shuras - Faryab

The District Shuras were inaugurated at a gathering in Maymana in July 2010. The launch event, supported by ASGP, brought together over 500 representatives of district administrations, villages, line ministries, the religious community, in addition to the Shura members themselves. ASGP also provided assistance in developing terms of reference and rules of procedure for the Shuras.

In December 2010 ASGP supported Saripul and Faryab PGOs to develop outreach plans. In addition, a recruitment campaign for Public Communication specialists was completed. These specialists, which will be placed in all 5 provinces of North Region, will support both PGOs and PCs to develop and implement communication plans. 2010 also saw the completion of designs for the construction of Citizens Information and Service Centers in Balkh, Faryab and Saripul, which will act as ‘one stop shop’ for citizens’ enquiries.

### Provincial Strategic Plan

In late 2009 Balkh and Herat were selected by IDLG as the two provinces to pilot Provincial Strategic Planning (PSP). The PSP identifies target outcomes for the province over a 5 year period. It links the national targets of the Afghan National Development Strategy (ANDS) and Afghan Millennium Development Goals (MDGs) to provincial targets.

In Balkh and Herat, a strategic planning team was formed with ASGP support. In the first half of 2010 this team was responsible for initiating the PSP process and developing the resources necessary to begin the development of the provincial strategic plan. The first step in this process was the development of a provincial profile, providing an analysis of the situation in the province in the context of the MDGs and ANDS. The profile also provides a baseline against which strategic objectives and targets are set and measured. The development of the provincial profile involved extensive primary and secondary research and analysis. The completed profile for Balkh was



The Governor of Balkh Province Opens the Strategic Planning Workshop

presented in June at a workshop which was attended by over 150 participants. A vision for the province was developed at this event and this was followed by a series of sectoral workshops to identify targets and develop the strategy. The final strategic plan was completed in October 2010.

In Herat a similar process was followed, which was led by the Provincial Governors' Office. At the end of the reporting period, the draft PSP was under review and was awaiting final endorsement.

After the pilot in Herat and Balkh, the PSP was extended to five other provinces; Bamyan, Uruzgan, Helmand, Kandahar and Laghman. At the end of the reporting period, these provinces were in the process of collecting and analyzing the required data and validating the analyzed data with line departments.

### Provincial Development Plan

In most provinces development is guided by a Provincial Development Plan (PDP). The planning process at the provincial level is coordinated by the Provincial Development Committee (PDC), which is chaired by the Provincial Governors. Unfortunately the implementation rate of most PDPs is very limited, with few projects being funded. In order to address this and to initiate a process of updating PDPs, ASGP North developed an initiative to strengthen provinces' capacity to design projects and develop proposals. Training in project development and proposal writing was piloted in Balkh Province in October for staff of line ministries and the PGO. As a result of this training priority projects have been identified in the Departments of Health, Education and Social Welfare. Representatives of these line ministries, together with the PGO, are now receiving in-depth training and support to design these projects and develop proposals.

In Helmand ASGP supported a PDP Training of Trainers workshop. Representatives of the PDC and its sectoral committees participated in this training, which focused on 'People Planning'. After this training workshops were organized in three districts. In total 115 people participated in these workshops, representing amongst others Shuras, elders, merchants, farmers and local officials.



PDP methodology workshop in Grisk, Helmand

In Uruzgan, the coordination of development activities is poor due to the absence of an approved development plan.

In early 2010, the Uruzgan PGO prepared a provincial development plan but was not approved by the Ministry due to non-compliance with guidelines issued by the ministry. To address the situation, ASGP in collaboration with the Ministry of Economy, organised a one-day orientation workshop for the PDC on the new PDP preparation guidelines. After the ASGP team assisted the PGO to initiate the process of preparing a PDP for 1390, district consultative workshops in three districts were conducted with the participants of CDC, DDA and tribal leaders to identify peoples need (In the remaining 4 districts, it was not organized district planning workshop due to transportation problem). Further the sector working groups had begun to develop their respective goals, objectives and also setting priorities. Each sector is developing their investment plan including peoples plan coming from district planning workshop, district development plan developed by MRRD, line department's plan, NGO and donor's plan. The PDP would be finalized in early 2011. As part of the process, a core planning group made up of staff across the sectors has been established and trained to assist the PDC in coordinating all development planning activities in the province.

### Public Expenditure Management

At the provincial and district level, government is often unable to spend its allocated budget in a timely and effective manner. In the Central Highlands Region, the provincial government identified improving the Public Expenditure Management (PEM) system as one of the priority issues. In Bamyan and Daikundi, line department heads and their accountants were oriented on the Afghanistan PEM law; budget classification and budget formulation; procurement procedures; and auditing. The contents of the training were perceived by the participants as very useful for their day-to-day activities and for planning of activities. It was requested that similar trainings be provided at the district level.

In Bamyan and Daikundi, ASGP is introducing the citizen charter, which should lead to an increase of government information sharing on its functions, processes, documentation and costs of service delivery. The citizen charter commits the government to provide services with minimum service standards. In the first quarter of 2011, ASGP will provide financial and technical support to the construction of citizen charters in line departments.

A summary of activities and corresponding results / achievements of the reporting period including the baseline information for the indicators and performance target for the output are presented in the table in Annex I.

**Output 3: IDLG and IARCSC have the capacity to coordinate PAR implementation, and the IARCSC sub-national offices have the capacity to deliver public administration reforms to all sub-national government institutions**

Indicators:

- 1.1 Staffing levels in provincial civil service
- 1.2 Availability of accurate and complete administrative records for sub-national civil service
- 1.3 Level of legal awareness in sub-national government institutions
- 1.4 Extent of application of the merit-based principle in sub-national civil service
- 1.5 Quality of sub-national civil service in terms of education level, gender equality and inclusiveness
- 1.6 Existence of a continuous and progressive training system for sub-national civil servants reflecting the training needs at the sub-national level
- 1.7 Degree of awareness about the progress and procedures of public administration form in government institutions and in the public at the sub-national level

During 2010, ASGP supported IARCSC by providing technical and support staff for the IARCSC central office and the regional CSC offices. The positions included Capacity Building Coordinator, M&E Specialist, Database Officer, Provincial Liaison officers, Trainers and Provincial Capacity Building Officers. Furthermore, ASGP supported the CSC regional offices in its institutional capacity development.

To ensure a coherent and coordinated implementation of the new system of Pay & Grading (P&G) at sub-national level, the P&G specialists planned and implemented the new system of pay and grading in line ministries in all 34 provinces. These line ministries included Ministry of Public Health, Ministry of Economy, General Directorate of Population Registration, Chief of Police, Ministry of Transport, Ministry of Labor and Social Affairs, Ministry of Education, Ministry of Public Works, and Independent Directorate of Local Governance. The appointment plan based on the new Tashkeels included rehiring of the vacant positions at the line ministries with staff turnover that involved Ministry of Rural Rehabilitation and Development, Ministry Agriculture Irrigation & Livestock, Ministry of Finance, Ministry of Justice and Ministry of Information Technology and Communication. The TORs for the new structures / positions which have gone through the new

system of pay and grading were sent to P&G Specialists at the regional offices to implement the same at sub national level in the relevant line ministries.



Introduction of new P&G system in Herat

A total of 9,173 civil servants including 4,486 official civil servants and 4,686 Ajeers (contracted staff) were recruited based on the new system of pay and grading in 34 provinces of Afghanistan. A total of 4,546 official civil servants were transferred and the positions of 165,070 teachers were reviewed as a result of the P&G implementation in the mentioned line ministries in 34 provinces of Afghanistan.

ASGP also supported statistical capacity at the provincial level, with training of regional database technicians in Governors' offices. The PAR database maintenance at both national and sub national was supported and improved through several support

mechanism by PMU and efforts made by the regional database technicians, and other technical specialists. The database has been maintained through regular collection of data and information on implementation of PAR in close coordination with the provincial representatives through the database statistical forms from the civil services institutions.

ASGP has supported provinces to achieve Public Administration Reform (PAR) targets and to streamline administrative procedures. Trainings and workshops were conducted to familiarize civil servants with new procedures and laws and to enable them to apply the new procedures and legal framework in their daily work.

In the Western Region, ASGP supported the CSC regional office in the recruitment of 3500 civil servants under the PAR process. It also provided support to the performance evaluation of 1800 civil servants, which is around 50% of the total recruited staff performance appraisal process.



PAR Training in Herat

In Uruzgan and Jalalabad, ASGP started an internship programme for young school and university graduates to stimulate them to join the sub-national government. In Uruzgan, 48 interns received training in management, IT and English, and after that were placed in different subnational government entities. The same provisions were made in Jalalabad for 40 interns. The internship programme is more accurately described as an apprenticeship programme: harvesting talent into the junior ranks of the civil service. Senior managers from Provincial Governors' offices across the South-West told a delegation of IARCSC officials to



Interns in the management training

Kandahar how graduates of the internship programme are not only running development programmes, but have taken on training of office colleagues.

Provincial Training Centers continued to operate at full capacity in 2010. Over 5,560 civil servants received training in management, English and IT. ASGP's programme staff makes their own contribution at the provincial level. In Herat, where ASGP supports 23 members of the IARCSC regional office and where over 3000 civil servants have so far been recruited according to PAR and half that number evaluated, ASGP conducted a two day workshop to build IARCSC capacity to implement PAR, followed-up by joint evaluations with IARCSC's regional director.

PAR implementation and impact at the civil service institutions was monitored and evaluated in 248 line departments, including the department of counter narcotics, department of economy, department of rural rehabilitation and development, department of refugees and repatriation, department of environment protection, national disaster management unit, department of hajj and pilgrimage and department of urban development in the 34 provinces. Based on the analytical reports that came out of these monitoring and evaluation visits, weaknesses and areas for improvement were identified and communicated to the regional offices of the CSC.

ASGP technical support was provided in a range of activities from concept papers for institutionalising monitoring and evaluation to supporting 34 provincial monitoring and evaluation committees to address the performance and coordination of line ministries.

ASGP supported the activities in the media communication and public relations department of the CSC, such as preparation of documentary films on reform, preparation and broadcasting of TV and Radio spots, publishing of PAR publications and the distribution thereof to the provincial and regional level. ASGP supported the publication of 12,000 provincial brochures, over 1000 factsheets, 700 recruitment posters and dozens of radio and TV broadcasts by and interviews with IARCSC regional directors.

A summary of activities and corresponding results / achievements of the reporting period including the baseline information for the indicators and performance target for the output are presented in the table in Annex I.

**Output 4: Provincial and District Councils have the improved capacity to represent citizen interests and monitor sub-national governance**

Indicators:

- 4.1 Level of public confidence in the capacity of provincial and district councils to represent public interests; and
- 4.2 Effectiveness of elected councils in resolution of local problems
- 4.3 Use of enhanced powers available under the SNG policy

Provincial Councils are the only institution currently, which consists of elected representative at sub-national level. The Constitution and Provincial Council law of Afghanistan has made provision and has provided adequate authority to Provincial Councils for oversight of development administration and projects / programs in the province. It is assumed that strengthening the capacity of elected represents directly contributes to enhance transparency and accountability and improve service delivery at the sub-national level. Therefore, ASGP has given high importance to strengthen the capacity of these elected representatives through training and mentoring as well as advisory services.

*"I have a clear picture about what ASGP has done before and its future plans are. ASGP support for Provincial Councils is great and we are grateful for the support."*

- Mr. Ab. Basit Sarim, PC member in Western Region

Following the elections to the PCs in October 2009, in the first half of 2010, ASGP focused on conducting rapid assessments and providing orientation for the newly elected PC Members. A

central orientation package was delivered in Kabul, while rapid assessments of all PCs were completed in May and June. These assessments highlighted a number of development priorities, including the need to strengthen public outreach and to improve PCs' capacity to exercise oversight over line ministries. PCs also highlighted the need for basic office materials and equipment. Across Afghanistan, these assessments revealed elementary and critical needs and weaknesses.

In the North Region, following the assessments, ASGP conducted detailed planning with each PC, which resulted in the design of a support package to strengthen public communication and outreach.

Provincial Council Forum

ASGP supported the establishment of Provincial Council Forums in Herat, Badghis and Farah. The objective of the Provincial Council Forum is to bring together and sensitize local stakeholders on participatory development partnerships and good local governance. On an average, around 300 people attended the forums. Participants included representatives of local government, district development assemblies, civil society organizations, IDLG, donors, PRTs, UNAMA, NDI, district governors, religious leaders, community elders and local village representatives.

*"We are thankful to UNDP/ASGP for supporting this event and for enabling us to bring local government, civil society and donors together to share and discuss our local priorities, PC jurisdiction and ways for better coordination with other stakeholders."*

- Dr. Nazir, Ahmad Hyderzada of Herat Provincial Council

Public outreach

During the second half of 2010 Jawzjan, Samangan and Balkh PCs were trained in public outreach. This resulted in the development of outreach plans for all three PCs. Jawzjan PC has now published its first newsletter with ASGP support. Balkh PC has designed a series of district visits and Samangan PC will publish its first newsletter in 2011.

ASGP North's outreach training emphasized the importance of understanding how different sections of the community obtained information and the need to develop strategies to reach out to minorities and marginalized groups.

*"Communication with citizens is an essential part of the council's work. The training provided by ASGP will help us to do this better. Most importantly, it has had practical results. We have a plan and we will implement it with ASGP's assistance."*

- Ziauddin Zia, Samangan PC Chair

In the Western Region, ASGP supports provincial council outreach programmes, which brings together PC members and local administrators closer to the community. This will allow them to address their pressing needs. Series of two days district and community meetings were organized. The visits to the districts and communities enabled the participants to establish linkages with District Development Assemblies, Community Development Committees and community elders. This will contribute to the process of building trust between local government and citizens but it also gives local government officials and PC members the opportunity to address local needs.



Jawzjan PC produces its first newsletter

In Herat, ASGP collaborated with UNDP's Accountability and Transparency Project to devise a new model of service delivery monitoring through social audit. In 2011, ASGP will train and finance civil society organizations to monitor services and report to the Provincial Council, who will then advocate action and reform. The priority areas of health and education will be targeted first.

### Study tour

As a capacity development strategy, the Heads of the PC of Kandahar, Uruzgan and Helmand along with the Directors of Administration and Finance and Economy from Kandahar and other members from southern provinces and the IDLG, were sponsored to participate on a local governance study tour to Bangladesh. The tour exposed them to the approaches and mechanisms being adopted by the Councils to perform their functions. The participants have been capacitated by their findings and are poised to adopt changes.

During 2010, ASGP assisted provincial councils to exercise oversight over line ministries. In the North Region the first half of 2010 was focused on ensuring that PGOs and line ministries understood PCs' oversight responsibilities. PC members led workshops on this issue as part of the review of the Provincial Operating Manual held in June. PC members of Samangan, Jawzjan and Saripul also attended workshops on financial planning, procurement and management in order to improve their understanding of these processes in line ministries, Provincial and District Governors' Offices.

### Provincial Monitoring Teams

ASGP, in cooperation with the PCs, also developed a concept for Provincial Monitoring Teams (PMT) which will be responsible for monitoring service delivery. In the North Region, a programme of district visits by PMTs was developed and the services to be assessed were identified. PMTs will be led by PC Members and will include representatives of PGOs and relevant line ministries. In the Central Highlands Region, PCs designed checklists for monitoring government offices and projects, and the PMTs visited select projects and the district offices. The findings of the PMT were shared in the annual reporting conference in Bamyan and Daykundi.



Provincial monitoring team in Bamyan

A summary of activities and corresponding results / achievements of the reporting period including the baseline information for the indicators and performance target for the output are presented in the table in Annex I.

### **Output 5: Municipalities have the institutional and organizational framework (under Public Administration Reform) and capacity to collect revenue and deliver basic public services**

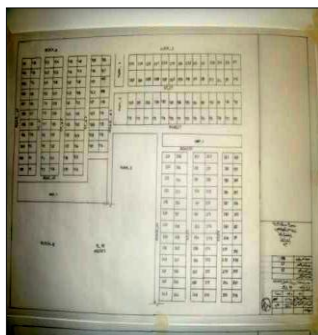
Indicators:

- 5.1 Percentage of increase in municipal own source revenues
- 5.2 Percentage of restructured municipalities with new gender representative and service-delivery oriented organizational structures

- 5.3 Percentage of the population that report corruption in municipalities
- 5.4 Personal efficacy rates (percentage of respondents in urban areas feeling that they are able to influence municipal decisions), gender disaggregated; and
- 5.5 Public approval rates of the performance of municipalities
- 5.6 Number of provincial municipalities with functioning municipal website and upgraded ICT infrastructure

In Kabul, the work of the ASGP Municipal Governance Unit is integrated with IDLG’s Directorate of Municipal Affairs (DMA) in a mix of structural support and thematic collaboration. The operating processes of DMA were mapped for analysis and restructuring. A DMA team was trained in this exercise and a capacity development program prepared. ASGP funds in DMA were oriented on municipal strategic planning, and essential documents were drafted or reviewed, which ranged from the Business Permit Guidelines to enforcement provisions of the Cleaning and Greening Regulation.

In 2010, ASGP not only harvested its municipal experiences in the North for the country at large, but also reflected and shaped the experiences into key national knowledge products to instill these best practices across Afghanistan. In close collaboration with DMA, guidelines for city services tax, Safayi tax and business permit were prepared, with the first approved and introduced and the latter ones under approval process. These guidelines will ensure that acute and long-awaited municipal needs for guidelines will be addressed and revenues will significantly increase with the new rates.



A manual on Revenue Improvement Action Planning including components on monitoring and evaluation was developed to enhance the capacity of municipalities to plan and collect revenues effectively which serves a key guide. Furthermore, performance measurement systems for revenue generation and database were devised. With these, municipalities will be able to effectively and actively administer revenue planning and collection, analyze collection trend and collect data for public performance reporting.

Closely partnering with municipalities, ASGP continued to support certain areas for revenue enhancement and administration. Visible and distinctive results were 1) the Revenue Improvement Action Plans (RIAPs) in 6 provincial and 4 district municipalities, 2) the strengthened municipal capacities to manage properties for revenue purposes through tax mapping as means of property inventory and census, valuation and identifying the tax payable in 3 municipalities in the north, and 3) the enhanced capacities in another 7 provincial and 26 district municipalities to formulate RIAPs and five-year revenue projections. Most conspicuously, 13 municipalities achieved an increase in revenues up to 247%.

2010 also witnessed the 2nd national meeting of Municipal Revenue Officers’ Community of Practice. Municipalities now have the essential know-how for the management of city services tax as per the new guideline. They have also identified the implementation challenges and have put them before IDLG. As a knowledge management platform, the Community of Practice provided an opportunity to the participants to exchange information about different local realities in municipalities. Further, ideas were explored on potential revenue sources in municipalities were identified as part of the efforts to develop guidelines to ensure SNGP implementation.



2nd National Meeting of Revenue Officers' Community of Practice

In 2009, in close coordination with IDLG and IARCSC, ASGP had developed new organizational models for the pilot municipalities of Mazar-i-Sharif, Balkh and Dehdadi through a functional analysis. During 2010, these organizational restructuring proposals for municipalities were finalized by IDLG and IARCSC and submitted to Office Administrative Affairs (OAA) for approval. Pending approval, IDLG, 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). This resulted in the development of re-organization plans, each consisting of new structures, staffing and job descriptions to be implemented in the municipalities of Maimana, Sheberghan, Aybak and Sari Pul with the new pay and grading system. In 2010, a functional analysis guidebook, which is a basic tool for restructuring municipalities, was revised based on the lessons learned in the development of the organizational models. ASGP also developed a concept and design for a municipal customer service center. Further, ASGP developed training modules on functional analysis and 22 municipalities were introduced to the principles of organizational development and restructuring based on functional analysis.

ASGP designed a registry and excel database to record capacity development programs and to track professional capacity development at the municipal level. This will assist municipal authorities to make the best use of new professional skills. ASGP also introduced and implemented various approaches to knowledge management such as in-country exposure / study visits, peer and networked learning, community of practices and embeds in municipalities.



Study visit participants visiting the park in Mazar

Two in-country study visits were hosted by northern municipalities from 13 cities-7 provincial and 6 districts: Nili, Bamyan, Herat, Chighchiran, Farah, Qala-i-naw, Qalat and district municipalities of north. The visits were exposure to the municipal institution development program to draw lessons, which greatly served the participants in setting the context and improving goals for replicating such programs.

Knowledge transfer by the study visit participants to the rest of the municipal team back home was initiated as post study visit measure in Herat. This basically aimed at creating an understanding that capacity investment in one individual representing an organization is an investment for all.

Municipalities suffer from a lack of basic office equipment and furniture which hampers their capacity to develop new and more efficient working practices. ASGP, therefore, provided 20 municipalities with basic office and IT equipment and equipment required for specific tasks such as motorcycles for tax collection and solid waste management. The provision of IT equipment enabled ASGP to focus on improving processes through use of databases. As a result, accounting, inventory and payroll databases were installed in Maimana, Andkhoy and Balkh. Safayi tax database was introduced and installed in revenue departments of 10 provincial municipalities in the north and west, and plans for electronic information sharing and internal communication were developed in Mazar, Aybak, Sari Pul, Sheberghan and Maimana including floor plans, network design and costing.

During 2010, ASGP developed a four-part manual on Solid Waste Management, Implementing Procedures for disciplinary provisions of Cleaning and Greening Regulation, concept on municipal Customer Service Center with appropriate staffing identified, guide on the use and management of SWM tools such as twin receptacles, drums, collection pans and a guideline for municipal budget revision. These, on one hand, provide key lead for capacity development and on the other, create an enabling environment for municipalities to impose fines or issue tickets in case of violations. This effort also supplements the endeavors for public awareness and environment friendly behavior of the citizens.

Supported by ASGP, 5 provincial municipalities in the north enhanced institutional capacities by producing medium term solid waste management plans and on the basis of these plans, annual plans with realistic targets and budgets, aligning revenues more closely with service delivery. With these plans, municipalities are moving beyond waste collection to waste segregation and recovery. Indiscriminate waste dumping was addressed by door-to-door waste collection, registered waste collection and segregated waste collection in 7 municipalities. Solid waste management was also used as a vehicle for defining minimum service delivery capacity and to introduce the principles of result-based management at the municipal level in 11 cities. Visible results are reduced waste collection points and cleaner view of cities. Further, waste recycling and reuse were encouraged resulting in reduced amount of waste for the municipality to dispose.

For effective and responsive service delivery, ASGP continued to promote the involvement of citizens in service design and provision through formation of joint citizen-government Cleaning and Greening Commission to oversee cleaning and greening in 5 provincial municipalities in the north.

Given the increasing importance of youths' involvement, school-based cleaning and greening projects were designed in 12 cities and implemented through school-municipal committees in 9 cities. School-Municipal Committee, among others, is good means of environmental advocacy and civic education to create an environment-friendly community and was established through partnership between the participating municipality, Department of Education and Department of Information and Culture. Further, by mirroring municipal decision making processes, the committee provides youths with an insight on how this level of sub-national government functions. A guideline on School-Municipal Committee as municipal outreach program assigning duties and mirroring municipal structures was prepared and introduced. In order to promote advocacy in the community and to increase their understanding of municipal governance, 8000 information booklet entitled "Clean City, Healthy Citizen" were developed and distributed. In total, 64 School-Municipal Committees were established in 11 municipalities: Mazar-e-Sharif, Sheberghan, Maimana, Sari Pul, Aybak, Aqcha, Kunduz, Faizabad, Mehtarlam, Asadabad and Farah. School-based outreach programs were developed and the guide teachers who mentor and support the committee were also trained.

Supported by ASGP, city-wide public awareness campaigns were conducted by school children in Maimana, Mazar-e-Sharif and Sheberghan aiming at raising awareness on effective solid waste management and promoting citizens' participation in the process.



School children in information campaign supported by ASGP

ASGP maintained focus on enhancing capacities in municipalities as an integral part of the support. In this connection, training modules were designed and the trainings delivered. These ranged from Solid Waste Management Improvement, to Basic Customer Service Skills-working through the relationship between DMA and municipalities, to the Public Service Excellence Program-encompassing vision, values, services and audit in the west and performance measurement, and Result-based management in the north and northeast. In this area, inter-municipal support through study visit was used as an engine for rolling out the program to other municipalities. In addition, specialists were deployed in 12 municipalities including Helmand.

During 2010, ASGP focused at various levels of intervention to promote public engagement in municipal processes. These range from development of guidelines to capacity development and to financial support. Importantly, with ASGP support Mazar-e-Sharif municipality formulated a plan to create customer-oriented service culture.

ASGP supported municipalities of Aqcha, Sheberghan and Asadabad to increase accountability to citizens. In this exercise, municipalities held a public tribune to report on achievements (services and revenues for the first half of SY) to audience of over 100 in each. In Sheberghan, the mayor, Mohammad Zahir Nazari outlined the purpose of the accountability event as follows: "We want to explain how the municipality is using public money to improve services. Many of these improvements have been made possible because of our cooperation with ASGP, but we want to know whether they are making a difference to the lives of our citizens."



Public accountability event in Sheberghan

ASGP also supported municipalities to publicly disclose municipal information through board in Mazar-e-Sharif, TV/Radio Talk shows in Sheberghan and Aybak, and municipal magazine in Herat. For institutionalized public engagement, ASGP initiated the development of participatory municipal strategic planning to ensure participation of stakeholders in municipal processes.

With a view to computerize information management in municipalities, ASGP developed databases including user manuals for human resource, correspondence management, SWM performance and revenues. 2010 also saw Kandahar municipality connected to internet with ASGP support.

Information management was improved in Aqcha municipality through better filing system and in Bamyan through journals for revenue collection and management. In another 19 municipalities filing cabinets were provided as basic office equipment for this purpose.

For effective and accelerated program implementation in municipalities, ASGP also maintained focus on capacity development of DMA-IDLG. Building the internal capacity of DMA became more important with the approval of Sub-national Governance Policy (SNGP) in mid-2010. As a strategic response, a five-year capacity development program with clear indicators and targets was developed to enable DMA transform into a well-functioning, effective, efficient and responsive administration that performs highly and up to the satisfaction of sub-national municipalities. DMA business processes were mapped for analysis and re-engineering.

Databases were devised for correspondence management and human resource management. Filing system was improved in its sub-directorates. Budget analysis matrix was prepared and customer satisfaction survey was designed and implemented to ensure feedback from municipalities on DMA service delivery.

Further, a number of trainings were delivered for the staff of DMA. These ranged from Capacity Assessment and Capacity Development including process mapping to Basic Customer Service Skills-working through the relationship between DMA and municipalities, to the Public Service Excellence Program-encompassing vision, values, services, audit and performance measurement, and to Strategic Planning and Result-based management. Among the trainees, three were women.

A summary of activities and corresponding results / achievements of the reporting period including the baseline information for the indicators and performance target for the output are presented in the table in Annex I.

### III. IMPLEMENTATION ARRANGEMENTS

ASGP is being implemented at the national, provincial and municipal levels. At the national level ASGP provides support to IDLG, by strengthening the capacity of IDLG to own, plan and manage implementation of the sub-national governance policy and to put in place the other necessary sub-national governance and development policies and laws.

At the provincial level ASGP is providing support for capacity development of PGOs, PCs and DGOs. This support is based on a 'provincial approach to implementation', which focuses on using the capacities of the provincial stakeholders to determine their needs, and accordingly develop their capacity development plans.

At the municipal level, ASGP is using a similar approach, though adapted to the needs of the municipalities. Municipalities are supported to analyze, plan and manage their own capacity development as well as implement governance and development processes.

To ensure that IDLG and the sub-national government partners own and lead the Directly Implemented (DIM) ASGP project, ASGP works closely with IDLG to establish sound 'support structures and systems' that fit well with the provincial approach. ASGP assistance for national level activities is provided via the 'letter of agreement' between UNDP and IDLG. This arrangement allows IDLG to take the lead while at the same time UNDP provides value-added transfer of knowledge and expertise through technical assistance.

At the provincial level ASGP assistance is provided via the 'letter of agreement' amongst IDLG, PGOs and UNDP. This will allow PGOs to recruit their staff, manage project budgets and take responsibility for promoting governance and development. A similar system is being created for



municipalities, which will allow partner municipalities to recruit their staff, manage project budgets and take responsibility for delivery of expected outputs

The provincial approach is at the heart of ASGP II implementation strategy. To facilitate this process, in 2010 ASGP strengthened its regional structure, with greater delegation to Regional Project Managers. This was an important step towards enabling the project to be more responsive to the needs of provinces. The provincial led development has been fully embraced in the North, West, Central Regions. There is now a need to move ahead and empower the provinces with greater formal responsibility and authority for implementation of the project.

The continued practice of placing specialists in PGOs and municipalities has been an important element in the capacity development of sub national government and in promoting local ownership of the process. These specialists provide 'on the job' training and support, reinforcing existing technical assistance and supporting its assimilation into new and improved practices. However, there is a need to strengthen the management and coordination of these specialists and to ensure that their activities are aligned more precisely with the development needs of sub national government organizations. In order to achieve this, ASGP plans to place Provincial Governance and Development Advisers in all PGOs in 2011. It is anticipated that this initiative will also strengthen the support available to the Governor's office in the respective provinces.

#### **IV. CHALLENGES/RISKS/ISSUES**

**Deteriorating security situation** continues to be the biggest challenge to implementing ASGP in a full throttle mode. In February 2010 UNDSS upgraded the southern provinces Kandahar, Uruzgan and Helmand to Phase 4 security level, which prevents UNDP staff from working in these areas. In order to address this challenge UNDP decided to continue the activities through outsourcing of recruitment for international staff while continuing to employ national staff. Further, task order staff was recruited through IDLG as well. Despite the provision of these human Resources, the challenges remained high. In Helmand for example the International Regional Governance Advisor faced several logistical constraints.

The security situation in the North and West Region also deteriorated significantly in the second half of 2010. This was unexpected and unusual for the region. This put severe constraints on the staff movement and it had a significant impact on project implementation.

**Inadequate operational support:** The re-structuring of ASGP and UNDP's operational support structure resulted into some inevitable delays before the system stabilized. This had a negative impact on project implementation, with plans to extend administrative and management reform to districts being especially badly hit since essential IT and office equipment could not be made available to different beneficiary offices. This challenge is being addressed through creation of a task force for ASGP including representation from operations unit of UNDP so that all issues are resolved on a fast track basis.

**Lack of sufficient Capital Funds** continues to impose constraints on ASGP's capacity to fund even small scale infrastructure projects, or to purchase certain assets.

**Political will and ownership** is critical to bringing about true and widespread de-centralization. However it is a continuous challenge to persuade central authorities to let go of authority in the favor of local bodies. Preserving its impartiality, ASGP will work with partners to build as wide and deep a constituency as possible for local democratic governance, especially in the context of changing exogenous political dynamics.

**Lack of qualified human resources:** There is a lack of qualified human resources at the sub-national level that hampers programme work with the government administration and the regional offices of ASGP. In order to mitigate this, ASGP has set up an approach that ensures the regional offices are fully supported from the central ASGP team. To address this issue from the government

perspective, ASGP has worked with the IARCSC to set up an internship programme. More orientation and training for newly employed personnel will be considered, and working manuals and guidelines for different positions will be developed.

**Making the Provincial Approach Coherent:** ASGP's provincial approach gives it great advantages. It brings ASGP closer to the beneficiaries, ensuring it is demand-driven, responsive and knowledge-based. But with a lean structure in Kabul ASGP also needs to ensure that all activities fall under a tightly defined strategic framework. ASGP needs to be continuously aware of this challenge and have in built mechanisms to address it.

## V. LESSONS LEARNT

Developing the capacity of provinces to identify and meet their governance and development needs is key to the sub national development process. ASGP's emphasis on promoting provincial led development is an essential element of the transition process that is central to defining the international community's engagement in Afghanistan. It is central in identifying and implementing development solutions that are appropriate and therefore, sustainable.

ASGP has a key role as a facilitator as well as implementer. If primacy is to be given to developing the self-sufficiency of provinces, then it is essential that ASGP's role is adjusted accordingly. While there will be a requirement for ASGP to provide technical assistance and know how, it will also be important that this is not a strategy of first resort. Increasingly ASGP should focus on a role as facilitator rather than implementer. Specifically this means a focus on using indigenous capacity, on promoting peer-to-peer learning and developing networks. ASGP should also invest provinces with increased responsibility and authority for project implementation through the creation of provincial project oversight structures.

UNDP-wide project synergies are important for effective interventions at the sub national level. ASGP could be more effective if it was implemented as part of a 'cluster' of UNDP projects and this approach is now under implementation in UNDP. During 2010 ASGP North and West had fruitful collaboration with other UNDP projects such as NABDP and GEP but this was ad hoc and occasional. It nevertheless provided a glimpse of what could be achieved if such collaboration was systematic. In addition to obvious synergies, such as a common engagement with sub national government, there are practical benefits such as increased access to districts and villages. ASGP can act as a gateway for projects into sub national governance, while UNDP projects provide an extensive source of expertise that would greatly enhance ASGP's capacity to achieve its development objectives.

## VI. FUTURE PLAN

In strategic terms in 2011 ASGP will build on the foundation established in 2010. In particular it will continue to reinforce the principle of provincial-led development. ASGP will facilitate strengthening the capacity of provinces to implement development plans by designing projects, developing project proposals, mobilizing resources and coordinating development assistance. ASGP will also work to ensure that there is a single, integrated approach to development planning that aligns the district and provincial level processes.

ASGP will introduce management mechanisms to improve coordination between different UNDP projects and to strengthen its regional management structure.

In addition to developing the capacity of provinces to coordinate development within their boundaries, ASGP will also seek to extend and strengthen its support to district administrations. This will involve moving beyond provincial centers, which have been the main focus of ASGP's assistance until now. Mainstreaming gender more effectively and promoting equality of opportunity, treatment and outcome for women will also be a priority. Increased use of IT and improving management through more extensive use of databases will be prioritized.

ASGP will prioritize the development of networks and peer-to-peer learning as means of developing sub national government capacity. In parallel, ASGP will also introduce regional and/or provincial project management boards in order to provide sub national government partners with increased authority and responsibility for the management of the project.

## VII. FINANCIAL INFORMATION

### ASGP I:

Table 1. Total Income and Expenditure (Nov 2006 to 31-Dec 2010)

Donor	INCOME			EXPENDITURES			BALANCE	Remarks
	Total Commitment (approx US\$)	Total Received (approx US\$)	Total Receivable (approx US\$)	Total Cumulative Expenditures as of Dec 2009	Current Year 2010 (Cumulative) as of 31-Dec-2010	Total Expenditures	Total Received minus Total Expenditures	
Netherlands	8,108,108	8,108,108	-	1,648,325	6,459,783	8,108,108	(0)	
Norway	10,377,398	10,377,398	-	6,244,055	4,133,236	10,377,291	107	
EU	6,938,825	6,264,061	674,764	6,036,814	226,877	6,263,691	370	
CIDA	4,632,992	4,363,731	269,261	2,571,572	1,211,547	3,783,119	580,612	Earmarked for Kandahar from 2009 onwards
SDC	3,473,478	3,473,478	-	3,460,888	(15,639)	3,445,249	28,229	
Italy	374,532	374,532	-	366,380	8,152	374,532	0	
UNDP Core Fund	10,256,687	10,256,687	-	10,285,508	(28,820)	10,256,687	-	
UNDP Temporary Funds			-	-	674,272	674,272	(674,272)	To be refunded upon release of last tranche of EU Funds
<b>Total</b>	<b>44,162,021</b>	<b>43,217,996</b>	<b>944,025</b>	<b>30,613,542</b>	<b>12,669,407</b>	<b>43,282,948</b>		-

**Table 2. Expenditure by Major Outputs (2010)**

Project Output	Budget (AWP 2010)	Cumulative Expenditure as of 31-Dec-2010	Delivery Rate	Remarks
Output 1:Support to Policy	852,789	847,862		
GMS	64,188	64,188		
<b>Sub-total Output 1</b>	<b>916,978</b>	<b>912,050</b>	<b>99%</b>	
Output 2: Support to PAR and Training Centers	3,530,369	3,505,159		
GMS	265,727	263,829		
<b>Sub-total Output 2</b>	<b>3,796,096</b>	<b>3,768,988</b>	<b>99%</b>	
Output 3: Representative Democracy	908,883	894,387		
GMS	68,411	67,319		
<b>Sub-total Output 3</b>	<b>977,294</b>	<b>961,707</b>	<b>98%</b>	
Output 4: Development management	3,060,473	3,088,215		
GMS	230,358	233,176		
<b>Sub-total Output 4</b>	<b>3,290,831</b>	<b>3,321,391</b>	<b>101%</b>	
Output 5: Support to kandahar Province	1,666,709	1,107,322		
GMS	125,451	83,347		
<b>Sub-total Output 5</b>	<b>1,792,160</b>	<b>1,190,669</b>	<b>66%</b>	
Output 6: Support to Uruzgan and Dai Kundi	651,474	651,473		
GMS	49,036	49,036		
<b>Sub-total Output 6</b>	<b>700,510</b>	<b>700,508</b>	<b>100%</b>	
Output 7: ASGP Management	1,693,941	1,686,112		
GMS	127,501	127,981		
<b>Sub-total Output 7</b>	<b>1,821,442</b>	<b>1,814,093</b>	<b>100%</b>	
<b>Grand Total</b>	<b>13,295,311</b>	<b>12,669,407</b>	<b>95%</b>	

**Table 3. Expenditure by Donors (2010)**

Donor	Project Output	Budget (AWP 2010)	2010 Cumulative Expenditure as of 31-Dec-2010	Delivery Rate*
Netherlands - 00182	Output 1:Support to Policy	198,839	198,839	
	Output 2: Support to PAR and Training Centers	3,530,369	3,530,370	
	Output 3: Representative Democracy	385,539	385,539	
	Output 4: Development management	557,033	557,033	
	Output 6: Support to Uruzgan and Dai Kundi	651,474	651,473	
	Output 7: ASGP Management	684,344	684,344	
GMS		452,185	452,185	
<b>Total</b>		<b>6,459,784</b>	<b>6,459,783</b>	<b>100%</b>
Norway - 00187	Output 1:Support to Policy	573,938	573,938	
	Output 2: Support to PAR and Training Centers		(17,929)	
	Output 3: Representative Democracy	515,763	515,763	
	Output 4: Development management	2,384,255	2,402,184	
	Output 7: ASGP Management	369,953	369,953	
	GMS		289,327	289,327
<b>Total</b>		<b>4,133,236</b>	<b>4,133,236</b>	<b>100%</b>
EC - 00280	Output 1:Support to Policy	80,012	80,012	
	Output 2: Support to PAR and Training Centers	-	(7,282)	
	Output 4: Development management	119,185	91,587	
	Output 7: ASGP Management	639,643	46,678	
GMS		63,139	15,881	
<b>Total</b>		<b>901,979</b>	<b>226,877</b>	<b>25%</b>
CIDA - 00550	Output 4: Development management		19,551	
	Output 5: Support to kandahar Province	1,666,709	1,107,322	
	Output 7: ASGP Management		(135)	

GMS		125,451	84,808	
<b>Total</b>		<b>1,792,160</b>	<b>1,211,547</b>	<b>68%</b>
SDC - 10282	Output 3: Representative Democracy	-	(14,496)	
	Output 4: Development management	-	(48)	
GMS		-	(1,095)	
<b>Total</b>		-	<b>(15,639)</b>	
Italy - 00137	Output 3: Representative Democracy	7,581	7,581	
GMS		571	571	
<b>Total</b>		<b>8,152</b>	<b>8,152</b>	<b>100%</b>
UNDP Core Fund	Output 1: Support to Policy		(4,928)	
	Output 4: Development management		(9,690)	
	Output 7: ASGP Management		(14,203)	
GMS			-	
<b>Total</b>			<b>(28,820)</b>	
UNDP Temporary Funds	Output 4: Development management	-	27,598	
	Output 7: ASGP Management	-	599,475	
GMS		-	47,199	
<b>Total</b>		-	<b>674,272</b>	
<b>Grand Total</b>		<b>13,295,311</b>	<b>12,669,407</b>	<b>95%</b>

## ASGP II:

Table 1. Total Income and Expenditure (Jan-2010 till 31-Dec2010)

Donor	INCOME			EXPENDITURES			BALANCE	Remarks
	Total Commitment (approx US\$)	Total Received (approx US\$)	Total Receivable (approx US\$)	Total Cumulative Expenditures as of Dec 2009	Current Year 2010 (Cumulative) as of the current Quarter	Total Expenditures	Total Received minus Total Expenditures	
<i>DFID - 00551</i>	37,760,000	9,600,000	28,160,000	-	3,309,100	3,309,100	6,290,900	
<i>SDC - 10282</i>	3,788,808	3,389,208	399,600	-	556,017	556,017	2,833,191	
<i>Italy - 00137</i>	1,965,924	1,965,924	0	-	-	-	1,965,924	
<i>EU - 00280</i>	15,831,554	5,606,314	10,225,240	-	-	-	5,606,314	
<b>Total</b>	<b>59,346,286</b>	<b>20,561,446</b>	<b>38,784,840</b>	-	<b>3,865,117</b>	<b>3,865,117</b>	<b>16,696,329</b>	

Table 2. Expenditure by Major Outputs (2010)

Project Output	Budget (AWP 2010)	2010 Cumulative Expenditure as of the current Quarter	Delivery Rate	Remarks
Output 1: Institutional Capacity building of IDLG at National Level	1,956,500	423,808		
<i>GMS</i>	147,263	29,667		
<b>Sub-total Output 1.</b>	<b>2,103,763</b>	<b>453,474</b>	22%	
Output 2: Institutional Capacity Building of Provincial and District Governors	2,037,850	1,962,070		
<i>GMS</i>	153,387	137,345		
<b>Sub-total Output 2</b>	<b>2,191,237</b>	<b>2,099,414</b>	96%	
Output 3: PAR Implementation at Subnational Level	810,900	6,106		
<i>GMS</i>	61,035	427		
<b>Sub-total Output 3</b>	<b>871,935</b>	<b>6,534</b>	1%	
Output 4: Provincial Councils Capacity Building	775,300	271,015		
<i>GMS</i>	58,356	18,971		
<b>Sub-total Output 4</b>	<b>833,656</b>	<b>289,986</b>	35%	
Output 5: Municipal Administration and Service Delivery	896,959	394,376		
<i>GMS</i>	67,513	27,606		
<b>Sub-total Output 5</b>	<b>964,472</b>	<b>421,982</b>	44%	
Output 6: ASGP M&E and Management at National Level	962,489	554,885		
<i>GMS</i>	72,445	38,842		
<b>Sub-total Output 6</b>	<b>1,034,934</b>	<b>593,727</b>	57%	
<b>Grand Total</b>	<b>7,999,998</b>	<b>3,865,117</b>	<b>48%</b>	

Table 3. Expenditure by Donors (2010)

Donor	Project Output	Budget (AWP 2010)	2010 Cumulative Expenditure as of the current Quarter	Delivery Rate
DFID - 00551	Output 1: Institutional Capacity building of IDLG at National Level	1,956,500	423,808	
	Output 2: Institutional Capacity Building of Provincial and District Governors	1,612,312	1,506,460	
	Output 3: PAR Implementation at Subnational Level	744,500	6,106	
	Output 4: Provincial Councils Capacity Building	697,300	248,624	
	Output 5: Municipal Administration and Service Delivery	758,959	358,563	
	Output 6: ASGP M&E and Management at National Level	655,492	549,056	
GMS		483,607	216,483	
<b>Total</b>		<b>6,908,670</b>	<b>3,309,100</b>	<b>48%</b>
SDC -10282	Output 2: Institutional Capacity Building of Provincial and District Governors	425,538	455,609	
	Output 3: PAR Implementation at Subnational Level	66,400	-	
	Output 4: Provincial Councils Capacity Building	78,000	22,391	
	Output 5: Municipal Administration and Service Delivery	138,000	35,813	
	Output 6: M&E and ASGP management at National Level	306,997	5,829	
GMS		76,393	36,375	
<b>Total</b>		<b>1,091,328</b>	<b>556,017</b>	<b>51%</b>
<b>Grand Total</b>		<b>7,999,998</b>	<b>3,865,117</b>	<b>48%</b>

## ANNEXES

### Annex 1: DETAILED REPORTING ON RESULTS AND IMPACT

<b>Output 1:</b>	<b>National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub-national Governance Policy is in place</b>
<b>Indicators:</b>	<p>1.1. Degree of development of the legal basis (including regulatory framework and manuals)</p> <p>1.2. Institutional strength of IDLG in respect of organizational structure and management of key functions</p> <p>1.3. % of key officials aware of the key provisions of the sub-national governance policy (including gender provisions)</p> <p>1.4. Perception of degree of adequacy of current legal framework for sub-national governance</p>
<b>Target 2010:</b>	<ul style="list-style-type: none"> <li>• Approval of the SNGP</li> <li>• Development of laws related to the SNGP</li> <li>• Revision of existing laws based on SNGP</li> </ul>
<b>Gender rating of the Output:</b>	2

Activity Result	Baseline information	Performance Target	Description of results/achievement
1.1 Assist IDLG in drafting of new and amended laws in areas of ILDG Authority, collaborate with other government agencies regarding legislative reform outside IDLG and assist IDLG in developing new regulations and rules of procedure for SNG entities under IDLG authority	Initial drafts of Provincial Council Law, District Council Law and Local Government law prepared by ASGP; no drafts of laws, rules and procedure or regulations finalized	<ul style="list-style-type: none"> <li>• All necessary laws under area of authority of IDLG drafted submitted to the relevant authorities by 2012;</li> <li>• All laws drafted by other organizations in response to SNGP contain IDLG-ASGP technical inputs, if other organization requests assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Law, Provincial Council Law and Access to Information Law have been finalized for referral to the Ministry of Justice.</li> <li>• Code of Conduct for Village, District and Provincial Councils and Mayors have been send to Ministry of Justice for referral</li> <li>• IDLG's Management Plan for Implementation Framework for sub-national governance</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
		from IDLG; <ul style="list-style-type: none"> <li>All rules of procedure and guidelines corresponding to the laws in the IDLG domain finalized by 2013.</li> </ul>	developed <ul style="list-style-type: none"> <li>SNGP translated</li> </ul>
1.2 1.2. Assist implementation of Pay and Grading, PRR and other PAR initiatives; Develop critical institutional functions; development of management information system and processes and training/technical support for implementation of these systems; strengthening financial management, budgeting and internal audit system in IDLG	None	<ul style="list-style-type: none"> <li>Capacity scoring system developed and baseline taken by first quarter of 2010; identification of immediate areas of capacity building</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day assistance and interaction with DMA and PC Platform</li> <li>Central website for IDLG launched</li> </ul>
1.3 Assist Policy Unit in development and implementation of strategic and operational planning; develop internal capacity building and ToT programmes for policy unit	IDLG Policy Unit formed and 16 staff hired; domestic and international training/capacity building programmes provided	<ul style="list-style-type: none"> <li>Four year organizational development programme for Policy Unit enacted by the end of 2010; dissemination of SNGP to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>ICT Policy for IDLG formulated</li> </ul>

<b>Output 2:</b>	<b>Provincial and District Governors' Offices have the capacity to manage provincial and district governance, development and security strategies in accordance with ANDS</b>
<b>Indicators:</b>	2.1. Extent of organizational restructuring in Provincial and District governors' Offices in accordance with approved organizational structure and % of civil servants that are female  2.2. (a) Percentage of PGOs and DGOs with functioning administrative management systems in accordance with IDLG operating

	<p>manuals; and (b) percentage of PGOs and DGOs with adequacy of conditions for female employees</p> <p>2.3. Percentage of the population who believe that the responsiveness of provincial and district government and access to information is good</p> <p>2.4. Percentage of people who believe that corruption is a serious problem in PGO and DGO</p> <p>2.5. Percentage of women with little or no access to public services at the provincial and district levels</p> <p>2.6. Percentage of provinces where development planning is guided by a strategic plan covering the areas of security, governance, and development and existence of annual development plans</p> <p>2.7. Number of provinces implementing participatory budgeting</p> <p>2.8. Number of provinces in which budget and finance reports and audited accounts are publicly available</p> <p>2.9. Number of provincial governments that have published performance delivery standards for the services it provides</p>
<b>Target 2010:</b>	<ul style="list-style-type: none"> <li>• Improve implementation of the Provincial and District Operating Manuals</li> <li>• Increase use of IT in PGOs</li> <li>• Improved communication with citizens</li> <li>• Improve development planning and implementation</li> </ul>
<b>Gender rating of the Output:</b>	2

Activity Result	Baseline information	Performance Target	Description of results/achievement
2.1 Support restructuring of PGO/DGOs; including support to recruitment of women; support to CBWG; support to improvement interaction between PGO and other institutions; support to PAAs and DAAs; conduct special recruitment	Organizational restructuring is implemented in 50% of PGO and 10% of DGO	<ul style="list-style-type: none"> <li>• 100% of PGOs have implemented new organizational structure by end of 2011</li> </ul>	<ul style="list-style-type: none"> <li>• In 15 Provinces ASGP supported the organization of regular capacity building working groups to strengthen the capacity development efforts in the provinces</li> <li>• In 2010 the Government of Afghanistan developed a new organizational structure; ASGP is awaiting the</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
campaigns			approval of this new structure.
2.2 Support the establishment of function gender-responsive administrative management systems through; introduction of operating manuals and support preparation of guidelines and forms for implementation operating manuals	30% of staff trained in PGOs; 10% in DGOs	<ul style="list-style-type: none"> <li>At least 60 % of staff in PGOs and 20% in DGOs trained</li> </ul>	<ul style="list-style-type: none"> <li>Training on Provincial Operating Manual implemented in 12 provinces</li> <li>District Operating Manual Implemented in 3 provinces</li> <li>POM reviewed and adapted to local context in North Region; and implemented.</li> <li>Functional Analysis training in Central Highlands Region, leading to improved sharing of information on office innovations</li> <li>Human Resource Management skills training in Heart</li> <li>Improved IT network installed in 21 provinces, including Kandahar</li> <li>Over 200 PGO staff trained in basic IT applications.</li> <li>Reduction in paper-based systems in PGOs in North region due to automation of processes</li> </ul>
2.3 Support the improvement of M&E structures through; delivering technical assistance to sub-national government entities on performance measurement systems to measure the quality and quantity of service delivery; to develop minimum service standards; to streamline IDLG reporting system and harmonize it with the ANDS M&E framework	GOFORGOLD performance measurement system developed and piloted in seven provinces	<ul style="list-style-type: none"> <li>Performance measurement system operational in 40% of provinces by end of 2010</li> </ul>	<ul style="list-style-type: none"> <li>Use of database for development projects in Faryab and Balkh Provinces</li> <li>Human Resource Database initiated in Faryab and Saripul</li> <li>Electronic registry system in Saripul</li> <li>Improved archive systems in Saripul and Faryab</li> </ul>
2.4 Support to creating effective interaction mechanisms between sub-national government and public to improve access	None of provincial administrations have effective interaction	<ul style="list-style-type: none"> <li>6 centers made operational by the end</li> </ul>	<ul style="list-style-type: none"> <li>Designs for 3 Centers developed</li> <li>Outreach planning training provided to 2 PGOs and</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
to information through; provincial information service centers; creation of public grievances system; establishment of information systems; public consultations; support of ICT structures and e-government	mechanism with public	of 2010; <ul style="list-style-type: none"> <li>• 10 provinces have developed and apply public communication strategies by 2010;</li> <li>• 5 provinces have operational website by end of 2010</li> </ul>	outline plans developed; <ul style="list-style-type: none"> <li>• District shuras active in 1 province</li> <li>• Databases introduced for HR processes and development monitoring</li> </ul>
2.5 Support for development planning that is guided by strategic plan through; deliver support to PGO and DGO on strategic and annual planning; support to PDCs and their sectoral committees; delivering of training of provincial staff in strategic profiling, analysis, planning and implementation	None of the provinces have a strategic plan	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Two provinces, Balkh and Heart have developed a PSP, but this has not been approved yet.</li> <li>• Five other provinces have initiated the process of PSPs.</li> <li>• Provincial development plans developed in ..... provinces</li> <li>• methodology for review of PDP in development in North Region</li> </ul>
2.6 Support to finance management through; delivery of training to PGO internal auditors in Internal Audit Manual; fully equip, staff and make operational PGO internal audit offices; establishment of system to follow on and implement audit recommendations; support introduction of AFMIS and regular financial reporting in PGO/DGO	None of the PGOs and DGOs are fully compliant	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation on the Public Expenditure Management system for department heads and their accountants in Bamyan and Daikundi</li> </ul>

<b>Output 3:</b>	<b>IDLG and IARCSC have the capacity to coordinate PAR implementation, and the IARCSC sub-national offices have the capacity</b>
------------------	--

	<b>to deliver public administration reforms to all sub-national government institutions</b>
<b>Indicators:</b>	<p>3.1. Staffing levels in provincial civil service</p> <p>3.2. Availability of accurate and complete administrative records for sub-national civil service</p> <p>3.3. Level of legal awareness in sub-national government institutions</p> <p>3.4. Extent of application of the merit-based principle in sub-national civil service</p> <p>3.5. Quality of sub-national civil service in terms of education level, gender equality and inclusiveness</p> <p>3.6. Existence of a continuous and progressive training system for sub-national civil servants reflecting the training needs at the sub-national level</p> <p>3.7. Degree of awareness about the progress and procedures of public administration reform in government institutions and in the public at the sub-national level</p>
<b>Target 2010:</b>	<ul style="list-style-type: none"> <li>• To improve the coordination of capacity development activities between all agencies who are providing capacity building efforts in Afghanistan;</li> <li>• To train a number of civil servants in the area of computer, management, English language and some administrative procedures and technical aspects of their jobs to increase better services at the subnational levels;</li> <li>• To strength the coordination between provincial training centers and CSC regional offices in the area of capacity building and training activities at sub-national level;</li> <li>• To organize and monitor all training activities in the provincial training centers; and</li> <li>• To find out the problems and findings of provincial training centers in the covered provinces through seminars and short-term internship programmes;</li> </ul>
<b>Gender rating of the Output:</b>	2

Activity Result	Baseline information	Performance Target	Description of results/achievement
-----------------	----------------------	--------------------	------------------------------------

Activity Result	Baseline information	Performance Target	Description of results/achievement
3.1 Staffing levels: Coordinate management of PAR steering committee with IDLG and oversee implementation of PAR at the provincial, district and municipal level	Average staffing level at the provincial level across the country is 60%	<ul style="list-style-type: none"> <li>80% staffing in 28 provinces by the end of 2011</li> </ul>	<ul style="list-style-type: none"> <li>TORs for new positions developed and rated by new pay and grading system</li> <li>9173 civil servants recruited, including 4,486 official civil servants and 4,686 Ajeers (contracted staff)</li> <li>4,546 official servants transferred</li> <li>165,070 teachers reviewed</li> </ul>
3.2 Administrative records: establish database in provincial administration of each province and ensuring that all HR data of reformed ministries is included	IARCSC database includes 50% of senior and junior appointments and 50% of all performance appraisals of civil servants	<ul style="list-style-type: none"> <li>75% of civil servants have complete and accurate records by 2012</li> </ul>	<ul style="list-style-type: none"> <li>PAR database maintenance improved through regular collection of data and information on implementation of PAR</li> </ul>
3.3 Legal awareness: working with the Law and Regulations Working Group to ensure all civil service agencies are aware of and implementing the relevant laws and procedures across the country; train 3000 staff on the implementation of relevant laws and regulations; produce and deliver copies of relevant laws and regulations for every civil service office at the sub-national level	Legal awareness in sub-national government institutions is assessed as 'very low' IARCSC	<ul style="list-style-type: none"> <li>Legal awareness is assessed as 'medium' by the end of 2011</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
3.4 Merit-based principle in sub-national civil service: extend the pay and grading reform in each region to each pilot ministry; develop the capacity of the CBWGs and institutionalizing Cap Dev Assessments; deliver training to sub-national governance entities in application of procedures for merit-based recruitment	The average rate of merit based recruitment in sub-national civil service is about 50%	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>236 Civil Servants from different line ministries, especially from HR departments in Kabul, Kunduz, Jalalabad, Khost, Takhar, Herat, Paktiya, Parwan and Kapisa provinces received training on HR procedures to improve the merit based appointment process and PAR process at sub-national levels</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
and appraisal			
3.5 Civil service skills: support and extend internship programs for university and high-school graduates in all regions; monitor and evaluate affirmative action laws in sub-national civil service to ensure higher % of women; develop and implement measures for integration of externally recruited experts into regular tashkeel.	155 of civil servants have bachelor's degree or higher, 5% of them being women and 20% under the age of 35	<ul style="list-style-type: none"> <li>25% of civil servants have a bachelor's degree or higher, 10% women and 30% under 35 by end of 2012</li> </ul>	<ul style="list-style-type: none"> <li>Internship in Uruzgan and Nangahar for 90 recent graduates in Provincial Governor's Office</li> <li>A number of 1056 graduated students including 110 female from high schools and universities are receiving trainings such as computer, English and management in the PTC's</li> </ul>
3.6 Training system for sub-national civil servants: set up systems for the delivery of training needs analyses; develop specialized HR development plans to be delivered to sub-national civil servants	Basic training for sub-national civil servants is organized in 28 provinces; ad hoc seminars and workshops are conducted	<ul style="list-style-type: none"> <li>1000 training plans developed and their delivery started by the end of 2011</li> </ul>	<ul style="list-style-type: none"> <li>Over 5560 civil servants have received training in management, English and IT</li> </ul>
3.7 Awareness on PAR: Develop a report every two years to monitor progress of the reform in sub-national government administrative units; produce and deliver 10 communication documents to each sub-national government administrative unit each month; hold 420 outreach sessions on IARCSC activities by the end of 2014	Awareness of government institutions is low; public awareness is very low or non-existent	<ul style="list-style-type: none"> <li>Awareness of civil servants 'average' and public awareness 'low' by end of 2011</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<b>Output 4:</b>	<b>Provincial and District Councils have the improved capacity to represent citizen interests and monitor sub-national governance</b>
<b>Indicators:</b>	4.1. Level of public confidence in the capacity of provincial and district councils to represent public interests

	4.2. Effectiveness of elected councils in resolution of local problems 4.3. Use of enhanced powers available under the SNG policy
<b>Target 2010:</b>	<ul style="list-style-type: none"> <li>• Strengthen PCs capacity to conduct outreach</li> <li>• Strengthen PCs capacities to exercise oversight over service delivery</li> </ul>
<b>Gender rating of the Output:</b>	2

Activity Result	Baseline information	Performance Target	Description of results/achievement
4.1 Knowledge sharing: Provide technical support, including staffing and equipment, to the PC Information Center and Platform	Level of confidence in provincial councils is 62%	<ul style="list-style-type: none"> <li>• PC and DC Information Center and Platform is fully established by end of 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Provincial Council forums organized in Herat Badghis and Farah, which brought together local stakeholders to discuss participatory development partnerships and good local governance</li> </ul>
4.2 Rules of procedure and public outreach	31% of respondents sought help from district authorities and 18% from provincial authorities (both values are not aggregated and may be overlapping)	<ul style="list-style-type: none"> <li>• 50% of PC are compliant and have regular outreach activities by end of 2010;</li> </ul>	<ul style="list-style-type: none"> <li>• Orientation on PC roles and responsibilities conducted for all PC members</li> <li>• Jawjan, Saripul and Balkh PC members trained on public outreach, and outreach plans developed in these provinces</li> <li>• PC newsletters published in Western and North Region</li> <li>• Consultations between PC members and communities, through district visits</li> </ul>
4.3 Oversight over local service delivery	Draft Provincial Council (PC) Law defining enhanced powers under SNG policy drafted.	<ul style="list-style-type: none"> <li>• All PC have functioning M&amp;E program by end of 2010 incorporating M&amp;E for service delivery through M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>• Organization of workshops to increase understanding of PC's oversight roles for PGOs and line departments in North Region</li> <li>• Training on financial management, procurement and</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
		working groups; 30% of DC have such programs by end of 2011	management for North Region PC members <ul style="list-style-type: none"> <li>Establishment of Provincial Monitoring Teams, including in Bamyan and North Region</li> </ul>

<b>Output 5:</b>	<b>Municipalities have the institutional and organizational framework (under Public Administration Reform) and capacity to collect revenue and deliver basic public services</b>		
<b>Indicators:</b>	5.1. Percentage of increase in municipal own source revenues 5.2. Percentage of restructured municipalities with new gender representative and service-delivery oriented organizational structures 5.3. Percentage of the population that report corruption in municipalities 5.4. Personal efficacy rates (percentage of respondents in urban areas feeling that they are able to influence municipal decisions), gender disaggregated 5.5. Public approval rates of the performance of municipalities		
<b>Target 2010:</b>	<ul style="list-style-type: none"> <li>Enhanced capacity of municipalities to generate own-source revenues</li> <li>Improved service delivery capacity especially solid waste management</li> <li>Improved public communication, participation and accountability in municipalities</li> <li>Improved administration in municipalities</li> </ul>		
<b>Gender rating of the Output:</b>	1		

Activity Result	Baseline information	Performance Target	Description of results/achievement
-----------------	----------------------	--------------------	------------------------------------

Activity Result	Baseline information	Performance Target	Description of results/achievement
<p>5.1 Sustainable and affordable revenue administration practices; and building capacity in revenue planning and generation for municipalities; New guidelines and manual for revenue generation developed; Revenue Improvement Action Planning and tax mapping extended to new municipalities</p>	<p>Revenue Improvement Action Planning introduced in 24 municipalities; 17 municipalities have RIAPs</p> <p>National guidelines for revenue generation in municipalities are too outdated and not responsive to today's needs of municipalities</p> <p>No manual for Revenue Improvement Action Planning exists</p> <p>Municipalities lack technical capacity</p>	<ul style="list-style-type: none"> <li>• Revenue Improvement Action Planning introduced in 26 and tax mapping extended to 3 additional municipalities; 10 additional municipalities have RIAPs</li> <li>• 13 municipalities achieved increase of 20% in revenues</li> <li>• Guidelines developed</li> <li>• RIAP manual developed</li> <li>• Specialist support provided to 10 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue Improvement Action Planning introduced in 26 additional municipalities and tax mapping implemented in 3 additional provincial municipalities</li> <li>• Guidelines developed for City Services Tax, Safayi tax and business permit; Revenue Improvement Action Planning Manual developed</li> <li>• Performance measurement system designed</li> <li>• 2nd National meeting of Municipal Revenue Officers' Community of Practice organized</li> <li>• Revenue profiling and quarterly reporting templates designed</li> <li>• A team of economic development specialists were deployed in ten municipalities and they were trained on the technical aspects of their work</li> <li>• 13 municipalities achieved increase in revenues ranging from 2 to 247%</li> </ul>
<p>5.2 Minimum service standards on procedures SWM; Guidelines and manual for improvement of Solid Waste Management developed; SWM improved and extended to new municipalities</p>	<p>Manual on Solid Waste Management, Implementing procedures for disciplinary provisions of Cleaning and Greening Regulation and guide on the use of SWM tools do not exist</p> <p>No municipality has SWM annual plans</p> <p>No municipality has partnership with other institutions for solid waste management</p> <p>SWM introduced in 22</p>	<ul style="list-style-type: none"> <li>• Manual on Solid Waste Management, Implementing procedures for disciplinary provisions of Cleaning and Greening Regulation and guide on the use of SWM tools developed</li> <li>• SWM annual plans produced based on medium term plans in 5 municipalities</li> <li>• School-based SWM programs designed and implemented in 64 schools in 11 cities through School-Municipal</li> </ul>	<ul style="list-style-type: none"> <li>• A four-part manual on Solid Waste Management developed; Implementing procedures for disciplinary provisions of Cleaning and Greening Regulation and guide on the use of SWM tools developed</li> <li>• SWM annual plans produced based on medium term plans in 5 municipalities; school-based SWM programs designed and implemented in 64 schools in 11 cities through School-Municipal Committees</li> <li>• Municipal Customer Service Center (one stop shop) concept designed with appropriate staffing identified</li> <li>• Solid Waste Management Improvement extended in 17 additional municipalities; Public Service Excellence introduced in 8 municipalities</li> <li>• Waste collection improved in 7 municipalities with</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
	<p>municipalities</p> <p>Municipalities lack technical capacity</p>	<p>Committees</p> <ul style="list-style-type: none"> <li>• Solid Waste Management Improvement extended in 17 additional municipalities; Public Service Excellence introduced in 8 municipalities</li> <li>• Waste collection improved in 7 municipalities with twin receptacles for segregated waste collection</li> <li>• Specialist support provided to 12 municipalities</li> </ul>	<p>twin receptacles for segregated waste collection</p> <ul style="list-style-type: none"> <li>• Guideline on budget revision developed and introduced</li> <li>• A team of service delivery and infrastructure specialists were deployed in 12 municipalities and they were trained on the technical aspects of their work</li> </ul>
<p>5.3 Public communication, participation and accountability improved in municipalities</p>	<p>No municipalities hold public accountability events</p> <p>No municipalities have outreach programs</p>	<ul style="list-style-type: none"> <li>• School-Municipal Committee as municipal outreach program implemented in 11 municipalities and introduced to another 4.</li> <li>• Public accountability events held in 3 municipalities</li> <li>• Customer Satisfaction survey designed</li> <li>• Municipal information publicly disclosed in 3 municipalities</li> <li>• Citizen-government relationships improved through Cleaning and Greening Commissions in 5 municipalities</li> </ul>	<ul style="list-style-type: none"> <li>• Guideline on Municipal-School Committee as outreach program developed and 64 committees (16 in girls schools) established in 11 municipalities and the concept introduced to 4 additional; public awareness campaign organized by school children with the participation of 195 girls.</li> <li>• Public Accountability event held in 3 municipalities; training in customer-oriented service conducted for Mazar, Kunduz and 8 municipalities in the west</li> <li>• Brochure entitled "Clean city, Healthy citizen" designed and delivered to increase understanding of youths about municipal government; Customer satisfaction survey designed; municipal information publicly disclosed through boards in Mazar, magazine in Herat and TV/Radio Talk shows in Sheberghan and Aybak</li> <li>• Joint citizen-government commissions for cleaning and greening established in 5 municipalities to plan and oversee cleaning and greening</li> </ul>
<p>5.4 Improved administration in</p>	<p>Three organizational models for</p>	<ul style="list-style-type: none"> <li>• Organizational restructuring</li> </ul>	<ul style="list-style-type: none"> <li>• Databases devised for HR, Correspondence</li> </ul>

Activity Result	Baseline information	Performance Target	Description of results/achievement
municipalities	<p>municipalities developed</p> <p>3 municipalities introduced to functional analysis principles</p> <p>One database for Safayi tax developed and introduced</p> <p>Municipalities suffer from a lack of office and IT equipment</p>	<p>proposals for municipalities as per new and pay grading system finalized by IDLG and IARCSC and submitted for OAA approval</p> <ul style="list-style-type: none"> <li>• 22 additional municipalities introduced to functional analysis principles</li> <li>• New databases for HR, SWM performance, correspondence management and revenues devised</li> <li>• Office and IT equipment provided to 20 municipalities; PABX system introduced</li> </ul>	<p>management, revenue, and SWM performance; Databases for Safayi tax, and revenue introduced to 33 provincial and 10 district municipalities;</p> <ul style="list-style-type: none"> <li>• Organizational restructuring proposals for municipalities as per new and pay grading system finalized by IDLG and IARCSC and submitted for OAA approval; Functional analysis guidebook as basic tool for restructuring revised</li> <li>• New structures for Maimana, Sheberghan and Sari Pul developed</li> <li>• Registry and Excel database for capacity development programs and tracking professional development designed and introduced</li> <li>• Review of existing office procedures (correspondence part) conducted</li> <li>• Office and IT equipment provided to 20 municipalities</li> <li>• PABX system introduced in 2 municipalities</li> <li>• Inter-municipal support strengthened through exposure visits and peer learning</li> <li>• Functional analysis introduced to 22 additional municipalities</li> <li>• Approximately 20% women were trained in all capacity building events organized for revenue generation, service delivery.</li> </ul>

## Annex 2: POLICY AND KNOWLEDGE PRODUCTS

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: 2010

S.N.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion
1.	ASGP II Inception Report	ASGP Center	Regional Managers	December 2010
2.	ASGP II Baseline Report	ASGP Center	Regional Managers, Surveys	December 2010
3.	Provincial Training Centers Manual	ASGP PAR & Capacity Building Unit and IARCSC/ACSI	IARCSC/ACSI	August 2010
4.	Advance Excel Training Curriculum	ASGP PAR & Capacity Building Unit and IARCSC/ACSI	IARCSC/ACSI	June 2010
5.	Curriculum of Leadership	ASGP PAR & Capacity Building Unit and IARCSC/ACSI	IARCSC/ACSI	June 2010
6.	Project Management Curriculum Development and publication	ASGP PAR & Capacity Building Unit and IARCSC/ACSI	IARCSC/ACSI	May 2010
7.	HRM curriculum development and publication.	ASGP PAR & Capacity Building Unit and IARCSC/ACSI	IARCSC/ACSI	May 2010
8.	5 Year Capacity Development plan for DMA	Municipal Governance and Development Unit (MGDU)	DMA and IDLG	Nov 2010
9.	Map and report of DMA Business Processes	(MGDU and DMA)	DMA/IDLG	Oct 2010
10.	Databases and their user manuals	(MGDU and DMA)	DMA/IDLG and	Sept 2010

	(Correspondence Management, and HR)		Municipalities	
11.	Revenue Data base and user manuals	(MGDU and DMA)	DMA/IDLG and Municipalities	Dec 2010
12.	SWM Performance Measurement Database	(MGDU and DMA)	DMA/IDLG and Municipalities	Oct 2010
13.	Customer Satisfaction Survey System and Forms for DMA and Municipalities	(MGDU)	DMA/IDLG and Municipalities	Oct 2010
14.	Implementing Procedures for Disciplinary Provisions of C&G Regulation	(MGDU)	Municipalities, DMA and IDLG	August 2010
15.	Draft Concept on network of municipalities and concept for municipal customer center	(MGDU)	DMA and Municipalities	August 2010
16.	Guidelines on Safayi Tax, City Services Tax, Budget Revision, and Business Permit	(MGDU and DMA)	Municipalities, DMA, Kabul Municipality, MOF and MOJ	July – Dec 2010
17.	Functional Analysis Guidebook a basic tool to restructure municipalities	(MGDU)	Municipalities, IDLG and IARCSC	June 2010
18.	Revenue Improvement Action Planning Manual	(MGDU)	Municipalities DMA, IDLG	March 2010
19.	Guideline on Municipal School Committee as an outreach program	(MGDU)	Municipalities,	April 2010
20.	Information Booklet for School Children titled "clean city, Healthy citizens"	(MGDU)	Municipalities and DMA	May 2010
21.	Municipal Revenue Quarterly Reporting	(MGDU)	DMA , IDLG	July 2010

	System			
22.	Municipal Revenue Generation Performance Measurement System	(MGDU)	DMA, IDLG	July 2010
23.	SWM AWP for 5 North Municipalities based on their 5 Year Medium Term Plan	(MGDU)	5 North Municipalities	Sept 2010
24.	Plan for establishing Customer Service Culture for Mazar Municipality	(MGDU)	Mazar Municipality	Oct 2010
25.	Concept of Public Awareness Campaign thru School Students Designed	(MGDU)	Municipalities and DMA	Oct 2010
26.	SWM Manual (four parts)	(MGDU)	IDLG/DMA	June 2010
27.	Reports on Training of School- Municipal Committee as an outreach program, and Municipal Regulations for Bamyan, Kunduz, Jalalabad, Asadabad, Kunar, Mazar, Maimana, Sheberghan	(MGDU)		March, November and December 2010
28.	Report on training of Public Service Excellence Program and implementation of Basic Customer Service Skills in Mazar	(MGDU)	Mazar Municipality	Nov 2010
29.	Report of RIAP and BCSS Trainings for 8 municipalities in the west	(MGDU)		July 2010
30.	Reports of BCSS Trainings in Kunduz and Kandahar	(MGDU)		January 2010 August 2010
31.	Design for city-wide information campaign,	(MGDU)		July 2010

	posters and messages			
32.	ASGP II municipal strategy	(MGDU)		December 2010
33.	Report of PSEP training in the west	(MGDU)		October 2010
34.	Handbook – Public Outreach	ASGP North	Smangan, Balkh, Jawzjan PCs	December 2010
35.	Handbook – Project Design and Proposal Writing	ASGP North	Balkh PGO and line ministries	December 2010
36.	UNDP quarterly regional newsletter( second quarter)	ASGP West	Western region/UNDP projects	July 2010
37.	UNDP quarterly regional newsletter( third quarter)	ASGP West	Western region/UNDP projects	Nov 2010
38.	Provincial Approach Concept paper	ASGP west	ASGP	July 2010
39.	Participatory based M&E concept note	ASGP	ASGP/Provincial stakeholder	August 2010

### Annex 3: TRAINING AND CAPACITY DEVELOPMENT OUTPUTS

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: 2010

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
<b>North region</b>					
1	Outreach Training	16th - 17th Oct 2010, Aybak	Samangan PC, selected line ministries	20	Outreach plan developed, newsletter drafted
2	Outreach Training	24th – 25th Oct 2010, Mazar	Saripul PGO, line ministries	13	Outreach plan developed, newsletter drafted
3	Outreach Training	27th -28th Nov 2010, Mazar	Faryab PC, PGO and line ministries	10	Outreach plan developed, newsletter drafted
4	Outreach Training	2nd – 3rd Oct, 2010 Mazar	Balkh PC, and selected line ministries	15	Outreach plan developed, newsletter drafted
5	Planning Workshop	6th – 7th Dec 2010, Mazar	Balkh and Samangan, PGO, DGO, PC and Municipality	25	UNDP/ASGP 2010 reviewed, Planning for 2011
6	Planning Workshop	8th – 9th Dec 2010, Mazar	Jawzjan, Saripul and Faryab, PGO, DGO, PC and Municipality	70	UNDP/ASGP 2010 reviewed, Planning for 2011
7	Project Development and Proposal Writing	25th – 28th Sept, Mazar	Balkh PGO and selected line ministries	50	Relevant PGO and Line ministries Staff skilled in Project Development and Proposal writing
8	leadership and Financial Management workshop	26th -30th June 2010, Saripul	Saripul PGO selected line ministries	27	PGO, DGO and line departments selected staff skilled in leadership and financial management
9	leadership and Financial Management workshop	4th – 6th August 2010, Jawzjan	Jawzjan PGO selected line ministries	30	PGO, DGO and line departments selected staff skilled in leadership and financial management

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
10	leadership and Financial Management workshop	27th – 31st July 2010, Samangan	Samangan PGO selected line ministries	25	PGO, DGO and line departments selected staff skilled in leadership and financial management
11	Functional Analysis Training	7- 8 June ,2010 Mazar-e-Sharif	Maimana, Sheberghan, Saripul, Mazar and Samangan Municipal Officials	20	Prepared a clear methodology for organizational restructuring
12	Training on School Municipal Campaign	15 June, 2010 Mazar-e-Sharif	Ten School Municipal Committee members and guide teachers, representative of information and culture , education departments and municipality	115	Prepared the team for running information campaign
13	Training on School Municipal Campaign	16 June, 2010 Sheberghan	6 School Municipal Committee members and guide teachers, representative of information and culture , education departments and municipality	70	Prepared the team for running information campaign
14	Training on School Municipal Campaign	16 June, 2010 Maimana	Ten School Municipal Committee members and guide teachers, representative of information and culture , education departments and municipality	115	Prepared the team for running information campaign
15	Exposure visit and Training on RIAP and SWM	11-15 July,2010 Mazar-e-Sharif	6 district municipalities, DGOs and representatives of Education Department (Balkh, Sholgara, Dar-e-Sof Payen, Khoja do koh, Sherintagab and Sancharak), PC members of five provinces and community representatives	45	Introduced with New Municipality SWM and RIAP programmes

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
16	Training on new SWM system introduction in Balkh Municipal District	2-4 August, 2010 Balkh District Municipality	Balkh District Municipal officials, Kalanters and elders	30	New registered system of SWM applied and decreased the number of dumping sites from 61 to 33.
17	Training/workshop on Annual Planning Based on medium term plan of SWM	6-8 September, 2010 Mazar-e-Sharif	Five provincial municipalities, heads of economy departments, PC members, public health agriculture departments	50	Annual Plans of SWM developed for each municipalities
18	Launching Workshop on introduction of Municipal SWM annual plans and constitution of Cleaning and Greening Commissions	6 Oct- 2010 Sheberghan	Municipal officials, line departments, PC, PGO and civil society	60	New Cleaning and Greening Commission Constituted
19	Launching Workshop on introduction of Municipal SWM annual plans and constitution of Cleaning and Greening Commissions	13 Oct- 2010 Saripul	Municipal officials, line departments, PC, PGO and civil society	60	New Cleaning and Greening Commission Constituted
20	Launching Workshop on introduction of Municipal SWM annual plans and constitution of Cleaning and Greening Commissions	17 Oct- 2010 Aybak- Samangan	Municipal officials, line departments, PC, PGO and civil society	60	New Cleaning and Greening Commission Constituted
21	Launching Workshop on introduction of Municipal SWM annual plans and constitution of Cleaning and Greening Commissions	2 Nov- 2010 Mazar-e-Sharif	Municipal officials, line departments, PC, PGO and civil society	60	New Cleaning and Greening Commission Constituted
22	Launching Workshop on introduction of Municipal SWM annual plans and	3 Nov- 2010 Maimana, Faryab	Municipal officials, line departments, PC, PGO and civil society	60	New Cleaning and Greening Commission Constituted

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	constitution of Cleaning and Greening Commissions				
23	Public Reporting, Accountability and consultation Workshop	14 Oct, 2010 Sheberghan	PGO, Municipal Officials, line departments, PC, community representatives	100	One and half year plan has been drafted and consulted with public
24	Orientation on school municipal committees' election.	17 Oct, 2010 Aybak, Samangan	Municipal officials, directors of education department, culture and information	20	Orientation team has been established
25	Training for Guide Teachers of School-municipal committees	18-20 Oct,2010 Aybak, Samangan	Guide Teachers, municipal officials, education and information departments	25	10 school municipal committees formed
26	Training for Guide Teachers of School-municipal committees	24-25 Oct,2010 Sar-e-Pul	Guide Teachers, municipal officials, education and information departments	25	10 school municipal committees formed
27	Pre-campaign training for School Municipal committees	30 Oct, 2010 Maimana, Faryab	Guide Teachers, municipal officials, education and information departments	110	Campaign team established
<b>Helmand</b>					
1	Capacity Enhancement workshop	21/09/2010, PGO Hall, Lashkargah	PGO-H	22 (1w)	Understanding about capacity development process
2	POM & DOM workshop	4-6/9/2010, PGO Hall, Lashkargah	PGO and DGOs	25 (0 w)	Improved administrative capacities of PGO & DGOs
3	PSP workshop (run by IDLG)	25-29/ 09/010, Kabul	PGO, PC, PRT-H	4 (1 w)	Readiness for involving PSP process in Helmand
4	PSP TOT (Training Of Trainers)	7-8/10/2010, Lashkargah	PGO, PC, ASGP, PRT-H	7 (1 w)	Participants got ready for practicing local facilitator
5	Study tour	26/11-03/12/2010,	PGO, PC, PDC/DoE	3 (0 w)	Practical lessons learnt for PSP and

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
		Bangladesh			inter-institutions relations at sub-national level
6	PDP TOT workshop in Lashkargah	12-13/12/2010, Lashkargah	PDC, the Sectoral committees, DGOs	25 (1 w)	Learnt 'people planning process' for PDP process
7	PDP workshop	19/12/2010, Nadali district	District level stakeholders	45 (0 w)	Got exposure to the 'people planning process' for PDP process
8	PDP workshop	19/12/2010, Grisk district	District level stakeholders	45 (4 w)	Got exposure to the 'people planning process' for PDP process
9	PDP workshop	19/12/2010, Nawa district	District level stakeholders	45 (0 w)	Got exposure to the 'people planning process' for PDP process
10	PEACE Concert	18/08/2010	PGO officials & Lashkargah citizens	8000	Security confidence developed the town inhabitants to government
<b>Uruzgan</b>					
1	ASGP phase 2 launching workshop	06 July 2010, Tirinkwot	PGO, PC, Municipality, Line Department, NGO and PRT representatives	20	Sensitized the ASGP phase 2 activities and outputs
2	PSP orientation workshop	05 August 2010, Tirinkwot	PGO, PC, Municipality, Sector heads, NGO and PRT representatives	20	Sensitized of PSP and requested to IDLG for PSP. IDLG took Urozgan one of five pilot provinces for PSP
3	Provincial Operating Manual workshop	17-19 August 2010, Tirinkwot	provincial line departments and provincial governor office representatives	40	Improved in public administration and their functional duties and operating and management procedures
4	PDP orientation for PDC members	Sept 2010	PDC members	40	Sensitize the ministry of economy procedures of PDP for PDC members
5	ToT training for planning team	Sept 2010	Planning team of PGO	13	Trained and well facilitated 3 workshops
6	District Planning Workshop in	October 2010	CDC, DDA and tribal leaders	25	Developed the need assessment of

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	Tirinkwot				the people
7	District Planning Workshop in Derwood	October 2010	CDC, DDA and tribal leaders	25	Developed community need assessment
8	District Planning Workshop in Chore	November 2010	CDC, DDA and tribal leaders	45	Developed community need assessment
9	Study tour to Bangladesh (for South Region along with IDLG)	November 2010	PGO, PC and economic department with IDLG representatives	13	Enhanced the knowledge on local governance
<b>Central Highlands Region</b>					
1	Orientation Capacity Need Assessment Workshop	Bamyan /30 June-01 July 2010	Head of All line department of provincial government	35	Conducted Rapid Institution Assessment
2	Orientation Capacity Need Assessment Workshop	Daikundi/7-8 July 2010	Head of All line department of provincial government	35	Conducted Rapid Institution Assessment
3	Public Expenditure Management Training	Daikundi/28-31 Oct 2010	Head & Accountants of All line department of provincial government	75	Initiated establishment of Provincial Public finance system
4	Provincial Monitoring Team	Bamyan – Sep-Dec 2010	Provincial Council	15	Established Provincial Monitoring team
5	School-Municipality Committee Training	Bamyan – 3-4 November 2010	Municipality, DoE, DoC	25	Enhanced Municipal Outreach
6	Provincial Monitoring Team(PMT)	Daikundi – Nov-Dec 2010	Provincial Council	15	Enhanced the capacity of PMT
7	Public Expenditure Management Training	Bamyan – 23-26 Dec 2010	Head & Accountants of All line department of provincial government	70	Initiated establishment of Provincial Public finance system
<b>Kandahar</b>					
1	Customer service orientation (CSO) training	Kandahar (Feb 2010)	Municipality	18	Trained municipal staff of CSO

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
2	M&E workshop	Kandahar( July 2010)	Only for IARCSC staffs	18	Enhanced municipal staff capacity in M&E
3	Capacity Development workshop	Kandahar (July 2010)	Only IARCSC staffs	11	Enhanced the capacity of South IARCSC RO
4	Rapid assessment workshop	Kandahar (Sep 2010)	PC	11	Conducted Rapid Assessment/need assessment of PC
5	Provincial operation manual (POM/DMO & SNG Policy training	Kandahar (Oct 2010)	PGO and all line dept	28	Enhanced office management capacity of PGO
6	one day workshop on provincial development plan (PDP)training	Kandahar (Dec 2010)	PGO, DGO and all sectors	94	Provided awareness of PDP process
7	Provided study tour trip for Kandahar official	Kandahar	PGO, PC and youth& Culture departments	3	Exposure to good local governance practices
<b>Western Region</b>					
1	DOM in Farah (third round)	May/Farah	District Governor offices(DGO)/ Provincial Governor office (PGO)	35	DGO staff capacity developed in new office operating procedures
2	Conflict resolution	May/Herat	PGO/DGOs/CSC staff	25	PGO/DGO staffed got understanding of approaches to find solutions for conflicts
3	ASGP 2 Launching & Planning workshop	June/Ghur	PGO/DGO/PC/Municipality/other stakeholder	55	Stakeholders engaged to partner with ASGP -sub-national governance interventions
4	TOT on District office Manual (DOM)	June/Ghur	PGO officials as trainers	10	Civil servants skill developed on facilitation skills
5	Regional Capacity Building Working Group Workshop	June/Herat	PGOs/ PCs/ CSC representatives	30	Capacity development and co-ordination mechanism developed

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
6	ASGP 2 Launching & Planning workshop	June/Farah	PGO/DGO/PC/Municipality/other stakeholder	50	Stakeholders engaged to partner with ASGP -sub-national governance interventions provincial approach
7	ASGP 2 Launching & Planning workshop	July/Badghis	PGO/DGO/PC/Municipality/other stakeholder	60	Stakeholders engaged to partner with ASGP -sub-national governance interventions
8	Provincial Governor: Office Management(POM)	July/Badghis	PGO staff all units	60	PGO staff capacity developed in new office operating procedures
9	DOM( second round) in Ghor	August/Ghur	DGOs	25	PGO staff capacity developed in new office operating procedures
10	POM in Ghor	August/Ghur	PGO/line departments	55	PGO staff capacity developed in new office operating procedures
11	POM in Farah	September/Farah	PGO/line departments	50	PGO staff skilled in new office operating procedures
12	Provincial CB Working Group Workshop ( led by PGO)	Sept/Herat	PGO/ PC/ CSC/line departments	25	CB working Group members developed strategy to coordinate Capacity Development interventions at provincial level
13	HRM training	Sept/Herat	PGO/DGO		PGO/DGO staff trained on HRM and development
14	Provincial CB Working Group Workshop( led by PGO)	October/Farah	CBWG members	45	CB working Group members developed strategy to coordinate Capacity Development interventions at provincial level
15	Provincial CB Working Group Workshop ( led by PGO)	October/Ghur	CBWG members	50	CB working Group members developed strategy to coordinate Capacity Development interventions

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
					at provincial level
16	Provincial Governance Quarterly Magazine	November/Herat	PGO		PGO public outreach improved
17	Regional Governance Conference (north and west) Workshop	November/Mazar	PGO/DGO/PC/Municipality. other stakeholders	10	Provincial governors from west shared their development strategies
18	DOM( third) in Ghor	November/Ghur	DGO	26	CB working Group members developed strategy to coordinate Capacity Development interventions at provincial level
19	Security and Governance Conference( Jointly with ASGP/DP UNDP)	November/Herat	PGO/DGO/Security stakeholders	100	Provincial authorities, community members developed strategy for citizen complaint system
20	Provincial development and governance Report/Year book training for Herat Province	December/Herat	PGO/line departments	50	Provincial Governance and development report/Year book concept introduced to PGO and Line departments
21	Regional Stakeholders Planning Conference	December/Herat	PGO/PC/Municipality. other stakeholders	75	UNDP Projects Progress shared with stakeholders and participatory need based/demand driven planning initiated.
22	Provincial CB Working Group Workshop ( led by PGO)	December/Badghis	CBWG members	45	CB working Group members reviewed the i capacity development interventions in the province
23	Provincial Governance Quarterly Magazine	December/Farah	PGO	1000c	PGO public outreach skills improved
24	Provincial Council Forum: Governance & development (partial/technical support led	July/Ghur	PC members/other stakeholders	200	Better partnership between government, community and donors

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	by UNAMA)				
25	Provincial Council Forum:	August/Herat	PC members/other stakeholders	300	Better partnership between government, community and donors
26	PC Quarterly outreach magazine	Sept/Herat	PC members/other stakeholders	1000 c	Quarterly PC accomplishments shared with people
27	PC Community Outreach Tours	Oct/Nov/Herat	PC members/other stakeholders	4 tours	PC- government outreach and community relationship enhanced
28	PC Public Accountability Seminar	Oct/Farah	PC members/other stakeholders	280	Established Public accountability and reporting mechanism- government reporting to citizens
29	PC Public Accountability Seminar	December/Herat	PC members/other stakeholders	700	Established Public accountability and reporting mechanism- government reporting to citizens
30	PC Public Accountability Seminar	December/Badghis	PC members/other stakeholders	250	Established Public accountability and reporting mechanism- government reporting to citizens
31	PC Quarterly outreach magazine	December/Herat	PC members/other stakeholders	1000 c	Quarterly PC accomplishments shared with people
32	PC Service delivery standard workshop ( pilot)	December/Herat	PC members/other stakeholders	50	PC and Civil society oriented about social audit on service delivery
33	PC Community Outreach Tours	December/Farah	PC members/other stakeholders	2 tours	PC- government outreach and community relationship enhanced
34	Capacity building workshop for CSC west Regional office	August/Herat	PC members/other stakeholders	30	CSC staff skill developed on Proposal writing, Planning and reporting
35	Regional CB Working Group Workshop	Dec/Herat	CSC regional and Provincial staff	45	Reviewed provincial CBWGs functioning and lessons learnt
36	Training Center's Change	Dec/Herat	CBWG members	150	Improvement of training centers

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	Management workshop				(TCs)/restructuring of TC brainstormed
37	Regional PAR and performance system Evaluation Workshop	Dec/Herat	CSC staff and Evaluation committees from 4 provinces	50	Provincial Performance evaluation committees oriented with the guideline on system evaluation
38	Training on Customer Service Orientation	June/Herat	Ghor, Herat, Badghis, Farah and four District level Municipalities of Herat	26	Municipal staff oriented on municipal customer service excellence
39	RIAP Training	June/Herat	Ghor, Herat, Badghis, Farah and four District level Municipalities of Herat	40	Staff trained on revenue improvement and planning
40	Training on functional analysis-introduction to organizational restructuring & processes	August/Herat	Herat Provincial Municipality	40	Participatory based functional analysis process introduced for OD process
41	Training on municipal service delivery improvement	September/Herat	Herat provincial and four district municipalities	25	Municipal staff trained on public service excellence and service standards defined
52	Training on municipal service delivery improvement	October/Herat	Ghor, Farah & Badghis Provincial Municipality	20	Municipal staff trained on public service excellence and service standards defined
<b>Output 3</b>					
1	HR training workshop in Paktia province for 36 participants.	Paktia province	Line Ministries Departments and PGOs	36	HR management and develop the recruitment process
2	HR training workshop in Hirat province of 5 day 28 participants	Hirat province	Line Ministries Departments and PGOs	28	HR management and develop the recruitment process
3	HR training workshop in Kundoz for 4 days 25	Kundoz province	Line Ministries Departments and PGOs	25	HR management and develop the recruitment process

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	participants.				
4	HR training workshop for 5 days	Khost province	Line Ministries Departments and PGOs	20	HR management and develop the recruitment process
5	HR training workshop for 5 days	Parwan Province	Line Ministries Departments and PGOs	28	HR management and develop the recruitment process
6	HR training workshop for 4 days	Takhar province	Line Ministries Departments and PGOs	25	HR management and develop the recruitment process
7	HR training workshop for 6 days	Kabul province	Line Ministries Departments and PGOs	20	HR management and develop the recruitment process
8	TOT for all trainers in capacity building coordinators	Kabul province	Line Ministries Departments and PGOs	85	Refreshing and knowledge development
9	HR training workshop for one day	Nangarhar Province	Line Ministries Departments and PGOs	30	HR management and develop the recruitment process
10	DGO procedures workshop 2 days	Paktia Province	Line Ministries Departments and PGOs	13	Introduce the administrative manuals introduction
11	TOT workshop in Kabul for 2 days	Kabul province	Line Ministries Departments and PGOs	20	Refreshing and knowledge development
12	Human Resources training workshop in Nangarhar for 20 participant	Nangarhar Province	Line Ministries Departments and PGOs	20	HR management and develop the recruitment process
13	Training workshop and work plan.	Kabul	Line Ministries Departments and PGOs	15	Improvement of work plan and work plan design
14	Sub National Interns workshop for 3 days in Kabul 44 participants	Kabul	Line Ministries Departments and PGOs	44	Capacity development and knowledge sharing and lesson learned.
15	Sub National Interns workshop for 3 days in Kabul	Kabul	Line Ministries Departments and PGOs	48	Capacity development and knowledge sharing and lesson

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	48 participants				learned.
16	Sub National Interns workshop for 3 days in Kabul 44 participants	Kabul	Line Ministries Departments and PGOs	44	Capacity development and knowledge sharing and lesson learned.
17	Sub National Interns workshop for 3 days in Kabul 42 participants	Kabul	Line Ministries Departments and PGOs	42	Capacity development and knowledge sharing and lesson learned.
18	Change management Conference in Hirat for 127 participants	Hirat	Line Ministries Departments and PGOs	127	Organizational reform and capacity development
19	Change management Conference in Nangarhar for 191 participants	Nangarhar	Line Ministries Departments and PGOs	191	Organizational reform and capacity development
20	Change management Conference in Balkh for 350 participants	Balkh	Line Ministries Departments and PGOs	350	Organizational reform and capacity development
21	Change management Conference in Kabul for 195 participants	Kabul	Line Ministries Departments and PGOs	195	Organizational reform and capacity development
<b>Output 5</b>					
1	Second National Municipal Revenue Officers Community of Practice	Dec 2010, Kabul	33 PMs, 10 DMs and DMA/IDLG	65 male	Understanding raised on New City Service Tax Guideline and Revenue Database. Implementation challenges and recommendations identified
2	Orientation for Municipal Specialists on Municipal Unit Implementation Strategy TO	16 -18 Feb 10, Kabul	10 Municipalities and DMA	18 male (Embedded staff of 10)	Awareness raised on legal mandate of municipalities, and municipal legal frameworks

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	staff			Municipalities)	Capacities enhanced to better assist municipalities in their objectives
3	Training on Capacity Assessment Coaching, Mentoring,	25 Nov 2010 Kabul	DMA	13 DMA staff (2 female)	Enhanced capacities of DMA in effective office capacity assessment Ability to conduct coaching and mentoring sessions
4	Training on Public Service Excellence Program and Basic Customer Service Skills	27 Nov 2010 Kabul	DMA	20 DMA Staff (3 female)	Understanding of the PSEP and service delivery attitude
5	Municipal Strategic Planning Training	19 Dec 2010 Kabul	DMA	12 (10 male and 2 female)	Enhanced understanding of DMA key officials on strategic planning
6	Functional Analysis Training	7- 8 June in the north; 29-30 June in the east and 16-17 August in the west	12 municipalities in the north; 5 in the east and 5 in the west	50 (2 female)	Prepared a clear methodology for organizational restructuring
7	Training on School Municipal Campaign for public awareness	15 June, 2010 Mazar-e-Sharif 16 June, 2010 Sheberghan 16 June, 2010 Maimana	Dept. of information and culture, education, municipality and 26 School Municipal Committees	300 (197 Female)	Public awareness team established Participants understood the concept of the campaign for public awareness
8	Pre-campaign training for School Municipal committees	30 Oct, 2010 Maimana, Faryab	Guide Teachers, municipal officials, education and information departments	110 (65 Female)	Campaign team established
9	School Municipal Committee public awareness campaign	16 June, 2010 Mazar-e-Sharif 17 June, 2010 Sheberghan 18 June, 2010 & 31 Oct, 2010 Maimana	School Municipal Committees, Education Department, Information and Culture Department, Municipality and Citizens	300 (197 Female)	Enhanced awareness of the citizens from hazards of improper waste disposal
10	Exposure visit and Trainings	11-15 July, 2010	6 district municipalities, DGOs, Education Department (Balkh,	45 (5 Female)	Officials understood RIAP and SWM

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	on RIAP and SWM	Mazar-e-Sharif	Sholgara, Dar-e-Sof Payen, Khoja do koh, Sherintagab and Sancharak), PC members of five provinces and community representatives		programs of municipality Cooperation of the officials secured in RIAP and SWM program implementation.
11	Orientation on introduction of new SWM system in Balkh District Municipality	2-4 August, 2010 Balkh District Municipality	Balkh District Municipal officials, Kalanters and elders	30 (15 Female)	The number of dumping sites reduced from 61 to 33 registered points.
12	Training/workshop on Annual Planning Based on medium term plan of SWM	6-8 Sept, 2010 Mazar-e-Sharif	Municipalities, economic departments, PCs, public health and agriculture departments of five municipalities of north (Mazar, Aybak, Saripul, Sheberghan and Maimana)	50 (6 Female)	Annual Plans of SWM developed for each municipalities
13	Launching Workshop on introduction of Municipal SWM annual plans and constitution of Cleaning and Greening Commissions	6 Oct- 2010 Sheberghan 13 Oct 2010 Saripul 17 Oct -2010 Aybak 2 Nov – 201- Mazar-e-sharif 3 Nov -2010 Maimana	Municipality, line departments, PC, PGO and civil society from 5 provincial municipalities in the north	300 (43 Female)	New Cleaning and Greening Commissions Constituted in each of the municipality
14	Public Reporting, Accountability and Consultation Workshop	14 Oct, 2010 Sheberghan	PGO, Municipal Officials, line departments, PC, community representatives	100 (12 Female)	One and half year plan has been drafted and consulted with public
15	Orientation on school municipal committees'	17 Oct, 2010 Aybak, Samangan	Municipal officials, directors of education department, culture and	20 (6 Female)	Concept of Municipal Committee Orientation team has been

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
	election.		information		established
16	Training to Guide Teachers on establishing School-municipal committees	18-20Oct, 2010 Aybak, 24–25 Oct 2010 Saripul 23-24 Dec 2010Jalalabad 11-12 July, 2010- Kunduz 25-26 Dec, 2010Faizabad 3-4 Nov 2010 Bamyan	Municipal School Committees, Dept. of Education, Information and Culture of Aybak, Saripul, Jalalabad, Mehtarlam, Asadabad, Kunduz, Faizabad and Bamyan	161 (58 Female)	Enhanced understanding on concept of school municipal committee as an outreach 20 School Municipal Committees established as means of outreach program
17	Basic Customer Service Skills Training	4-5 Dec, 2010 Mazar 19-20, July 2010-Kunduz 21-22-Dec, 2010Faizabad 7–10 June 2010 Herat	Mazar Municipality Officials with all its 10 municipal districts Kunduz Municipality with all 6 municipal districts Fiazabad and Taloqan Municipal administration Municipalities of Herat, Badghis, Fara and district municipalities of Zenda jan, Gozara, Shendand, and Ghorian	127 (6 Female)	Plan for establishing Costumer Services Culture developed Organizational behaviors improved in municipalities
18	RIAP and SWM Training for Faryab District Municipalities	7-9 Nov, 2010	7 District Municipal Officials	15	Drafted RIAPs
19	Basic IT and Computer Trainings in Maimana	22-23 Nov 2010 Maimana 24 – 25 Nov 2010 Aybak	Maimana and Aybak Municipalities	11 (5Female)	Capacity in use of IT equipment enhanced
20	Revenue Improvement Action planning training	7 – 10 June 2010 Herat 5th and 6th of Oct, 2010- Kun	Municipality of Herat, Badghis, Fara and district municipalities of Zenda jan, Gozara, Shendand, and Ghorian Municipality of Kunduz and its 6 district municipalities and district municipality of Kishm, Rostaq, Khuja Bahauddin, Khuja Ghar and Baghlan	83 male	Enhanced capacity of municipal officials in RIAP preparation Enhanced capacity of municipal officials in municipal legal frameworks

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact/Output
21	Revenue Improvement Action Planning Workshop for development of Revenue Improvement Strategy and Revenue Projection	27, 28, and 30 Oct 2010 Herat 27 Feb - 1 March 2010 Jalalabad	Municipalities of Herat, Badghis, Fara and district municipalities of Zenda jan, Gozara, Shendand, and Ghorian Municipalities of Jalalabad, Asadabad, and Mehtarlam	70 (no female)	Revenue Improvement Strategy developed for each of the municipality Revenue projection for each municipalities prepared
22	Training Public Service Excellence Program	12 – 14 July Herat	Municipality of Herat, and DMs of Zendajan, Ghorian, Shendand and Gozara	25 (no female)	Municipal officials learnt service delivery concepts Capacity of municipal officials enhanced in service visioning, valuing, audit and celebration accomplishment
23	An in-country study tour to Mazar and Aqcha including trainings on RIAP and SWM	5 days in April 2010 Mazar-e-Sharif	Officials of 7 cities (Nili "Daikundi", Bamyān, Qalat"Zabul", Herat, Chighchiran "Ghor", Farah and Qala-i-Naw "Badghis). Among the officials of Nili, Bamyān and Qalat, there were also representatives from PC, Department of Women Affairs, PGO and Department of Education	27 (1 Female)	Inter-municipal support began; eye-opener for the visitors to replicate the experiences of North in their municipality for governance and development; increased knowledge of revenue enhancement and solid waste management improvement

## Annex 4: RISK LOG

Project Title: Afghanistan Sub National Governance Programme	Award ID:	Date: 26 January 2010
--	-----------	-----------------------

Output 1							
1	Implementation of the Sub-national Governance Policy (SNGP) may be negatively affected by (a) Lack of government stakeholders' support; (b) Local opposition to accountability provisions of SNGP; (c) Lack of local capacities to implement the SNGP, particularly its planning and budgeting provisions; and (d) Inadequacy of monitoring and evaluation systems	Political	I= 5 P=3	<ul style="list-style-type: none"> <li>Support the Policy Implementation Review Committee, the Cabinet Committee on subnational Planning and Budgeting and other central coordination bodies such that the policy implementation process and engagement of government stakeholders are monitored at all times</li> <li>Raise the issue with the international community to encourage more active government participation</li> <li>Increase compliance with the policy's accountability provisions and include information on implementation of such arrangements in regular provincial and district governors' offices reporting</li> <li>Enhance support to PGOs, DGOs and Provincial Councils</li> <li>Undertake extensive advocacy initiatives</li> </ul>	PM		
Output 2							
3	Implementation of the new organizational structures in provincial and district governors' offices may be impeded by lack of local qualified staff	Societal		<ul style="list-style-type: none"> <li>Develop special arrangements to attract qualified staff, particularly in less developed provinces, such as a civil</li> </ul>			

				servant relocation				
4	Devolution of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption	Financial		<ul style="list-style-type: none"> <li>Enhance internal and external audit mechanisms and regularly conduct audits of provincial governors' offices</li> <li>Strengthen UNDP Regional Offices by June 2011 with international operations managers and ensure implementation of a 'double signature' policy for all direct UNDP disbursements to provinces</li> <li>Strengthen provincial council oversight of the provincial budget</li> </ul>				
	Lack of adequate monitoring and evaluation may significantly reduce the positive effect of introduction of new management procedures and practices in provincial and district governors' offices	Organizational		<ul style="list-style-type: none"> <li>Establish minimum performance standards in provincial and district governors' offices based on the operating manual and support IDLG in monitoring organizational and individual compliance</li> </ul>				
	Development of provincial strategic plans may be hampered by lack of local capacities	Societal		<ul style="list-style-type: none"> <li>Deliver training on provincial strategic planning to key provincial staff (UNDP/ASGP, IDLG)</li> </ul>				
	Women may be prevented from joining civil service due to lack of qualification, local cultural traditions, harassment and inadequate working conditions	Political / Societal		<ul style="list-style-type: none"> <li>Organize special civil service recruitment campaigns targeting women candidates</li> <li>Establish minimum working standards for female employees in sub-national government entities, encourage their compliance with such standards and introduce gender audits</li> <li>Expand the number of provincial internship programmes to attract qualified staff to the civil service, especially young women</li> </ul>				
<b>Output 4</b>								

<p>Popular legitimacy and effectiveness of provincial and district councils may suffer significantly unless the councils are empowered to make a meaningful contribution in policy making, planning and monitoring / evaluation of development programmes</p>	<p>Political</p>		<ul style="list-style-type: none"> <li>• Encourage the government to implement legislation empowering elected councils as soon as possible</li> <li>• Actively engage PC in provincial strategic planning and M&amp;E efforts, such as GOFORGOLD</li> </ul>				
<p>Effectiveness of district councils is likely to be affected by lack of councilors' capacities and lack of equipment while the sheer number of councils will make capacity development a time- and effort consuming process</p>	<p>Organizational</p>		<ul style="list-style-type: none"> <li>• Develop a training programme for district councils well before the elections and identify partners to expedite delivery of this programme once the councils are installed</li> </ul>				
<p>Smooth functioning of provincial and district councils as collective bodies may be hampered by the newness of the institutions and their responsibilities and a lack of understanding among the members</p>	<p>Organizational</p>		<ul style="list-style-type: none"> <li>• Develop DC rules of procedure</li> <li>• Enforce implementation of the PC and DC rules of procedure and strengthen control over their implementation through PCRCD, IDLG</li> </ul>				
<p>Attempts to strengthen the role of provincial and district councils, particularly their oversight powers, may encounter opposition of sub national government entities</p>	<p>Political</p>		<ul style="list-style-type: none"> <li>• Encourage sub-national government entities, especially PGOs and DGOs, to cooperate with PC and DC and consider responsiveness to PC and DC interventions when evaluating performance of sub-national government entities</li> </ul>				
<p><b>Output 5</b></p>							
<p>Municipal restructuring may be impeded by lack of financial resources available for this task</p>	<p>Financial</p>		<ul style="list-style-type: none"> <li>• Intensify revenue generation programmes at the municipal level</li> <li>• Consider the possibility of integrating municipalities into the pay and grading reform by allocating designated funding</li> </ul>				
<p>Lack of qualified staff may negatively affect introduction of new municipal organizational structures</p>	<p>Societal</p>		<ul style="list-style-type: none"> <li>• Expand the number of provincial internship programmes to attract qualified staff to municipal civil service,</li> </ul>				

				especially women and youth				
Not holding municipal elections as per specified timetable will be a serious obstacle to effective public participation in municipal affairs	Political			<ul style="list-style-type: none"> <li>Encourage GOA to pass legislation on municipal mayors and councils and organize municipal elections</li> </ul>				
Efficiency of municipal councils may be inadequate due to lack of capacities of their members	Organizational			<ul style="list-style-type: none"> <li>Develop and deliver training programmes to municipal councils so they develop relevant expertise</li> </ul>				
<b>Output 6: Effective management of ASGP</b>								
Lack of immediate visible progress (due to the long-term nature of ASGP's institution building process) may cause some stakeholder concerns	Strategic			<ul style="list-style-type: none"> <li>Develop a stakeholder communication plan to keep stakeholders informed at all times about ASGP progress toward short-term and long-term results</li> <li>Improve ASGP M&amp;E system by strengthening the M&amp;E framework and adopting a more provincial led approach</li> </ul>				
Budget requirements outstrip funding commitments	Financial			<ul style="list-style-type: none"> <li>Identify prioritization of activities for donor consideration and response</li> </ul>				
Implementation of the provincial approach may be hampered by legal obstacles (such as lack of spending and approval authority at the provincial level) and lack of capacity at the provincial level	Political			<ul style="list-style-type: none"> <li>Reach agreement on financial arrangements (including procurement) with GOA</li> <li>Assign financial and procurement to ASGP</li> <li>Regional Offices and public finance</li> <li>management specialists to each provincial governors' office</li> </ul>				
LOA modality may be sufferer if the office will not be fully equipped with required equipments and trained personals.	Management	I=4 P=4		<ul style="list-style-type: none"> <li>Some project staff is recruited through other than government contracts.</li> <li>All required supports for fully functional project will be provided.</li> </ul>	RPM	End of 2010	26 Jan 2011	<b>Ongoing</b>
Devolution of financial and procurement responsibilities	Financial	I=3		<ul style="list-style-type: none"> <li>Working with the Internal Audit dept. of</li> </ul>	RPM	End	26	<b>Ongoing</b>

	to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption		P=3	IDLG and the Mustofiat, a standard operation modality need to be established and then the respective staff are trained.		of 2010	Jan 2011	
	Development of PSP-H preparation will be hampered if the existing issues left in between IDLG, DFID and UNDP ASGP management.	Technical	I=4 P=4	<ul style="list-style-type: none"> <li>ASGP management take proactive approach for engagement with the IDLG and DFID for developing a common framework to prepare the PSP.</li> <li>PSP will be with a single proposal for the complete exercise by receiving a letter with expression that IDLG &amp; PGO will produce the PSP final document with the agreed budget at the beginning.</li> </ul>	RPM	End of 2010	26 Jan 2011	Ongoing

## Annex 5: ISSUE LOG

ISSUES LOG							Date:
Award ID:		(Description)			Project:		
ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author	Specific Location
1	Management	26/12/.2010	Confusion may be created amongst donor agency and the key SNGs about their role in ASGP implementation at provincial level if balance	High		PPM	Helmand
2	Programme	26/12/.2010	Without internet access to the PC, the aim for enhancing capacity of its members will be adversely affected.	low		Bhuvan	Helmand
3	Operational	26/12/.2010	National staffs working for the respective areas are to be provided orientation and training for project implementation, especially under the LOA.	medium		Bhuvan	Helmand