

**United Nations Development Programme**  
**Afghanistan**  
**Afghanistan Sub-National Governance Programme (ASGP)**  
**Third Quarter Project Progress Report – 2009**



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**Pre exam for the training programmes in ASGP funded CSC training centre Badakhshan**

**Project ID:** 0051486

**Duration:** 2006-2011

**Strategic Plan Component:** Democratic Governance

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

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

**Total Budget:** \$43,242,339

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

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## Executive Summary

The Afghanistan Subnational Governance Programme (ASGP) made further progress toward achievement of its annual targets during the third quarter. The main achievements include:

### ***National Policy and Institutional Development***

- Continuing to strengthen the capacity of the Independent Directorate for Local Governance (IDLG) Audit Department, ASGP analyzed the existing audit process and is incorporating the results of this analysis into its continuing development of the IDLG internal audit manual
- ASGP developed a range of funding mechanisms for IDLG as a result of thorough analysis of its programme portfolio
- ASGP assisted IDLG in revision of the draft Subnational Governance Policy and its final submission to the Cabinet-level Policy Review Committee
- GOFORGOLD reports collected and analysed for 40% of districts in participating provinces. Proposals developed to improve the external and internal validity of this performance measurement system

### ***Capacity Development***

- The Independent Administrative Reform and Civil Service Commission (IARCSC), with the support of ASGP, initiated implementation of the new Pay and Grading Policy at the subnational level. The IARCSC has restructured 7,401 civil servant positions according to the new Pay and Grading Policy by the end of the third quarter.
- Reform of subnational public administration continued with 10,474 junior appointments completed by the provincial recruitment committees and the regional IARCSC offices
- The IARCSC further developed its database so that it covers all seven regions, and includes 70% of senior and junior appointments and 60% of all performance appraisals of civil servants in reformed ministries, an increase by 10% in comparison with the previous quarter

### ***Provincial and District Governance***

- The provincial operating manual was introduced in Badakhshan and the training programme for introduction of the district operating manual completed in Nangarhar, Laghman, Parwan, Kapisa and Wardak, with the participation of 243 provincial and district officials, including 6.5% women.
- A task order was signed with the IDLG to support provincial, district and municipal administrations in 22 provinces and 18 municipalities with human resources and equipment in the amount of \$1.5 million

### ***Representative Democracy***

- ASGP updated the IDLG Provincial Council Relations and Coordination Department (PCRCD) capacity assessment and its strategic plan to ensure that ASGP assistance and PCRCD's work is tailored to the current context
- Prepared action plans, materials and agendas for a national PC orientation and six regional PC orientations for the newly elected PC members

### ***Municipal Governance***

- ASGP worked with the district municipalities of Balkh and Dehdadi to produce the major components of a functional analysis: organizational structure, functional chart, staffing pattern and position description
- As a follow up to the trainings on Revenue Improvement Action Planning (RIAP) held in the previous quarters, ASGP assisted the municipalities of Asadabad, Mehtarlam, Balkh and Charikar to establish RIAP task forces and select revenue sources to be subjected to RIAP

Also, during the third quarter ASGP developed the complete package of documentation for the second phase of ASGP for 2010-2014, including the project document, risk analysis, socio-economic justification, and monitoring framework. The package was presented to the UNDP management and donors who expressed their support for the expanded ASGP programme.

The delay in certification of the results of the presidential and provincial council elections is affecting and postponing some of ASGP's activities. Until the results of the presidential election are certified the Cabinet will not meet. Who will constitute this Cabinet remains open to question. The Subnational Governance Policy will not be approved until a new Cabinet is in place and is prepared to meet to discuss the policy. Furthermore, ASGP support to the Provincial Councils will be reinitiated only once the new councils are in place. Other issues affecting delivery of ASGP products during the third quarter concern operational and management issues, such as delays in recruitment and in some procurement processes, though ASGP received a substantial amount of pending procurement items during the third quarter. ASGP established additional measures to address these issues by further strengthening its business centre, improving its monitoring function and further developing of the operational capacities of government partners.

ASGP has made good progress towards achievement of its annual targets during the past nine months which bodes well for full implementation of the ASGP programme in 2009.

## Context

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

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

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

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

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

## Implementation Progress

### Output 1.1 The capacity in IDLG to design and regulate a new subnational governance framework is attained

#### **1.1.1 Technical upgrade of Finance and Audit Departments through re-organization, training and technical assistance.**

ASGP is working with IDLG to develop a comprehensive status report on Public Financial Management (PFM) and on the continued development of PFM manuals. Based on this work, a PFM training programme was designed and implemented in Faryab province.

During this quarter, ASGP also continued its assistance to IDLG in its core budgeting processes, assisting with its programme budget submission for the next fiscal year, and with its mid-year budget review. ASGP also supported the ongoing process of Public Administration Reform (PAR) by developing a set of guidelines on administration reform and its implications for the IDLG budget.

#### **1.1.2 Operation of Capacity Building Unit in IDLG to train rank-and-file members at the centre and below.**

During the second quarter, ASGP focused on strengthening the capacity of IDLG to engage in strategic planning and management, and financial management and control.

During this quarter, IDLG recruited a Director for its Capacity Building Unit under an ASGP Task Order. Unfortunately, the director of the Unit left IDLG very shortly after his recruitment, and so no activities took place in this area.

#### **1.1.3 IDLG Internal Audit Unit Capacity Building through re-organization, training and technical assistance.**

During the second quarter, ASGP developed a municipal audit manual for use by all municipalities. During this quarter, ASGP continued to strengthen the capacity of the IDLG Audit Department. ASGP analyzed the existing audit process, and with the results of this analysis continues to develop and improve the IDLG internal audit manual. The results of capacity development for the Audit section are already being displayed with audits of 12 PGOs completed (in Bamyan, Badghis, Paktika, Herat, Ghazni, Panjsher, Faryab, Juzjan, Samangan, Takhar, Maidan Wardak and Kabul). Audits in 11 municipalities have been completed (in Bamyan, Badghis, Paktika, Herat, Ghazni, Panjsher, Faryab, Juzjan, Samangan, Takhar and Maidan Wardak), and 20 District Governors' Offices in the provinces of Laghman, Panjsher, Parwan, Baghlan, Samangan and Kapisa have also been audited.

#### **1.1.4 Technical assistance support to IDLG to facilitate the organization's ability to manage all pertinent aspects of its Strategic WorkPlan**

During this quarter, ASGP assisted IDLG in the prioritization of its programme portfolio, analyzing its programme portfolio and developing a range of funding mechanisms. ASGP assisted IDLG in identifying the optimal funding mechanism for each programme, and in obtaining the agreement

of the subnational governance Task Force on the selection of funding mechanisms for the short-term, or “immediate need” projects. The consensus reached in this respect will greatly facilitate the implementation of the IDLG strategic work plan.

ASGP also provided assistance to the leadership of IDLG in identifying and prioritizing its main activities for the next year. ASGP assisted IDLG in identifying provisional activities, and developed a prioritization mechanism for them. This mechanism is now being applied to the planned activities, and it is expected that the prioritization will be completed next quarter.

## **Output 1.2 A performance-based assessment methodology in current sub-national governance system is operational**

### **1.2.1 Strengthening Performance Management and Monitoring and Evaluation (M&E) Skills in Subnational Administrations**

Throughout the last quarter, ASGP supported the regular monitoring of municipal solid waste management in Mazar and Maimana.

In the third quarter, ASGP developed terms of reference for the provincial monitoring and evaluation specialist. These specialists are to be assigned to each provincial governor’s office to strengthen monitoring and evaluation systems at the subnational level and support implementation of GOFORGOLD and other performance measurement systems. ASGP will support deployment of five monitoring and evaluation officers in Uruzgan, Nangarhar, Kunar, Laghman, and Zabul until the end of this year. The other 29 monitoring and evaluation officers will join provincial governors’ offices during the first six months of 2010.

### **1.2.2 Technical assistance to Sub-National Units to define and set Minimum Service Standards**

During the first and second quarters, the performance measurement system was introduced in Mazar-e-Sharif and Maimana. This system is designed to ensure improved service delivery through monitoring and implementation of corrective actions as well as to provide information for the development of minimum service standards for municipal solid waste management.

This system continued to function well during the third quarter. ASGP agreed with the IDLG on further steps for introduction of performance measurement systems as well as on the quality and performance standards for provincial and district governors’ offices. These standards measuring availability, service ability, performance, operations, and other attributes of the services will become the centerpiece of the future service-level agreements at the subnational level. ASGP will work together with the IDLG to ensure that some quality and performance standards for provincial and district governors’ offices will be developed before the end of 2009.

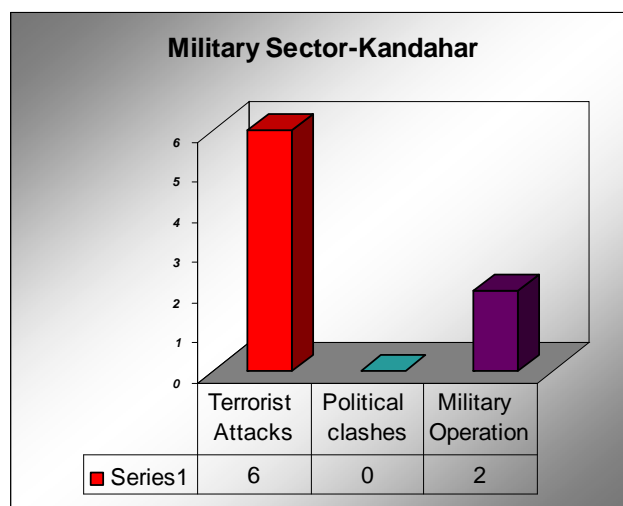
### **1.2.3 Technical Assistance to building IDLG’s Monitoring and Evaluation Section**

In the last quarter, ASGP worked with the head of the IDLG monitoring and evaluation unit to analyze the existing M&E arrangements within IDLG. Following the assessment, ASGP assisted IDLG in developing proposals to improve the existing monitoring and evaluation arrangements which include centralization of all IDLG monitoring and evaluation functions in one unit, and the

creation of an internally consistent monitoring and evaluation system aligned with the ANDS implementation framework.

### **1.2.4 Creating a capacity in IDLG to establish an Information Base on Subnational Governance**

In the last quarter, ASGP achieved significant progress toward creating capacity within IDLG to establish an information base on subnational governance. In the third quarter, IDLG analyzed the initial GOFORGOLD reports received during the last two quarters from eight participating provinces (Faryab, Jawzjan, Kunduz, Samangan, Takhar, Nangarhar, Laghman, Parwan). As of the end of the third quarter, the GOFORGOLD assessment was conducted in approximately 40% of the districts in the participating provinces. The analysis revealed that the data collected by the provincial teams is only partly usable due to the lack of experience and some shortcomings of the data collection framework itself. ASGP assisted the IDLG in revising the data collection framework and methodology to improve its external and internal validity. The IDLG daily reporting system continued functioning well throughout the third quarter, making it possible to track and identify trends in security, economy and political developments at the subnational level (as shown in the graph).



## **Output 1.3 A strategic institutional framework for subnational governance is in place**

### **1.3.1 Drafting of Laws, Regulations and Rules of Procedure**

During this quarter, ASGP completed its work on the preliminary drafting of laws, regulations and rules of procedure. ASGP completed draft regulations and rules of procedure for district councils based on a previously completed draft law on district councils, and also completed a draft on village councils, and several sets of regulations related to municipal governance.

In this quarter, ASGP increased the focus of its drafting work on laws and related regulations in the IDLG domains (e.g. the Local Government Law, District Council Law, Provincial Council Law, and Municipalities Law). ASGP shifted to a more prioritized approach, focusing more on areas that are expected to be the highest priority in the coming year, such as the District Councils. ASGP has therefore started re-evaluating and enhancing work previously done on District Councils in order to ensure that it will be of maximum value next year.

### **1.3.2 International Study and Training of Appointed and Elected Officials**

The number of local officials exposed to best practices of good governance increased in the second quarter. ASGP facilitated two study tours to Malaysia and Indonesia for provincial, district

and municipal officials to provide them with the opportunity to study best practices of good local and urban governance.

During the third quarter, the capacity of fourteen officials working under the supervision of IDLG was enhanced through participation in a study tour in Thailand focusing on best practices in local and urban governance. The participants included District Governors, Deputy Governors, Mayors and Provincial Council members from across the country. Two of the participants were female.

### **1.3.3 Technical assistance for IDLG/Policy Unit Capacity Building**

In the second quarter, progress was made towards building a strong Policy Unit within IDLG capable of producing high quality policy analysis and developing policy proposals. ASGP assisted the Policy Unit to prepare various policy documents, technical papers and provided on-the-job training and coaching for the staff.

As a result of ASGP support, the capacity of the IDLG Policy Unit to manage implementation of the Subnational Governance Policy significantly improved with the completion of several new analyses, including an analysis of District Council elections, an analysis of the impact of the Subnational Governance Policy on Provincial Councils and some others.

During this period, ASGP also provided technical assistance to the IDLG Policy Unit in completing three pieces of analytical work: an analysis of provincial and district-level budgetary resources; an analysis of provincial and district-level human resources; an analysis of district-level governance. These pieces of work allowed IDLG to generate a clear picture of governance conditions and resources at subnational level, and are now being used for a variety of planning and communication purposes.

### **1.3.4 Technical assistance to Inter-Ministerial Committees, Sub-Committees and Working Groups on Policy**

In the second quarter, ASGP supported IDLG to facilitate the final meeting of the Policy Review Committee, in which the Committee recommended that the Subnational Governance Policy be sent to Cabinet. Such support is facilitating the process for the final approval of the policy.

During this quarter, ASGP assisted IDLG in making the final submission of the draft policy to the Cabinet-level Policy Review Committee. The Policy Review Committee approved the policy, allowing IDLG to submit the policy to Cabinet. The policy has been considered by the Cabinet, and has now been deferred for further consideration by the new Cabinet.

### **1.3.5 Facilitation of IDLG-wide and Government-wide communication of Subnational Governance Policy and its Implementation Arrangements**

During the second quarter, ASGP further supported the process for approving the policy by facilitating production and distribution of the SNGP and its summary in English and Dari to the Cabinet through the OAA. No activities related to this sub-output took place during this quarter.

### **1.3.6 Support to Establishment of Afghanistan Local Governance Academy**

During this quarter, no activities took place with respect to the establishment of the Afghanistan Local Governance Academy. This activity was frozen until the end of this year in agreement with IDLG to focus on other priority issues.

## **Output 2.1 A sub-national PAR strategy is finalised and participating Provincial Governor's Offices, district administrations, municipalities are strengthened**

### **2.1.1 Technical assistance to Regional CSC Offices and Provincial Representative Offices**

The most significant development during the second quarter was the continuing rollout of regional and provincial capacity development working groups which are designed to play the central role in coordinating and guiding capacity building efforts at the subnational level.

During the third quarter, IARCSC with the support of ASGP initiated implementation of the new Pay and Grading Policy at the subnational level. By the end of this quarter, the IARCSC restructured 7401 civil servant positions according to the new Pay and Grading policy of IARCSC, 50% of them during the third quarter.

ASGP also streamlined the tools for the Capacity Building Working Groups. A tool for conducting capacity development assessments of the organizational capacity of all subnational line ministries and agencies was developed in coordination with a USAID project to ensure that one tool is used across the country. It has been approved by IARCSC and piloted in the Ministries of Agriculture and Economy in three northern provinces, Jawzjan, Sari Pul and Balkh, by IARCSC, ASGP and USAID. The information gathered from this pilot is being analysed by the same partners mentioned above.

ASGP also continued to support PAR at the subnational level through operational and technical support to the regional and provincial offices. By the end of September 2009, 10,474 junior appointments were completed at the subnational level (3,491 in the third quarter alone). Throughout 2008, the total number of junior appointments at the subnational level was 10,955. IARCSC expects to exceed this figure in 2009. The total number of senior appointments completed by the end of September was 501 (167 during the third quarter), a significant increase from the 287 senior appointments completed in 2008.

### **2.1.2 Technical assistance to the central IARCSC technical functions to build managerial and communication capacity**

A number of important guidelines and manuals were developed during the second quarter to support implementation of subnational public administration reform (PAR) by the IARCSC and IDLG.

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

ASGP also assisted IARCSC to raise its profile and outreach to ensure that all civil servants as well as the general public understand the process of PAR. In the last quarter, ASGP supported the Communications Unit of IARCSC to develop and deliver 25 TV and radio interviews, in addition to delivering outreach workshops on the subject of PAR to over 200 civil servants across the country.

### **2.1.3 Operations of Provincial Affairs Department Project Support Unit**

In the second quarter, ASGP supported the Provincial Affairs Department (PAD) to advance subnational PAR and improve coordination between the PGOs and the respective line departments. The programme supported PAD in the assessment of 66 units of three provincial line departments of the Ministry of Economy, the Customs Directorate, and the Ministry of Mines to determine the efficiency and effectiveness of their PAR implementation and working processes.

During the third quarter, ASGP supported PAD to assess the PAR process in the Ministry of Agriculture and IDLG as well as to determine its effectiveness in 12 provinces. IARCSC has produced and disseminated reports on these line ministries to help advance the PAR process.

### **2.1.4 Management Advisory services provided to IARCSC to enhance capacity for NIM transition**

In the third quarter, ASGP completed the mechanism for providing cash advances to the regional IARCSC offices. This will allow the offices to start procuring their own services within the scope of the budgets of the task orders. ASGP has also worked with IARCSC to allow them to procure services for the regional offices centrally, while also ensuring that the Government of Afghanistan procurement laws are followed.

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

### **2.2.1 Internship programme for recent university graduates is conducted in 15 provinces**

During the second quarter, ASGP assisted the IARCSC to develop organizational arrangements to ensure the expansion of the internship programme to ten provinces by the end of this year.

The ASGP-supported internship programme, which operates in six provinces in the southern region, entered its seventh month. ASGP contracted a company to start this process in the East. ASGP is ensuring the lessons learned from the internship programme held in the South are incorporated in the programme to be held in four provinces in the East. A survey of the interns carried out in the southern region during the third quarter demonstrates that all interns felt that this programme provided them with relevant skills. The survey also reveals their interest in joining the government following the completion of the internship programme. Twenty five percent of those surveyed said they were looking for government jobs while participating in the programme.

Due to lack of funds the internship programme will likely not expand beyond 10 provinces this year.

### **2.2.2 Establishment and Operation of 23 Training Centers**

During the second quarter, ASGP continued its support to twenty three training centers across the country in which 1,917 civil servants are under training. The training is designed to streamline the administrative system and enable improved service delivery.

In the third quarter, ASGP continued its support to twenty three training centres across the country. In these training centres a total of 2,201 male civil servants (87 percent of the total) and 330 women (13 percent of the total) were trained. The number of women trained increased by five percent from the previous quarter. ASGP worked with IARCSC to adapt IARCSC approved curriculum and introduce new training programmes in the training centres, including training on human resources, leadership and advanced computer literacy. In the next quarter, a course on Project Management will be added to the curricula. ASGP in collaboration with IARCSC initiated development of the curriculum for this course.

In this quarter, both the Khost and Kandahar training centres were destroyed due to activities of anti-government elements. Both training centres now need to be totally re-equipped and refurbished. ASGP assisted IARCSC to write and submit detailed information on the incidents and is determining the steps needed to ensure these training centres can start functioning properly again.

With the current rate of progress, ASGP will be able to achieve the annual targets specified for output 2.2.2.

### **2.2.3 Law and Regulation documents are collected, printed and distributed to all CSC outputs and training centers**

During the second quarter, ASGP assisted the IARCSC to finalize the collection of laws and regulations pertaining to the civil service. They also verified the authenticity and applicability of the laws and prepared them for publication.

In the third quarter, ASGP worked with IARCSC to publish manuals on IARCSC regulations and HR regulations. These will be distributed to all subnational civil servants. Each regional office has a Civil Service Management Specialist and an Appeals Specialist, who are both well versed in governmental procedures. ASGP started to assist them to set up outreach programmes to raise awareness regarding these regulations.

### **2.2.4 Local and international study tours and training fellowships are conducted**

During the second quarter, 74 senior provincial officials from 13 provinces of the North, Northeast, Centre and South of Afghanistan spent four days in May on an in-country study tour in Mazar-e-Sharif to learn the modalities of subnational PAR implementation.

Following a budget revision in June, ASGP management determined that there are insufficient funds available to hold international study tours or training fellowships. These activities have therefore been suspended for the remainder of 2009. Two local study tours will be conducted during the 4<sup>th</sup> quarter: in Mazar-e-Sharif for three southern provinces (Helmand, Uruzgan, Zabol) and in Jalalabad for 12 provinces of the East, Southeast and Centre.

### **2.2.5 Technical Assistance for Training Centre management upgrade**

During the second quarter, ASGP continued introducing the operational manual for training centres throughout the country with the assistance of the IARCSC regional centres.

ASGP and IARCSC finalised forms for carrying out training impact analysis in the third quarter. These are now being used in the training centres. ASGP, in consultation with IARCSC, also developed a methodology for a comprehensive training needs analysis. This will be used country wide by the IARCSC and ASGP staff to assess the training needs of subnational civil servants and will lead to more targeted trainings offered in the IARCSC training centres.

During this quarter, the training centre manual was completed by ASGP and IARCSC and submitted for approval to IARCSC Senior Management. This manual will allow the Provincial Capacity Building Working Groups to work closely with the training centres and to utilize the information collected from the capacity development assessments, capacity development plans, training needs analysis and training impact assessments.

### ***2.2.6 Technical assistance in curriculum design and management advice provided to the Afghan Civil Service Institute (ACSI)***

During the second quarter, ASGP in cooperation with the UNDP Civil Service Leadership Development Programme (CSLD) enhanced the capacity of 33 IARCSC provincial management trainers from all over Afghanistan through trainings to prepare these trainers to deliver the senior leadership programme at the subnational level.

In the third quarter, ASGP worked with ACSI and the UNDP Civil Service Leadership Development Programme (CSLD) to set up a method for the introduction of the CSLD programme in twelve provincial training centres. This curriculum will be rolled out for civil servants in Grade 3 and below, in contrast to the programme that ACSI delivers at the central level for civil servants in Grade 1 and 2. The IARCSC management trainers were trained in the delivery of this programme and will roll it out in twelve training centres during the fourth quarter.

ASGP has also adapted and introduced an HR training programme and curriculum for all the provincial training centres. This programme will be delivered by the Provincial Representatives and HR officers from the Provincial Governors' offices, who were trained in the delivery of this programme in the last quarter.

## **Output 3.1 The capacity of elected sub-national representative bodies to undertake their role in citizen representation, public service monitoring and conflict resolution is strengthened**

### ***3.1.1 PC Capacity Development Support Programme is conducted in 20 provinces***

To strengthen the role of PCs in public service monitoring, during the second quarter, ASGP organized a series of training and coaching events in the North to engage PCs in the monitoring and evaluation of municipal solid waste management and to improve cooperation between PCs and municipal authorities in service delivery.

Because of the delay in the announcement of the results of the PC election the planned orientation for PC members is postponed until the results are certified.

### **3.1.2 Technical assistance is provided for PC Support Structures (PCRCD, PCWG, PC Admin Support Staff)**

During the second quarter, ASGP collected information for PC baselines in ten provinces: Kunar, Laghman, Paktia, Paktika, Khost, Nuristan, Panjshir, Bamyan, Parwan and Kapisa. Because IDLG requested that ASGP cease its capacity building activities for Provincial Councils, ASGP focused its attention during the third quarter on providing technical assistance to PC support structures.

During the third quarter, in coordination with PCRCD, ASGP evaluated the performance of the Provincial Council Working Group (PCWG) for the period of 2008 through the first half of 2009. ASGP also updated the PCRCD capacity assessment as well as its strategic plan to ensure that ASGP assistance and PCRCD's work are tailored for the current context.

To be able to initiate capacity building activities for incoming PCs as soon as possible, ASGP also finalized the action plans for PC orientation. ASGP prepared action plans for a national orientation as well as six regional PC orientations. The action plans will help ensure that the PC orientation is well coordinated amongst the various stakeholders supporting the capacity development of PCs. ASGP also developed activity proposals for the national orientation of the PC Administrative Board and regional forums for PC orientation.

ASGP also agreed to continue to collect information for PC baselines soon after the results of the PC election are announced.

## **Output 3.2 A platform is created to facilitate coalition building and networking among subnational elected representatives**

### **3.2.1 Establishment and operation of the PC information network and the Resource Centre/PC Platform**

To facilitate coalition building, the Northern Regional Forum for PCs was launched in the second quarter.

During the third quarter, activities of the PC Resource Center were postponed because the contract for its office expired and because of the lengthy process for recruiting an international consultant to establish the systems and procedures for this Platform. Support for the PC Platform will resume once an international advisor to support the Provincial Councils is recruited.

## **Output 3.3 Citizen's awareness and understanding of sub-national governance deepened**

### **3.3.1 Establishment and oversight of Civil Society Engagement mechanism for grant delivery**

During the second quarter, work on the NGO/CSO grant programme continued. To ensure that the programme meets the needs and requirements of local citizenry, ASGP developed a questionnaire to develop a CSO baseline and conducted a CSO baseline survey in four northern provinces: Faryab, Samangan, Jawzjan and Balkh.

In the third quarter, ASGP completed the data entry for and report on the civil society organization baseline survey. ASGP piloted the baseline survey in Balkh, Samangan, Jawzjan and Faryab. The

pilot served to test the survey questionnaire as well as to gather information on local based CSOs and implementers in the field, including their administrative capacity and their capacity to carry out gender sensitive awareness and conflict resolution. Furthermore, the pilot survey was revised according to the testing and experience that were gathered from the four provinces. ASGP also made preparations to establish a Grant Selection Committee and hire Grant Managers.

### **3.3.2 Implementation of at least 10 grants to build civic awareness among civil society**

In the third quarter, ASGP gathered a number of CSO grant proposals to start piloting the grant mechanism. No civil awareness or conflict resolution grants could be processed due to the hold on the CSO engagement through the grant mechanism, part of which is the Grant Selection Committee.

## **Output 3.4 Capacity to undertake conflict sensitive subnational governance is enhanced**

During the third quarter, implementation of activities associated with this output was suspended due to the lack of funding following the ASGP budget revision in June 2009.

### **3.4.1 Knowledge development program for conflict sensitive sub-national governance using small grants, particularly in relation to women's access to administrative services**

ASGP incorporated conflict management issues in the design of the senior leadership programme during the second quarter. In this quarter, 243 provincial and district officials improved their understanding of conflict resolution mechanisms during the introduction programme for the provincial operating manual, which was held in six provinces: Balkh, Faryab, Baghlan, Kunduz, Takhar and Samangan.

### **3.4.2 Conduct of conflict sensitive land management research and documentation**

During the second quarter, implementation of activities associated with this output was temporarily suspended due to the lack of funding following the ASGP budget revision in June 2009.

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

### **4.1.1 Introduce a modern office management system in PGO/DGO**

During the second quarter, ASGP supported introduction of the IDLG-IARCSC provincial operating manuals in six provinces: Balkh, Faryab, Baghlan, Kunduz, Takhar and Samangan whereas the introduction of the district operating manual was launched in five provinces: Kapisa, Wardak, Nangrahar and Laghman. During the third quarter, ASGP introduced the provincial operating manual in Badakhshan and completed the training programme for introduction of the district operating manual in Nangrahar, Laghman, Parwan, Kapisa and Wardak. ASGP's activities to introduce operating manuals involved 243 provincial and district officials, including 16 women, in the above six provinces.

#### **4.1.2 Introduce provincial strategic planning and modern office planning and reporting**

In the third quarter, ASGP completed the provincial profiling guide approved by the IDLG for use during provincial strategic planning. In agreement with IDLG, ASGP will support deployment of up to three strategic planning specialists in the participating provinces to enhance local planning capacities.

The third quarter saw the launch of provincial strategic planning in the province of Herat where the provincial authorities took the ownership of this exercise with the support of the UNAMA regional office and the CAP/UNDP representative in the province, using the IDLG guides and instructions on provincial strategic planning. ASGP started its office in Herat in September to provide technical support to provincial authorities in strategic planning and is leading a technical team set up by the provincial task force to work out the technical details of planning and profiling, such as sector-specific indicators. Herat is a good example of a collaborative approach to provincial strategic planning where three UN organizations, ASGP, CAP/UNDP and UNAMA, have combined their efforts to assist provincial authorities. ASGP is on track to complete draft provincial strategic plans in six provinces as per the revised plan for the first phase of provincial strategic planning approved by the IDLG.

#### **4.1.3 Enhance PGO/DGO capacities to plan and direct local development systems in PGO/DGO**

During the second quarter, the process of yearbook development was launched and working groups were set up to oversee the production of yearbooks in Parwan, Kapisa and Wardak. Since then, inputs from all districts and line departments have been collected, sorted out and analysed for inclusion in each province's yearbook. Also in the third quarter, working groups to develop provincial yearbooks were established in Kabul and Samangan.

#### **4.1.4 Improve information management in PG/DG offices**

During the second quarter, ASGP completed assessments to identify the improvement areas for information management in six provinces: Takhar, Baghlan, Badakhshan, Parwan, Kapisa and Uruzgan. In the third quarter, ASGP delivered licensed anti-virus programmes to the provincial governor's office in Balkh and trained 16 employees to install and use the software. The incidence of computer infection and resulting failures has reduced by about 25% after the anti-virus programme was installed. At the same time, ASGP continued on the job coaching of IT specialists in the provincial governor's office in domain-based network management, basic troubleshooting and database management.

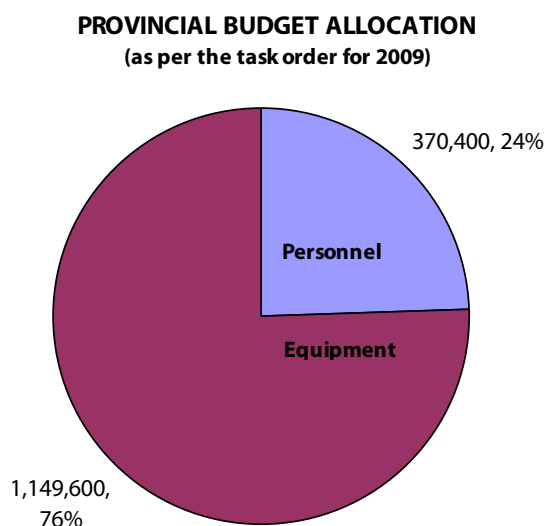
#### **4.1.5 Improve access to information and establish an effective provincial public communication system**

During the second quarter, ASGP held consultations with the provincial authorities of Balkh province and the IDLG to refine the concept of provincial information and service centres. These centres are designed to be the main mechanism to improve public access to information. In the third quarter, ASGP finalised the concept for provincial information and service centres and agreed on its implementation with the IDLG. ASGP completed a task order, inclusive of engineering designs and bills of quantity, under which IDLG's Afghanistan Stabilization Programme (ASP) will be responsible for construction and equipment of provincial information and service centres in six provinces: Faryab, Saripul, Balkh, Baghlan, Kapisa and Nangarhar. Depending on the length of the

construction season, the construction part of the project is likely to be completed before the end of this year.

**4.1.6 Support Governors and Mayors to coordinate development activities in their territories through technical assistance packages delivered by at least five ASGP regional service centres in 2009**

In the second quarter, ASGP prepared draft provincial task orders for 17 provinces in consultation with the relevant provincial authorities. During the third quarter, ASGP, through its regional offices, conducted additional field assessment missions to Kabul, Badakhshan, Bamyán, and Wardak and held consultations with the provincial, municipal and district authorities there and in Zabol. As a result, a comprehensive task order was developed and signed between UNDP and the IDLG to provide technical assistance, including equipment and expert support, to 22 provinces. The total budget of the task order is over \$1.5 million, with 24% of the budget earmarked for human resources support and 76% for equipment. The task order is a concrete application of the ASGP provincial approach based on a concept paper for human resources support to subnational entities developed by ASGP and approved by the IDLG and IARCSC during the third quarter. ASGP’s human resource support uses UNDP comparative advantages and addresses the cross-cutting needs at the provincial, municipal and district levels in organizational development and PAR, local economic development and aid effectiveness, monitoring and evaluation, public finance and budgeting, public communication and such like. ASGP will support the IDLG to recruit 120 specialists in these areas before the end of this year. IDLG will play a significant role in direct implementation of this task order, with support from ASGP regional offices.



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

During the second quarter, ASGP developed a research programme for UNDP Afghanistan which consists of four research projects focusing on establishing links between governance capacities, local social capital, subnational service delivery and local stability. In the third quarter, ASGP completed organisational preparations for a research project on the accountability and responsiveness of subnational governance. This research is designed to collect baseline information on the situation in subnational governance and to test several interrelated hypothesis on the correlation between accountability, stability and resource mobilization at the subnational level. ASGP developed a framework agreement with the Central Statistics Office (CSO) and the IDLG to jointly work on this research project. At the same time, ASGP developed the draft research methodology for this research project, including sampling procedures, implementation modalities and data collection instruments. This project is expected to last throughout the fourth quarter and the beginning of 2010 and will significantly contribute to the improved capacities of the government partners for policy research, analysis and formulation.

#### **4.1.8 ASGP Regional Governance Specialists placed in ASGP regional service centres to support strategic planning and management in minimum 5 provincial PGOs**

Since the end of the first quarter, UNDP/ASGP regional offices worked with local international and national partners to ensure an improved understanding of provincial strategic planning and to create consensus among all relevant stakeholders at the provincial level on their roles in this process.

ASGP is on track to complete draft provincial strategic plans in six provinces as per the revised plan for the first phase of provincial strategic planning approved by the IDLG. These six provinces are Balkh, Takhar, Laghman, Uruzgan, Bamyan and Herat. The newly recruited ASGP Regional Governance Specialists will play a key role in supporting the provincial strategic planning process throughout the country.

#### **4.1.9 ASGP Regional Governance Specialists placed in ASGP regional service centres providing coordination support to other UNDP Afghanistan projects with a sub-national presence**

During the second quarter, UNDP/ASGP conducted eight assessment missions to various provinces, including Herat, Uruzgan, Parwan and Kapisa, and produced mission reports on the status of subnational governance. The mission reports were shared with ASGP's national and international stakeholders.

During the third quarter, the regional office in the south improved coordination with donors and UNDP projects by initiating monthly meetings amongst these stakeholders to discuss and ensure coordination and synergies with the various UNDP projects being implemented in the South. To improve coordination among UNDP projects in the North and East, the ASGP projects in these regions also initiated a regular coordination forum among UNDP projects operating within these regions.

### **Output 4.2 Impact of public service is improved through multi-agent coalition building and community involvement in local economic development**

#### **4.2.1 Assisting the development of provincial LED strategies with rural-urban linkages**

In the second quarter, ASGP issued a request for proposals for competitiveness and value chain analysis research in five provinces identified by the IDLG for provincial strategic planning: Balkh, Takhar, Laghman, Bamyan, and Uruzgan. To advance the local economic development agenda, ASGP also developed and tested an economic development capacity evaluation framework for local authorities in Parwan and Kapisa.

During the third quarter, ASGP developed economic profiles for six provinces: Balkh, Takhar, Laghman, Bamyan, Uruzgan and Herat. The profiles based on secondary sources present an analysis of the economic situation in these provinces and establish correlations between major economic variables. These profiles are a major contribution to the future local economic development strategies at the provincial level.

#### **4.2.2 Building capacity for implementation of provincial LED strategies with rural-urban linkages**

The two-week training programme for the IDLG Strategic Planning Team held during the second quarter made a noticeable contribution to the capacities of this team to provide technical advice to the provincial and municipal authorities during provincial strategic planning and LED development. In the third quarter, ASGP developed a capacity assessment matrix to identify the capacities of provincial-level institutions, particularly the governors' offices, in the area of local economic development. The matrix measures the capacities to plan, manage, direct, monitor and evaluate local economic development. Piloting of this matrix in Parwan and Kapisa in August showed a low level of provincial capacities. ASGP will continue to develop baselines of local capacities in economic development during the next quarter to address the identified capacity gaps through its capacity building interventions.

#### **4.2.3 Enabling the municipalities to align Municipal Development with the needs of Local Economic Development**

No activities related to this sub-output took place during this quarter. Implementation of this sub-output is deferred until the beginning of provincial profiling (including its economic part), due to start in the fourth quarter.

### **Output 4.3 Municipal capacities are upgraded in revenue collection, budget control and basic service delivery**

#### **4.3.1 Modern organizational models are developed based on clear delineation of functions among different government levels and introduced in all the 33 provincial municipalities**

In close coordination with IDLG and IARCSC, ASGP continued to complete PAR and municipal restructuring in the three pilot municipalities in the north. In the first two quarters, ASGP supported the development of a new organizational structure, functional chart, staffing pattern and position descriptions (including qualification standards) for each position within the Mazar-e-Sharif municipality.

During the third quarter, ASGP also worked with the district municipalities of Balkh and Dehdadi to produce the major components of a functional analysis: organizational structure, functional chart, staffing pattern and position descriptions. ASGP also supported the PAR Working Group to develop proposals for PAR implementation in the abovementioned municipalities. The proposals and organizational models for Mazar-e-Sharif, Dehdadi and Balkh were submitted to IARCSC and IDLG for their review.

ASGP also began to expand its organizational development activities in the municipalities of Maimana, Kandahar, Asadabad (Kunar); Mehtarlam (Laghman) and Jalalabad to set the basis for the municipalities' reorganization based on new, service oriented organizational models.

ASGP is on track to implement the annual results specified for this output in the 2009 Annual Working Plan.

#### **4.3.2 Sustainable and affordable revenue administration practices are established in line with centrally determined municipal fiscal framework and introduced in 33 provincial municipalities**

During the second quarter, ASGP worked with municipal administrations to complete the first phase of revenue improvement action planning (RIAP) and initiated a tax mapping exercise in Aybak (Samangan). The purpose of tax mapping is to identify households, commercial entities and other taxpayers of real property tax to develop improved tax collection.

During the third quarter, ASGP supported the municipalities of Mazar-e-Sharif (Balkh), Maimana (Faryab), Sar-i-Pul, Sheberghan (Jawzjan) and Aybak (Samangan) to set quarterly revenue targets as monitoring benchmarks. ASGP also assisted these municipalities to prepare their revenue profiles. ASGP supported the preparation of municipal revenue profiles of four district municipalities (Balkh, Kholm, Aqcha and Andkhoy); two provincial municipalities in the northeast (Taloqan and Faizabad); three municipalities in the central region (Mahmood Raqi, Charikar and Maidan Shahr) and two municipalities in the east (Asadabad and Mehtarlam).

ASGP designed an excel database to record revenue collection within municipalities. This database facilitates the consolidation and analysis of revenue data. ASGP is supporting its installation in the municipalities of Mazar-e-Sharif, Maimana, Sar-i-Pul, Aybak, Balkh and Kandahar. ASGP trained the staff of the abovementioned municipalities in its application and data encoding.

As follow up to the trainings on RIAP held in the previous quarters ASGP assisted the municipalities of Asadabad, Mehtarlam, Balkh and Charikar to establish RIAP task forces and select revenue sources to be subjected to RIAP. ASGP also coached the newly established municipal task forces in Charikar and Asadabad on RIAP formulation and refinement.

Assisting municipalities to carry out RIAP continued to increase the amount of income received by municipalities. The district municipality of Andkhoy reported a 20% increase in the amount of rent received from municipal properties. They attributed the increase to the RIAP training held in the first quarter.

Because the Municipal Governance Support Programme funded by USAID will cover all provincial municipalities, ASGP has decided that, in order to ensure that efforts with USAID are complementary rather than overlapping, ASGP will increasingly focus its technical assistance on district municipalities as the Municipal Governance Support Programme initiates its activities.

ASGP is currently working with 21 municipalities to establish sustainable and affordable revenue administration practices and is therefore on track to implement the annual results specified for this output in the 2009 Annual Work Plan.

#### **4.3.3 Transparent and accountable financial management and financial performance reporting practices are adopted and installed in at least 10 provincial municipalities**

During this quarter, ASGP began to document the existing account practices used by the municipality of Mazar. ASGP also prepared a draft training design on accounting for municipal staff.

#### **4.3.4 Minimum standards and procedures for the delivery of infrastructure and administrative services are formulated and rolled out in at least 10 provincial municipalities**

In the previous quarters, ASGP introduced performance measurement in the municipalities of Mazar-e-Sharif and Maimana. In this quarter, ASGP held a training on results-based management, which focused specifically on performance measurement and the development of minimum service standards (for 21 municipal staff of Aybak, Sari-pul, Sheberghan, Kunduz, Taloqan, Faizabad, Andkhoy, Aqcha and Kholm). As a result, the staff of these municipalities will develop means for measuring performance of SWM in their municipalities. ASGP is leading the analysis of performance measurement data in consultation with the abovementioned municipalities to enable ASGP to assist the municipalities to formulate minimum service standards for solid waste management. Furthermore, ASGP provided the staff of Kandahar and Lashkargah (Helmand) with training on performance measurement.

During the third quarter, ASGP continued to provide technical assistance to operationalize door-to-door waste collection in six municipalities: Mazar-e-Sharif (Balkh), Maimana (Faryab), Sar-i-Pul, Sheberghan (Jowzjan), Aybak (Samangan) and Kunduz. Furthermore, ASGP identified immediate areas of improvement for SWM in another 11 provincial and district municipalities: Andkhoy (Faryab), Aqcha (Jawzjan), Balkh, Kholm (Balkh), Taloqan (Takhar), Faizabad (Badakhshan), Mahmood Raqi (Kapisa), Asadabad (Kunar), Kandahar and Lashkargah (Helmand), in consultation with the mayors and cleaning and greening officers. These immediate areas of improvement include promotion of the 'three Rs' concept (Reduce, Reuse and Recycle), door-to-door waste collection, conversion of collection points to recovery centers as well as receptacle installation and management.

ASGP also continued to support the formulation of SWM medium term plans in the municipalities of Aybak, Sar-i-Pul, Sheberghan, Pulikhumri and Kunduz.

#### ***4.3.5 Participatory strategic planning, budgeting, implementation, coordination, and monitoring and evaluation processes are in place in at least ten provincial municipalities ensuring broader co-ordination at provincial level***

During the second quarter, ASGP improved public awareness and participation in the SWM programme.

During the third quarter, ASGP continued to assist the municipality of Mazar-i-Sharif to establish 14 school-municipal committees, which act as municipalities serving solely within the schools. These committees are running awareness programmes on proper waste management for students and teachers. Through this process 555 students of girls' and boys' schools were oriented on the concept of school-municipal committees, their functions and advantages, the financial status of school-municipal committees, SWM principles as well as the management hierarchy within the school-municipal committees.

ASGP's support to participatory strategic planning was previously on track, but is currently delayed because of reallocation of funds from the municipalities component to the regionalization of ASGP.

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

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

During the second quarter, in coordination with the PGO the implementation package for Kandahar was finalised. The package consists of a provincial Memorandum of Understanding (MoU), Task Orders and a Provincial Annual Work Plan.

During the third quarter, ASGP revised the memorandum of understanding drafted during the second quarter in cooperation with subnational government entities. The Regional Governance Advisor also developed a Provincial Implementation Plan, laying out the activities that ASGP will carry out with government officials from August to December 2009. The MoU and Provincial Implementation Plan are strengthening ASGPs partnership with government entities in Kandahar.

ASGP also developed a Task Order in coordination with the PGOs to further institutional capacity development of subnational government entities in Kandahar.

ASGP initiated preparation of a Provincial Yearbook, which will improve the information base in Kandahar and facilitate the monitoring of progress in priority sectors.

IDLG already advertised all the positions within the Task Order for Kandahar. This includes a Provincial Governance and Development Specialist, a Provincial Public Finance and Budgeting specialist, a Local Economic Development and Private Sector Specialist, five District Governance and Development Specialists, one Information Communication Technology Specialist, one Provincial Infrastructure Development Specialist, a Municipal Public Service Specialist, an Environmental Management Specialist and a Municipal Economic Development Specialist. ASGP in coordination with IDLG plans to fill these posts in the fourth quarter. These personnel will facilitate PAR and the creation of new organizational structures within the PGO, DGO and the municipality of Kandahar city.

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

During the second quarter, ASGP revised and updated the Kandahar assessment report initially prepared in 2008. The report identified a number of the training needs of PGO and DGO staff.

In the third quarter, ASGP worked with the Afghan Civil Service Leadership Development Programme (CSLD) to set up a method for the introduction of the CSLD programme in twelve provincial training centres, including the training centre in Kandahar. The launch of the CSLD programme is expected in the fourth quarter.

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

The information management systems and processes in the Kandahar PGO were re-assessed during the most recent ASGP assessment held in the second quarter.

During the third quarter, ASGP supported the PGO to develop a provincial communication outreach programme. ASGP also established a Public Communication Unit within the PGO. The ASGP provincial office also regularly provides support to the PGO to prepare and disseminate press releases regarding various government activities taken up by the provincial government.

ASGP is focusing on strengthening e-governance within Kandahar. The provincial office, in cooperation with CIDA, is supporting the PGO to establish internet connectivity with the eight line departments present within the province to facilitate regular and timely communication. Within the next quarter, ASGP will prepare a concept note regarding recommendations for the contents of the reporting from the line departments to the PGO.

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

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

During the third quarter, ASGP worked with the Provincial Public Communication Committee to prepare a draft provincial communication strategy for Kandahar. Implementation of the strategy is expected to start in the fourth quarter once the consultation process with all provincial stakeholders is completed.

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

ASGP did not carry out any activities to contribute to this component in the third quarter. During the next quarter, ASGP will support the PGO to establish a provincial service information centre, which will include a mechanism for handling public grievances.

**5.1.6 Training centre operated under IARCSC/PAD**

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

During the third quarter, the Kandahar training centre was destroyed due to activities of anti-governmental elements (AGEs). The picture below reveals the extent of the damage.



The training centre will now need to be totally re-equipped and refurbished. ASGP assisted IARCSC to write and submit detailed information on the incidents. Despite the destruction of the training centre, ASGP has modified its activities in Kandahar to ensure that activities of the training centre remain on track.

There are no activities currently taking place at the Provincial Training Centre in Kandahar. However, ASGP is starting a leadership and management programme for civil servants holding management positions under grade 3. The

programme will be conducted in a conference room of the PGO or one of the line departments. Because activities in the IARCSC training centre are delayed in the next quarter, IARCSC will deliver two rounds of the leadership programme, which is twice what is delivered in other provinces where the programme is in place.

Because activities in this training centre are delayed, in the next quarter, IARCSC will deliver two rounds of the leadership programme, which is double the amount delivered in the provinces where the programme is in place.

#### **5.1.7 Internship program operated by IARCSC for university graduates**

The internship programme launched in the first quarter continued during the second quarter, with 14 university graduates from Kandahar (all men) participating. As stated under output 2.2.1. a survey of the interns carried out in the southern region demonstrates that all the interns felt that the programme is providing them with relevant skills. According to one of the interns from Kandahar, Mr. Sayed Turialay:

*The training has provided me with an important opportunity to learn about managing activities in a government office. As most of the staff in government offices are equipped with low level of knowledge and skill, we cannot expect much from them. My sole purpose of participating in this training is to join the government service after graduation from this training and work for the betterment of my people. Since I have technical knowledge from the University of Kandahar in the area of agricultural development, this combined with management will be an effective tool to serve the people.*

During this quarter, ASGP and IARCSC trained the interns in English, computer, basic management and provided them with specialized training tailored toward the government ministry in which they are working.

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

ASGP conducted an assessment mission to Uruzgan during the second quarter to finalize preparations for the rollout and launch of ASGP activities in coordination with other stakeholders. Baseline information on key provincial government institutions in Uruzgan collected during this assessment mission was incorporated into the revised workplan for the provinces endorsed by the Provincial Governor. ASGP continues to work on an integrated work plan together with other organizations, including IDLG, IARCSC, Asia Foundation, GTZ, USAID and AUSAID, in the framework of a working group hosted by the Embassy of the Netherlands.

#### **6.1.1 New organizational structures under the PAR process will be set up in the Provincial Governor's and district governor's offices and made operational**

During the third quarter, ASGP developed a Task Order in coordination with the PGO to further institutional capacity development of subnational government entities in Uruzgan.

IDLG advertised all the positions within the Task Order for Uruzgan. 14 specialists will be deployed, including district governance and development specialists to strengthen the capacities of

provincial, district and municipal administrations in Uruzgan. The Task Order also makes provision for delivery of ICT and other equipment to improve the functioning of subnational government entities in the province.

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

During the second quarter, ASGP conducted an introduction session for the senior PGO staff and district governors to present the provincial and district operating manuals.

During the third quarter, a regional capacity development workshop for municipal staff from Uruzgan, Helmand and Kandahar was organized in Kandahar. The workshop focused on solid waste management and revenue enhancement. Although ASGP invited eight participants from Tirinkot only one could attend the workshop because of security reasons. Because of such limitations, during the fourth quarter, ASGP will hold a capacity development workshop covering the same subjects in Tirinkot.

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

During the second quarter, ASGP assessed the current state of information management systems during its mission to Uruzgan and developed relevant recommendations for the provincial annual plan and provincial MOU. In the third quarter, ASGP initiated preparation of a Provincial Yearbook, which will improve the information base in Uruzgan and facilitate the monitoring of progress in priority sectors.

Because IDLG and UNDP did not approve the Task Orders for all provinces in the third quarter, most of the activities that would contribute to this output could not move forward.

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

The assessment report completed during the second quarter emphasized the lack of a provincial communication strategy and recommended certain measures, such as development of public communication systems and mechanisms. The recruitment of a public communication specialist for Uruzgan under the task order signed with the IDLG at the end of the third quarter will allow creation of a draft provincial communication strategy before the end of 2009.

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

Because IDLG and UNDP did not approve the Task Orders for all provinces in the third quarter, most of the activities that would contribute to this output could not move forward.

#### **6.1.6 PAR implementation under IARCSC Regional Office**

During the third quarter, IARCSC with the support of ASGP established a Capacity Building Working Group in Uruzgan. During this quarter, the IARCSC also restructured 20 positions in accordance with the new policy for pay and grading at the subnational level.

#### **6.1.7 Training centre operated under IARCSC/PAD**

During the third quarter, ASGP assisted DAI to establish a training centre in Uruzgan to launch basic training for civil servants starting in the 4<sup>th</sup> quarter.

#### **6.1.8 Internship program operated by IARCSC for university graduates**

Seven male trainees from Uruzgan participate in the internship programme in Kandahar.

ASGP developed a proposal for an internship programme in Uruzgan to attract young educated people to provincial government institutions. The proposal currently discussed with the Embassy of the Netherlands will allow a few dozen of current and former school students to receive generic and specialized training for six months to prepare them for entry to provincial civil service.

#### **6.1.9 Special program for Nilli municipality implemented**

During the second quarter, ASGP developed a special programme to provide assistance to Nilli municipality, which is headed by a female mayor, in consultation with provincial and municipal authorities. The programme aims to upgrade municipal capacities to deliver services and improve the quality and range of services delivered by the municipality. Progress was made in implementation of this programme during the third quarter - the municipal organizational development specialist and the master plan implementation specialist joined Nilli municipality and some ICT equipment was delivered in accordance with the task order signed at the beginning of this year. The two specialists will support the organizational restructuring of the municipality to make it more customer-oriented and the implementation of the master plan currently impeded by lack of adequate spatial planning.

### **Output 7.1 Capacity for national programme implementation within the life of the programme is established**

#### **7.1.1 Project operations**

The recruitment of a number of new operations staff during the second quarter, including an international operations manager, had a positive impact on ASGP operations, with the average recruitment time reduced by approximately 20%.

ASGP finalized a budget revision to ensure better delivery of services and achieve the objectives stated in the 2009 AWP. The UNDP Country Office approved the budget revision, and ASGP is proceeding with its activities accordingly.

During the third quarter, ASGP signed contracts to rent regional offices in Herat and Bamyan. Recruitment of staff for these offices is in progress and will be completed and functional during the 4<sup>th</sup> quarter of 2009. Also, ASGP revised the Procurement Plan for SSAs. The plan was subsequently approved by the UNDP Country Director for implementation during the last quarter of 2009.

To expedite procurement of armoured vehicles, ASGP signed an MoU with IOM to supply armoured vehicles to UNDP/ASGP Regional offices. To standardize the office furniture procured by UNDP Projects, the UNDP Country Office as well as all UN agencies ASGP prepared a new Long Term Agreement (LTA) for office furniture. The Advisory Committee on Procurement (ACP) approved the LTA, and a contract is about to be awarded which will cover all UNDP Projects, the Country Office as well as UN Agencies.

ASGP implemented almost 80% of its procurement plan, and has also completed logistical support, including procurement of IT equipment, office equipment, generators, motorcycles and computers.

ASGP finalized the organization chart for the last quarter of 2009 and for ASGP Phase Two, and submitted these documents to the UNDP Country Office for approval.

### **7.1.2 Project monitoring**

During the third quarter, ASGP management finalized the new project document for ASGP Phase II and presented the draft project document to most of the donors. The new project document addresses most of the lesson learned from the first phase of ASGP and includes a more provincial approach to the development of subnational governance.

### **7.1.3 Project audit**

During the second quarter, KPMG completed an external audit of the project for the years 2006/07. This resulted in a positive (un-qualified) audit rating. ASGP implemented most of the audit's recommendations (such as the availability of work plans and recruitment plans as well as compliance measures with the UNDP inventory policies) by the end of the third quarter. ASGP is currently preparing materials for the UN internal audit, which will be conducted later in 2010.

### **7.1.4 Capacity assessment and training for IDLG and IARCSC**

During the third quarter, ASGP continued to recruit technical and operational staff for IDLG and CSC to further develop the capacity of these national institutions. ASGP prepared and gained approval of a new Task Order to support 22 provinces and 18 municipalities.

### **7.1.5 ASGP mid-term review**

During the second quarter, the midterm review of the project was completed. The review provided a strong endorsement of ASGP's methodology and impact.

ASGP is in the process of implementing actions in line with the recommendations in the mid-term review. ASGP operations are being regionalised and provincialised in accordance with the task order signed with the IDLG in this quarter. Communication between UNDP/ASGP and IDLG has improved. To facilitate this, focal points have been appointed within IDLG and ASGP to help ensure timely processing of operational and financial transactions.

## Challenges

### Risks

**Political.** The international community initially deemed the presidential and provincial council elections held on 20 August 'successful.' Given the complication of addressing the alleged fraud within the presidential election, certification of the provincial council election will be significantly delayed. The delay in the certification of the results is complicating ASGP efforts to achieve results in a timely manner. The Cabinet discussed the Subnational Governance Policy in the week prior to the election, but postponed further discussion of the policy until after completion of the elections. As there is a strong chance that a run-off may still take place the first meeting of the new Cabinet may still be sometime away. Despite the policy not being approved, as described in Output the ASGP policy component supported the IDLG Policy Unit to carry out a number of analyses that will support policy implementation. Particularly because IDLG requested that ASGP halt its capacity development activities for the current PCs, such continued support will be delayed until the results of the Provincial Council elections are certified and the new Provincial Council is in place. The ASGP Representative Democracy Component shifted the focus of its activities to providing support to entities at the national level that support Provincial Councils, including the PCWG and IDLG/PCRCD. ASGP will also continue to focus its efforts on providing support to IARCSC, PGOs and DGOs, where the impact of the election is less disruptive.

**Security.** The prevailing risk during the third quarter was associated with lack of security, particularly in the southern region. The security situation in the South was particularly challenging. Most government offices were out of bounds for UN staff, which provided considerable challenges to conducting regular activities such as advising government officials. A stark reminder of the perilous security situation was the complete destruction of the regional IARCSC regional office and training centre in Kandahar as a result of an attack from anti-governmental elements. Furthermore, movement within the southern region remains prohibitive. For example, many officials from Uruzgan who were supposed to take part in a municipality capacity development training programme held in Kandahar were unable to travel to Kandahar City. The security situation in the Northeast has also continued to deteriorate. Regular exchanges of fire take place between AGEs and security forces in neighbouring districts of Kunduz City as well as some of the districts in Baghlan, Takhar and Badakhshan provinces. This may significantly limit ASGP's outreach and its ability to carry out programmatic activities, particularly at the district level. ASGP will use the same mitigation measures as before, including rescheduling of activities or changing their location to more secure areas and bringing district staff to the provincial centre, regional centre or Kabul for training and coaching.

**Technical/Operational.** A new risk is related to implementation of ASGP provincial Task Orders, which depend on the availability of local expertise. Identifying qualified experts at the central level proved to be difficult enough. Recruiting experts at the provincial level is proving to be even more challenging. ASGP will continue to work in close cooperation with the IDLG, IARCSC, locally represented UN and international organizations to give the widest possible dissemination to employment information and to attract a qualified cadre. Further, smooth implementation of provincial task orders will depend on the capacities of the IDLG Project Support Unit to undertake administrative responsibilities required for timely salary payment and procurement. ASGP will continue to focus on the development of the PSU capacities during the next quarter.

**Organizational/management.** The IDLG decision to centralise the recruitment of 105 specialists for provincial, district and municipal administrations under the recently signed task order may result in a lengthy recruitment process extending beyond 2009. Furthermore, exclusion of provincial authorities from this process is fraught with future conflicts between the specialists and their provincial, district or municipal counterparts. ASGP will allocate additional resources to support the IDLG in finalizing the recruitment process to enable the implementation of the task order during this year, and will encourage IARCSC regional offices and provincial authorities to participate in the identification of suitable candidates.

## Issues

**Organizational/management:** Delays in the recruitment and procurement processes (people, equipment and materials/infrastructure) remained an issue during the third quarter, negatively affecting the achievement of the planned results across all outputs. A few recruitments were put on hold and some procurement processes were cancelled due to lack of qualified bidders or contradicting data in request submissions. ASGP nonetheless received a substantial amount of pending procurement items during the third quarter, and established additional measures to address these issues by further strengthening its business centre, improving its monitoring function and through further development of the operational capacities of government partners.

**Organizational/management.** Although the functioning of the regional offices has significantly improved as compared to the previous quarter, office space, and accommodations remain significant challenges. The office space currently occupied by the Eastern regional office is inadequate; the two international staff located in Kandahar are facing accommodation difficulties due to the security situation. ASGP, with the support of the UNDP Country Office, is looking for better options in terms of office space, accommodation and other kinds of support for regional offices. New finance procedures have been introduced to facilitate operations of the regional offices. ASGP opened its regional office in Herat during the third quarter and completed administrative arrangements for opening of another office in Bamyan with the view to make it operational before the end of 2009.

**Organizational/management.** Destruction of the IARCSC regional office and the provincial training centre in Kandahar by anti-government elements has almost paralyzed IARCSC activities in Kandahar and significantly impeded their operations elsewhere in the region. Having assessed the damage caused to the buildings, ASGP developed a rehabilitation programme which includes renting a new facility for the IARCSC regional office and the training centre as well as provision of all requisite equipment.

## Lessons Learned

*External communication is vital.* ASGP fully realized during the process of the mid-term review completed in June the importance of proper and regular communication with the donors. Lack of awareness about ASGP programmes and plans resulted in doubts about the current and planned ASGP programmatic activities by some international stakeholders. In the third quarter, ASGP intensified its outreach activities and has increased the number of briefings for internal partners and stakeholders. ASGP is working on information materials that explain in an attractive and easy-to-read form its achievements and programmes.

*Regular communication with national and international stakeholders facilitates the achievement of ASGP results.* Regional Governance Advisors note that frequent interactions and consultations with PGOs for planning and implementation of ASGP activities has resulted in a stronger sense of ownership within the government of ASGP projects. ASGP increased its provincial coverage in the third quarter, reaching out to such provinces as Badakhshan, Panjsher and Zabol. During the third quarter, national counterparts repeatedly expressed their appreciation of the ASGP participatory and inclusive approach, favourably comparing it to the approaches practices by some other development actors. The Regional Governance Advisors will continue to work closely with their government counterparts in all provinces within their regions.

*Improving the application process for the Internship Programme will help improve the applicant pool.* The lessons learnt from the internship programme held in the South that will be taken into the next phase of the internship programme to be held in the East largely relate to the application procedure. ASGP already began to ensure that the widest possible audience in the East is informed about this programme. This is intended to encourage more students to apply for the programme. In addition, the new application form developed by IARCSC and ASGP will ensure that all interns are pre-screened so that those with similar levels of ability can be grouped by IARCSC and therefore receive training tailored to their needs.

*Good policy instruments need underlying clarity.* In developing draft policy instruments, ASGP has encountered many technical problems. These technical problems emerged as a result of strategic issues within the policy itself. The lesson is that the technical quality of policy instruments depends on clarity on the content of the related strategic documents.

*Prioritization offers strategic opportunities.* During this period, ASGP analysis has made it very clear that policy implementation must be phased and prioritized. The need to identify priorities has provided opportunities for collaboration, consensus-building and communication, even in this very late stage of policy development. *Policy development cannot run ahead of institutional development.* During this period, ASGP has more fully recognized that IDLG needs to be a sustainable organization in order to implement the policy. A comprehensive programme of institutional development is needed, if IDLG is to implement a comprehensive subnational governance policy.

## Future Plans

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

### ***National Policy and Institutional Development***

In the future, ASGP plans to support a strategic, prioritized approach to policy implementation. This will be based on a strong, rigorously formed consensus about implementation priorities. ASGP plans to support this through the following areas of activity:

*Policy implementation analysis.* ASGP will conduct detailed analysis of the content of the policy and implementation issues surrounding it. This will lead to detailed implementation work plans and facilitate high-quality policy implementation.

*Selective development of highest quality policy instruments.* ASGP will focus on developing legal drafts, regulations, programmes and other policy instruments which are of the highest possible

quality, and which correspond to agreed policy priorities. These will be based on very detailed analyses of the policy and related policy issues.

*Stakeholder communication and collaboration.* ASGP will work intensively with international stakeholders, and will assist IDLG in working with national stakeholders, in order to build consensus and support collaborative policy activities. This will allow IDLG to implement parts of the policy outside its domain of authority. ASGP has already initiated activities in these areas.

In the future, ASGP plans to expand greatly its activities related to the institutional development of IDLG's central structure. This will include:

*Building organizational foundations.* ASGP plans to assist IDLG in reorganizing itself, and strengthening organization-level, programme-level and individual-level performance management, based on rigorous analysis of IDLG's overall strategic vision and focus. This will lead to assistance in other areas such as human resource development and knowledge management.-  
*Strengthening specific departments.* ASGP will continue to assist IDLG in developing specific units such as the Policy Unit, integrating this support with the overall programme of building IDLG's organizational foundations.

*Increasing financial and administration capacity.* ASGP will support a major effort to upgrade IDLG's finance and administration functions, including audit, budget and HR.

All of these activities have been supported by ASGP to some extent before now, but the level of engagement will increase greatly.

### **Provincial and District Governance Development and Capacity Building**

ASGP plans to continue activities that further subnational PAR, encourage young graduates to enter the civil service and develop capacity at the subnational level more broadly.

*Encouraging young graduates to enter the civil service.* ASGP will continue to use the internship programmes as a means for increasing the number of qualified civil servants.

*Focusing on insecure areas, where there is insufficient assistance.* ASGP will also look to strengthen initiatives held in areas of great need - such as Uruzgan - with the support of ASGP donors. These initiatives will include a study tour to Balkh for provincial, district and municipal authorities of three southern provinces (Uruzgan, Zabol and Helmand) as well as establishment of an internship programme in Uruzgan to attract young educated people to civil service.

*Building organizational foundations.* ASGP will produce and hold workshops for the Capacity Building Working Groups to help them develop a more comprehensive understanding of their role. In addition, in the next quarter, ASGP will hold a conference for all subnational IARCSC staff to foster a great understanding of all parties of the role of IARCSC at the subnational level and the role they should play. ASGP will also use the lessons learnt from the piloting of the Capacity Development Assessment to adapt it and roll it out to more provinces.

*Development of draft provincial profiles and strategic plans in six provinces: Balkh, Takhar, Laghman, Bamyán, Uruzgan and Herat.* ASGP will support development of training materials, delivery of capacity building interventions and mobilization of additional planning specialists to support the provincial strategic planning process in six provinces.

*Capacity development of newly elected Provincial Councils.* In the fourth quarter, ASGP will focus on providing orientation to the newly elected provincial council members. ASGP will support PCRCD to hold one national level orientation seminar and orientation sessions in each region.

## Financial Section

[Note: All financial data presented in this report are provisional. From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December will be submitted every year no later than 30 June of the following year.]

**Table 1. Funding Overview (Nov-2006 to 30-Sep-09)**

Donor	Commitments (Currency of the agreement)	Received (Currency of the agreement)	Received (USD)	UN Operational Exchange Rate	Balance (Currency of the agreement)
CIDA	CDN \$ 5,000,000	CDN \$ 1,000,000	862,069	1.160	CDN \$ 2,000,000
		CDN \$ 1,000,000	1,004,016	0.996	
		CDN \$ 1,000,000	824,402	1.213	
EC	EUR 5,000,000	EUR 2,000,000	3,025,719	0.661	EUR 500,000
		EUR 2,500,000	3,238,342	0.772	
Italy	EUR 300,000	EUR 300,000	374,532	0.801	
Netherlands	USD 8,108,108	USD 2,000,000	2,000,000	1.00	USD 6,108,108
Norway (1 Agreement)	NOK 20,000,000	NOK 20,000,000	3,194,888	6.260	NOK 22,500,000
Norway (2 Agreement)	NOK 42,000,000	NOK 5,000,000	755,059	6.622	
		NOK 7,000,000	1,383,399	5.060	
		NOK 7,500,000	1,165,501	6.435	
SDC	CHF 4,000,000	CHF 2000,000	1,785,714	1.120	-
		CHF 2000,000	1,687,764	1.185	
UNDP	USD 10,969,977	USD 552,977	552,977	1.00	
		USD 750,000	750,000	1.00	
		USD 2,000,000	2,000,000	1.00	
		USD 7,667,000	7,667,000	1.00	
<b>Total</b>			<b>32,271,382</b>		

**Table 2: Expenditure Status (by activity 1-Jan to 30-Sep 09)**

Activity	Donor	Budget	Expenditure as Of 30-June-09		Expenditure in Third Quarter (30-Sep-09)		Third Quarter Expenditure	Total Expenditure	Balance	Delivery Rate
			Disbursement	Commitment	Disbursement	Commitment				
Support to Policy (ACTIVITY01)	00012	1,305,637	820,692	105,833	403,552	(88,162)	315,389	1,241,914	63,722	
	00182	1,205,988	112,493	2,671	77,081	15,795	92,876	208,040	997,948	
	00187		41,063	(15,687)		(24,976)	(24,976)	400	(400)	
	00280	643,784	186,873	239,097	92,226	(69,740)	22,487	448,456	195,328	
	00550		4,735	(10,125)		(7,486)	(7,486)	(12,876)	12,876	
	10282	908,845	488,127	51,427	266,721	(106,713)	160,008	699,562	209,284	
7% GMS		207,638	62,721	20,126	32,819	(14,536)	18,283	101,130	106,508	
<b>ACTIVITY01 Total</b>		<b>4,271,892</b>	<b>1,716,704</b>	<b>393,341</b>	<b>872,399</b>	<b>(295,818)</b>	<b>576,581</b>	<b>2,686,626</b>	<b>1,585,265</b>	<b>63%</b>
Capacity Building (ACTIVITY02)	00012	751,989	130,537	-	552,883	(80,342)	472,541	603,078	148,911	
	00182		689		(689)		(689)	-	-	
	00187	1,146,619	199,039	(156,003)	74,028	49,714	123,742	166,779	979,840	
	00280	2,552,860	777,081	16,175	139,651	284,578	424,229	1,217,485	1,335,374	
	00550		0		152		152	152	(152)	
	10282		3,800	(63)		(20,895)	(20,895)	(17,158)	17,158	
7% GMS		278,455	73,809	(10,529)	16,043	23,589	39,632	102,912	175,544	
<b>ACTIVITY02 Total</b>		<b>4,729,924</b>	<b>1,184,957</b>	<b>(150,421)</b>	<b>782,068</b>	<b>256,644</b>	<b>1,038,711</b>	<b>2,073,248</b>	<b>2,656,676</b>	<b>44%</b>
Representative Democracy (ACTIVITY03)	00012	205,656	153,095	79,163	164,172	(214,867)	(50,696)	181,562	24,094	
	00137		7,834		(7,834)		(7,834)	-	-	
	00182	598,320	591		(591)		(591)	-	598,320	
	00187		9,658	(9,658)			-	-	-	
	00280	21,257	39,382	7,800	8,026	(7,800)	226	47,408	(26,151)	
	00550		8,172	(7,430)	(742)		(742)	-	-	
	10282	712,331	230,528	61,386	97,906	38,630	136,536	428,449	283,882	

<b>7% GMS</b>		100,251	22,292	3,921	7,283	2,321	9,604	35,817	64,434	
<b>ACTIVITY03 Total</b>		<b>1,637,815</b>	<b>471,551</b>	<b>135,182</b>	<b>268,220</b>	<b>(181,716)</b>	<b>86,503</b>	<b>693,236</b>	<b>944,579</b>	

Activity	Donor	Budget	Expenditure as Of 30-June-09		Expenditure in Third Quarter (30-Sep-09)		Third Quarter Expenditure	Total Expenditure	Balance	Delivery Rate
			Disbursement	Commitment	Disbursement	Commitment				
Development Management (ACTIVITY04)	00012	2,620,978	1,282,027	331,906	937,424	68,547	1,005,971	2,619,904	1,074	
	00182	1,353,357	167,058	167,416	154,017	47,203	201,220	535,694	817,663	
	00187	1,513,258	102,196	76,242	(3,072)	117,660	114,588	293,025	1,220,233	
	00280	298,591	58,153	47,772	49,462	1,277	50,739	156,664	141,927	
	00550		3,359		(1,291)	(269)	(1,560)	1,799	(1,799)	
	10282		(205)				-	(205)	205	
<b>7% GMS</b>		<b>238,241</b>	<b>24,881</b>	<b>21,936</b>	<b>14,987</b>	<b>12,485</b>	<b>27,472</b>	<b>74,289</b>	<b>163,953</b>	
<b>ACTIVITY04 Total</b>		<b>6,024,425</b>	<b>1,637,469</b>	<b>645,272</b>	<b>1,151,527</b>	<b>246,902</b>	<b>1,398,429</b>	<b>3,681,169</b>	<b>2,343,255</b>	<b>61%</b>
Support to Kandahar (ACTIVITY05)	00012				-		-	-	-	
	00187		4,742	(1,688)	(1,554)		(1,554)	1,500	(1,500)	
	00280		450	(600)			-	(150)	150	
	00550	988,153	78,796	16,164	117,929	50,379	168,308	263,268	724,885	
<b>7% GMS</b>		<b>74,377</b>	<b>6,322</b>	<b>1,044</b>	<b>8,759</b>	<b>3,792</b>	<b>12,551</b>	<b>19,917</b>	<b>54,460</b>	
<b>ACTIVITY05 Total</b>		<b>1,062,531</b>	<b>90,309</b>	<b>14,921</b>	<b>125,134</b>	<b>54,171</b>	<b>179,305</b>	<b>284,535</b>	<b>777,996</b>	<b>27%</b>
Support to Urozgan & Dai Kundi (ACTIVITY06)	00012				-		-	-	-	
	00182	279,248	12,702	10,280	27,196	(9,750)	17,446	40,428	238,820	
	00187		-	-			-	-	-	
	00550			10,219		7,711	7,711	17,930	(17,930)	
<b>7% GMS</b>		<b>21,019</b>	<b>956</b>	<b>1,543</b>	<b>2,047</b>	<b>(153)</b>	<b>1,893</b>	<b>4,393</b>	<b>16,626</b>	
<b>ACTIVITY06 Total</b>		<b>300,267</b>	<b>13,658</b>	<b>22,042</b>	<b>29,243</b>	<b>(2,193)</b>	<b>27,050</b>	<b>62,750</b>	<b>237,516</b>	<b>21%</b>
ASGP Management (ACTIVITY07)	00012	2,782,740	973,185	274,149	961,132	245,833	1,206,965	2,454,298	328,443	
	00182	177,248	284		176,327		176,327	176,610	637	
	00187	138,043	2,980		135,093		135,093	138,072	(30)	
										<b>87%</b>

	00280	254,000	10,989	-	56	54,620	54,676	65,665	188,335	
	00550	51,133		47,568	51,133	15,619	66,753	114,320	(63,187)	
	10282	83,903	220		83,683		83,683	83,903	-	
<b>7% GMS</b>		53,014	1,089	3,580	33,592	5,287	38,879	43,548	9,465	
<b>ACTIVITY07 Total</b>		<b>3,540,080</b>	<b>988,747</b>	<b>325,297</b>	<b>1,441,015</b>	<b>321,359</b>	<b>1,762,374</b>	<b>3,076,417</b>	<b>463,663</b>	
<b>Grand Total</b>		<b>21,566,933</b>	<b>6,103,394</b>	<b>1,385,634</b>	<b>4,669,605</b>	<b>399,349</b>	<b>5,068,954</b>	<b>12,557,982</b>	<b>9,008,951</b>	<b>58%</b>

**Table 3. Expenditure Status (by donor 1-Jan to 30-Sep 09)**

Donor	Activity	Budget	Expenditure Till June-09		Expenditure in Third Quarter (30-Sep-09)		Third Quarter Expenditure	Total Expenditure	Balance	Delivery Rate
			Disbursement	Commitment	Disbursement	Commitment				
<b>00012 UNDP Core Fund</b>	ACTIVITY01	1,305,637	820,692	105,833	403,552	(88,162)	315,389	1,241,914	63,722	
	ACTIVITY02	751,989	130,537	-	552,883	(80,342)	472,541	603,078	148,911	
	ACTIVITY03	205,656	153,095	79,163	164,172	(214,867)	(50,696)	181,562	24,094	
	ACTIVITY04	2,620,978	1,282,027	331,906	937,424	68,547	1,005,971	2,619,904	1,074	
	ACTIVITY07	2,782,740	973,185	274,149	961,132	245,833	1,206,965	2,454,298	328,443	
<b>7% GMS</b>		-	-	-	-	-	-	-	-	
<b>00012 Total</b>		<b>7,667,000</b>	<b>3,359,535</b>	<b>791,050</b>	<b>3,019,162</b>	<b>(68,992)</b>	<b>2,950,170</b>	<b>7,100,756</b>	<b>566,244</b>	<b>93%</b>
<b>00137 Italy</b>	ACTIVITY03	-	7,834		(7,834)		(7,834)	-	-	
<b>7% GMS</b>		-	590	-	(590)	-	(590)	-	-	
<b>00137 Total</b>		-	8,424	-	(8,424)	-	(8,424)	-	-	
<b>00182 Netherlands</b>	ACTIVITY01	1,205,988	112,493	2,671	77,081	15,795	92,876	208,040	997,948	
	ACTIVITY02		689		(689)		(689)	-	-	
	ACTIVITY03	598,320	591		(591)		(591)	-	598,320	
	ACTIVITY04	1,353,357	167,058	167,416	154,017	47,203	201,220	535,694	817,663	

	ACTIVITY06	279,248	12,702	10,280	27,196	(9,750)	17,446	40,428	238,820	
	ACTIVITY07	177,248	284		176,327		176,327	176,610	637	
<b>7% GMS</b>		272,034	22,115	13,576	32,617	4,008	36,625	72,316	199,717	
<b>00182 Total</b>		<b>3,886,193</b>	<b>315,931</b>	<b>193,944</b>	<b>465,957</b>	<b>57,256</b>	<b>523,213</b>	<b>1,033,088</b>	<b>2,853,106</b>	
<b>00187 Norway</b>	ACTIVITY01		41,063	(15,687)		(24,976)	(24,976)	400	(400)	
	ACTIVITY02	1,146,619	199,039	(156,003)	74,028	49,714	123,742	166,779	979,840	
	ACTIVITY03		9,658	(9,658)			-	-	-	
	ACTIVITY04	1,513,258	102,196	76,242	(3,072)	117,660	114,588	293,025	1,220,233	
	ACTIVITY05		4,742	(1,688)	(1,554)		(1,554)	1,500	(1,500)	
	ACTIVITY07	138,043	2,980		135,093		135,093	138,072	(30)	
<b>7% GMS</b>		210,596	27,073	(8,038)	15,392	10,718	26,110	45,144	165,452	
<b>00187 Total</b>		<b>3,008,516</b>	<b>386,750</b>	<b>(114,832)</b>	<b>219,887</b>	<b>153,115</b>	<b>373,002</b>	<b>644,921</b>	<b>2,363,595</b>	<b>21%</b>
Donor	Activity	Budget	Expenditure Till June-09		Expenditure in Third Quarter		Third Quarter Expenditure	Total Expenditure	Balance	Delivery Rate
			Disbursement	Commitment	Disbursement	Commitment				
<b>00280 EC</b>	ACTIVITY01	643,784	186,873	239,097	92,226	(69,740)	22,487	448,456	195,328	
	ACTIVITY02	2,552,860	777,081	16,175	139,651	284,578	424,229	1,217,485	1,335,374	
	ACTIVITY03	21,257	39,382	7,800	8,026	(7,800)	226	47,408	(26,151)	
	ACTIVITY04	298,591	58,153	47,772	49,462	1,277	50,739	156,664	141,927	
	ACTIVITY05		450	(600)			-	(150)	150	
	ACTIVITY07	254,000	10,989	-	56	54,620	54,676	65,665	188,335	
<b>7% GMS</b>		283,800	80,758	23,352	21,784	19,791	41,575	145,685	138,115	
<b>00280 Total</b>		<b>4,054,293</b>	<b>1,153,687</b>	<b>333,596</b>	<b>311,206</b>	<b>282,726</b>	<b>593,932</b>	<b>2,081,214</b>	<b>1,973,078</b>	<b>51%</b>
<b>00550 CIDA</b>	ACTIVITY01	-	4,735	(10,125)		(7,486)	(7,486)	(12,876)	12,876	
	ACTIVITY02		0		152		152	152	(152)	
	ACTIVITY03		8,172	(7,430)	(742)		(742)	-	-	
	ACTIVITY04		3,359		(1,291)	(269)	(1,560)	1,799	(1,799)	
	ACTIVITY05	988,153	78,796	16,164	117,929	50,379	168,308	263,268	724,885	<b>37%</b>

	ACTIVITY06			10,219		7,711	7,711	17,930	(17,930)	
	ACTIVITY07	51,133		47,568	51,133	15,619	66,753	114,320	(63,187)	
<b>7% GMS</b>		78,226	7,155	4,245	12,583	4,964	17,548	28,948	49,278	
<b>00550 Total</b>		<b>1,117,512</b>	<b>102,217</b>	<b>60,641</b>	<b>179,764</b>	<b>70,919</b>	<b>250,683</b>	<b>413,541</b>	<b>703,972</b>	
<b>10282 SDC</b>	ACTIVITY01	908,845	488,127	51,427	266,721	(106,713)	160,008	699,562	209,284	
	ACTIVITY02		3,800	(63)		(20,895)	(20,895)	(17,158)	17,158	
	ACTIVITY03	712,331	230,528	61,386	97,906	38,630	136,536	428,449	283,882	
	ACTIVITY04		(205)				-	(205)	205	
	ACTIVITY07	83,903	220		83,683		83,683	83,903	-	
<b>7% GMS</b>		128,339	54,379	8,486	33,744	(6,697)	27,046	89,912	38,427	
<b>10282 Total</b>		<b>1,833,419</b>	<b>776,850</b>	<b>121,235</b>	<b>482,053</b>	<b>(95,675)</b>	<b>386,378</b>	<b>1,284,463</b>	<b>548,956</b>	<b>70%</b>
<b>Grand Total</b>		<b>21,566,933</b>	<b>6,103,394</b>	<b>1,385,634</b>	<b>4,669,605</b>	<b>399,349</b>	<b>5,068,954</b>	<b>12,557,982</b>	<b>9,008,951</b>	<b>58%</b>

Note: Minus figures under commitment columns are the payments that are done in 2009 for the purchase orders of 2008.

## Annexes

### Annex I: ASGP Performance Tracking Matrix

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
<b>1.1 The capacity in IDLG to design and regulate a new sub-national governance framework is attained</b>	<p>1. Availability of regulatory systems (incl. public finance management systems)</p> <p>2. Number of IDLG staff qualified to apply these systems</p> <p>3. Availability of knowledge base on sub-national governance for evidence-based policy making</p>	<p>No regulatory systems exist</p> <p>10 IDLG staff qualified in application of some PFM instruments</p> <p>No IDLG staff able to implement PSP</p> <p>3 IDLG staff qualified in programme budgeting</p>	<p>1.1 Audit manual developed</p> <p>1.2 Programme budgeting guidelines developed</p> <p>1.3 Municipal audit manual developed</p> <p>1.4 PSP implementation package developed</p> <p>2.1 All 85 provincial auditors trained in application of audit manuals</p>	<ul style="list-style-type: none"> <li>• Comprehensive status report on public financial management (PFM) in IDLG developed</li> <li>• Development of PFM manuals for IDLG continuing</li> <li>• Guidelines on administrative reform and its implications for the IDLG budget developed</li> <li>• PFM training programme designed and carried out in Faryab for 60 staff of the IDLG in the Northern region</li> <li>• 14 staff working under the supervision of IDLG trained in best practices of local and urban governance in Thailand by the Asia Institute of Technology</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	4. Audit rate of sub-national government entities	No sub-national government entities audited so far	<p>2.2 All senior IDLG staff at the programme level trained in implementation of programme budgeting guidelines</p> <p>2.3 IDLG Strategic Planning Team trained in all aspects of PSP implementation</p> <p>3.1 Basic data on sub-national governance at the provincial and district level collected and analysed</p> <p>4.1 75% of sub-national government entities will be audited</p>	<ul style="list-style-type: none"> <li>• IDLG assisted with its programme budget submission</li> <li>• Technical assistance provided to IDLG Policy Unit in completing three pieces of analytical work: an analysis of provincial and district-level budgetary resources; an analysis of provincial and district-level human resources; and an analysis of district-level governance.</li> <li>• Process of recruitment for staff for the internal audit section of the IDLG continued</li> <li>• Audits of 12 PGOs completed in Bamyan, Badghis, Paktika, Herat, Ghazni, Panjshir, Faryab, Jawzjan, Samangan, Takhar, Maidan Wardak and Kabul</li> <li>• Audits in 11 municipalities completed (Bamyan, Badghis, Paktika, Herat, Ghazni, Faryab, Jawzjan, Samangan, Takhar and Maidan Wardak)</li> <li>• 20 District Governors' Offices in the provinces of Laghman, Panjsher, Parwan, Baghlan, Samangan and Kapisa audited</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
<p><b>1.2 A performance-based assessment methodology in current sub-national governance system is operational</b></p>	<p>1. Availability of performance measurement and M&amp;E systems for sub-national governance</p> <p>2. Availability of minimum services standards for sub-national government units</p> <p>3. Number of sub-national government officials qualified to apply PM and M&amp;E systems</p> <p>4. Number of provinces where GOFORGOLD is functioning (number of provincial good governance reports produced)</p>	<p>No performance measurement system exists for sub-national administrations</p> <p>No minimum service standards exist</p> <p>160 municipal employees and PC members trained in some aspects of participatory M&amp;E of municipal services and in project monitoring &amp; evaluation</p> <p>GOFORGOLD piloted in two provinces (Balkh and Kandahar)</p>	<p>1.1 Performance management systems for sub-national government units are in place</p> <p>1.2 M&amp;E systems for sub-national government units are in place</p> <p>2.1 Minimum service standards for sub-national government units are in place</p> <p>3.1 Each of 34 PGOs has at least one specialist qualified in performance measurement and M&amp;E</p> <p>3.2 PC members in 34 provinces can conduct basic participatory M&amp;E of service delivery</p>	<ul style="list-style-type: none"> <li>Reached agreement with the IDLG on further steps for introduction of performance measurement systems and quality and performance standards for provincial and district governors' offices.</li> <li>Developed terms of reference for a provincial monitoring and evaluation specialist to be assigned to each provincial governor's office to strengthen monitoring and evaluation systems at the subnational level and support GOFORGOLD and other performance measurement systems.</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>5. Number of provinces where provincial daily reporting system is fully functional</p> <p>6. Availability of the ANDS M&amp;E framework and reporting in place</p>	<p>Data collected in most provinces on a daily basis but without a specific plan</p> <p>Draft M&amp;E framework prepared but no standardized reporting system exists</p>	<p>4.1 GOFORGOLD reports produced for 21 provinces</p> <p>5.1 All 34 provinces have a functioning daily reporting system</p> <p>6.1 ANDS M&amp;E framework and reporting in place</p>	<ul style="list-style-type: none"> <li>GOFORGOLD assessment conducted in about 40% of districts in the eight participating provinces: Faryab, Jawzjan, Kunduz, Samangan, Takhar, Nangrahar, Laghman and Parwan</li> </ul>
<p><b>1.3 A strategic institutional framework for sub-national governance is in place</b></p>	<p>1. Number of new laws, regulations, rules of procedure, codes and manuals drafted and those existing amended to implement the sub-national governance policy</p> <p>2. Number of sub-national governance officials exposed to the best international practices of local governance</p>	<p>No laws or regulations developed/updated to implement the sub-national governance policy</p> <p>80 provincial and district officials learned the best practices of local governance during study tours abroad</p>	<p>1.1 20 laws and regulation are developed and updated as identified by the IDLG</p> <p>2.1 120 provincial and district officials from all over Afghanistan learn the best practices of local governance during study tours abroad</p>	<ul style="list-style-type: none"> <li>Work on preliminary drafting of laws, regulations and rules of procedure completed. (For further detail see output 1.3.1.</li> <li>Several tentative sets of guidelines and procedures on topics such as planning and finance completed</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>3. Awareness rate of subnational government units about the sub-national governance policy</p> <p>4. Availability of the foundation package for the Afghanistan Local Governance Academy (ALGA)</p>	<p>No awareness at the sub-national level</p> <p>ALGA does not exist and no foundation documents are available</p>	<p>3.1 Copies of the policy delivered to each PGO and DGO</p> <p>4.1 The foundation package for the Afghanistan Local Governance Academy (ALGA) is in place</p>	
<p><b>2.1 A sub-national PAR strategy is finalized and participating Provincial Governor's offices, district administrations, municipalities are strengthened</b></p>	<p>1. Existence of local mechanisms for capacity building coordination (number of regional and provincial capacity-building groups established)</p> <p>2. Percentage of sub-national PAR implementation</p> <p>3. Number of staff under grade 3 recruited in the provinces</p>	<p>No local capacity building mechanisms exist</p> <p>PAR implementation rate is about 50% in PGOs and 20% in DGOs</p> <p>50% of staff under grade 3 are recruited</p>	<p>1.1 34 provincial and regional capacity building working groups set up</p> <p>2.1 70% of PGO and 40% of DGO restructured</p> <p>3.1 70% of staff under grade 3 recruited in provinces</p>	<ul style="list-style-type: none"> <li>Capacity Building Working Groups established in 34 provinces</li> <li>90% of PAR implementation at subnational level is completed, 15% of which was completed in this quarter</li> <li>Merit based appointments at subnational level under grade three is 4,832</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>4. Number of line ministries at the provincial level that have been monitored and evaluated</p> <p>5. Percentage of completion of the civil service database (number of civil servants records entered into the database)</p>	<p>No evaluation done</p> <p>The database system, covers all seven regions and includes 50% of senior and junior appointments and 50% of all performance appraisals of civil servants (1st quarter 2009)</p>	<p>4.1 Nine departments of line ministries assessed in all 34 provinces</p> <p>5.1 The database is 75% complete (both appointments and performance appraisals)</p>	<ul style="list-style-type: none"> <li>• Tool for carrying out capacity development assessments of all subnational line ministries and agencies developed in coordination with USAID and approved by the IARCSC</li> <li>• Capacity development assessment tool piloted in the Ministries of Agriculture and Economy in the three northern provinces of Jawzjan, Sar-i-pul and Balkh</li> <li>• Analysis of information gathered from pilot ongoing</li> <li>• Capacity development information from Ministries of Agriculture and Economy in Balkh, Jawzjan and Sar-i-pul collected and analyzed</li> <li>• Support provided to the Provincial Affairs Department to assess the PAR process in the Ministry of Agriculture and IDLG as well as to determine its effectiveness in 12 provinces</li> <li>• Supported PAD to assess the PAR process in the Ministry of Agriculture and IDLG as well as to determine its effectiveness in 12 provinces.</li> <li>• Human Resources Database set up in the IARCSC</li> <li>• Database further developed so that it covers all seven regions, including 70% of senior and junior appointments and 60% of all performance appraisals of civil servants in reformed ministries</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	6. Number of female civil servants benefitting from formal capacity building programmes	Average percentage of female participants (trainees) 8-10%	6.1 Average percentage of female participants (trainees) 12-15%	<ul style="list-style-type: none"> <li>330 female civil servants trained (13% of the total). The number of women trained increased by 5% from the following quarter</li> </ul>
<b>2.2: Skills and knowledge of civil servants to manage basic services upgraded</b>	<p>1. Number of provinces covered by an internship programme for recent university graduates to prepare their entry to civil service</p> <p>2. Number of functioning IARCSC Training Centres</p> <p>3. Availability of specialized training for civil servants at provincial level</p>	<p>No internship programme exists</p> <p>13 functioning TC supported by ASGP</p> <p>No specialized training is available at provincial level</p>	<p>1.1 Internship programme for recent university graduates is conducted in 15 provinces</p> <p>2.1 23 functioning TC centres supported by ASGP</p> <p>3.1 Specialized programmes developed (senior leadership, financial management, project management, etc.) and delivered in all 23 TCs</p>	<ul style="list-style-type: none"> <li>50 graduates trained to become part of the civil service in the southern region</li> <li>Contract signed to deliver the programme in the eastern region</li> <li>Support to 23 training centres across the country continued</li> <li>New training programmes introduced within the IARCSC, including trainings on human resources, leadership and advanced computers</li> <li>Forms for carrying out training impact analysis in the third quarter finalized and used in the training centres.</li> <li>In cooperation with ACSI and UNDP Civil Service Leadership Development Programme (CSLD), set up a method for the introduction of the CSLD programme in twelve provincial training centres</li> <li>HR training programme and curriculum for all of the provincial training centres adapted and introduced to training centres</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	4. Number of civil servants who underwent basic training for civil servants	1866 civil servants were trained or under training in 2008 in 13 TCs	3.2 About 3800 civil servants trained or under training	<ul style="list-style-type: none"> <li>2,531 civil servants trained (2201 male civil servants and 330 female civil servants)</li> </ul>
<b>3.1. The capacity of elected sub-national representative bodies to undertake their roles in citizen representation, public service monitoring and conflict resolution is strengthened.</b>	<p>1. Percentage of PC members oriented about PC competences, responsibilities and rules of procedure</p> <p>2. Percentage of PC members familiar with such working methods as participatory M&amp;E, public outreach, etc.</p> <p>3. Number of provinces covered by the PC Capacity Development Support Programme</p>	<p>N/A</p> <p>N/A</p> <p>PC Capacity Development Support Programme is functional in five provinces (Saripul, Samangan, Faryab, Balkh and Jowzjan)</p>	<p>1.1 100% of newly elected PC members receive orientation about PC competencies, responsibilities and rules of procedures</p> <p>2.1 100% of newly elected PC members are trained in the use of participatory working methods</p> <p>3.1 PC Capacity Development Support Programme is running in 20 provinces</p>	<ul style="list-style-type: none"> <li>Action plans for orientation of new Provincial Council members to be held at the national and regional level finalized</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>4. Percentage of PC support staff expert in administrative and finance procedures</p> <p>5. Number of PCs for which capacity baseline is established to facilitate ASGP/IDLG capacity development programming</p> <p>6. Capacity of IDLG PCRCD (PC Relations and Coordination Department) to provide coordination and support nation-wide</p>	<p>NA</p> <p>PC baseline established in 12 provinces (nine provinces in the Northern and Northeastern regions, one in the Eastern provinces and two in the Central provinces (1st quarter 2009)</p> <p>PCRCD is newly established</p>	<p>4.1 PC support staff in 34 provinces trained in administrative and finance matters</p> <p>5.1 PC baseline established in all 34 provinces</p> <p>PCRCD structures are in place in the centre and regions, and all PCRCD staff are trained in their duties</p>	<ul style="list-style-type: none"> <li>• PCRCD capacity assessment and strategic plan updated</li> </ul>
<p><b>3.2. A platform is created to facilitate coalition building and networking among sub national elected representatives</b></p>	<p>1. Functionality of the PC Information Network and Resource Centre (existence of regional fora and frequency of their meetings)</p>	<p>No PC Information Network and Resource Centre exists</p>	<p>1.1 PC Information Network and Resource Centre/PC platform is established and functioning, with PC regional fora meeting regularly</p>	



Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
<p><b>4.1 Public service provision capabilities and co-ordination capacity are created in 20 provincial administrations</b></p>	<p>1. Number of PGO and DGO with functioning modern office management systems</p> <p>2. Number of provinces where Provincial Strategic Plan is developed</p> <p>3. Number of provinces with functional internal audit system in place</p>	<p>Modern office management systems based on the district operating manual introduced in 130 DGOs (12 provinces)</p> <p>No PSP exist</p> <p>Internal auditors were appointed in 70% of PGOs Training programme on Manual on Internal Audit was initiated for internal auditors (22 auditors trained)</p>	<p>1.1 Modern office management systems based on the district operating manual introduced in 110 DGOs (10 provinces)</p> <p>1.2 Modern office management systems based on the provincial operating manual introduced in 12 PGOs</p> <p>2.1 MDG- and ANDS-aligned provincial profile is produced in 18 provinces</p> <p>2.2 PSP developed in 10 provinces</p> <p>3.1 Internal auditors appointed in all 34 provinces; all 85 internal auditors are able to apply the Manual on Internal Audit</p>	<ul style="list-style-type: none"> <li>ASGP completed the training programme for introduction of the district operating manual in Nangrahar, Laghman, Parwan, Kapisa and Wardak.</li> <li>ASGP's activities to introduce operating manuals involved 243 provincial and district officials, including 6.5% women in the above six provinces</li> <li>ASGP introduced the provincial operating manual in Badakshan</li> <li>completed the provincial profiling guide approved by the IDLG for use during provincial strategic planning</li> <li>Provincial strategic planning launched in Herat</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>4. Number of provinces with essential socio-economic development information collected and available</p> <p>5. Number of functional Provincial Information Service Centres established</p> <p>6. Number of provinces with public communication strategies developed and implemented</p> <p>7. Number of ASGP regional service centres providing support to Governors and mayors in strategic planning and management</p>	<p>One yearbook produced (Faryab)</p> <p>No information service centres exist at the provincial level</p> <p>No province has a public communication strategy</p> <p>One ASGP regional centre exists (Mazar-e-Sharif)</p>	<p>4.1 Socio-economic information collected and yearbooks produced in 12 provinces</p> <p>5.1 Provincial Information Service Centres are established in six provinces</p> <p>6.1 Public Communication Committees established and public communication strategies produced in six provinces</p> <p>7.1 Seven new regional centres are operational (Kunduz, Kabul, Jalalabad, Bamyan, Gardez, Kandahar, Herat)</p>	<ul style="list-style-type: none"> <li>Developed economic profiles for six provinces: Balkh, Takhar, Laghman, Bamyan and Herat</li> <li>Working groups to develop provincial yearbooks were established in Kabul and Samangan</li> <li>ASGP finalized the concept for provincial information and service centres and agreed on its implementation with IDLG</li> <li>Completed a task order under which IDLG's Afghanistan Stabilization Programme (ASP) will be responsible for construction and equipment of provincial information and service centres in six provinces: Faryab, Saripul, Balkh, Baghlan, Kapisa and Nangrahar</li> <li>Regional centres are operational in Kunduz, Kabul, Jalalabad, Mazar and Kandahar</li> <li>A new office opened in Herat</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>8. Number of province-specific support programmes under implementation</p> <p>9. Number of UNDP research projects on sub-national governance</p>	<p>No province-specific support programmes run</p> <p>No UNDP research projects on sub-national governance exist</p>	<p>8.1 Province-specific support programmes established in 21 provinces under ASGP coverage</p> <p>9.1 At least two research projects on sub-national governance initiated</p>	<ul style="list-style-type: none"> <li>A comprehensive task order was developed and signed between UNDP and IDLG to provide technical assistance, including equipment and expert support, to 22 provinces</li> <li>Completed organizational preparations for a research project on accountability and responsiveness of subnational governance</li> </ul>
<b>4.2 Impact of public service is improved through multi-agent coalition building and community involvement in local economic development</b>	1. Number of provinces with local economic profiles and LED strategies completed	Only partial economic profiles exist for some provinces; no provinces have a comprehensive LED strategy	1.1 Economic profiling completed and LED strategies drafted in 10 provinces	<ul style="list-style-type: none"> <li>Developed economic profiles for six provinces: Balkh, Takhar, Laghman, Bamyan, Uruzgan and Herat</li> </ul>
<b>4.3 Municipal capacities are upgraded in revenue collection, budget control and basic service delivery.</b>	1. Number of municipal administrations where restructuring is initiated based on IDLG organizational design model	No municipality is restructured	1.1 Restructuring initiated in 10 municipalities	<ul style="list-style-type: none"> <li>New organizational structure, functional chart, staffing pattern and position descriptions for each position within the Mazar municipality developed</li> <li>Major components of functional analysis completed for district municipalities of Balkh and Dehdandi (for further details see output 4.3.1)</li> <li>Organizational development activities expanded to Maimana, Kandahar, Asadabad, Mehtarlam and Jalalabad</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>2. Number of municipalities with tax mapping completed</p> <p>3. Number of municipalities with sustainable revenue administration practices</p> <p>4. Number of municipalities with transparent and accountable financial management and financial performance reporting practices</p> <p>5. Number of municipalities with minimum standards and procedures for the delivery of infrastructure and administrative services</p>	<p>No municipality has reliable tax mapping information</p> <p>Revenue improvement action planning initiated in seven municipalities</p> <p>Municipal financial management lacks transparency and accountability</p> <p>No minimum service standards exist</p>	<p>2.1 Tax mapping completed in five municipalities</p> <p>3.1 Revenue improvement action planning integrated in municipal budgets in another eight municipalities</p> <p>4.1 Transparent and accountable financial management practices are adopted in at least 10 provincial municipalities</p> <p>6. Minimum standards and procedures for municipal services are formulated and rolled out in at least 10 provincial municipalities</p>	<ul style="list-style-type: none"> <li>• Supported six gozars of Mazar-e-Sharif to initiate tax mapping exercise.</li> <li>• Supported municipalities of Asadabad, Mehtarlam, Balkh and Charikar to establish RIAP task forces and select revenue forces to be subject to RIAP.</li> <li>• Coached the newly established municipal task forces in Charikar and Asadabad on RIAP formulation and refinement.</li> <li>• Documenting the existing account practices used by the municipality of Mazar</li> <li>• Draft training design on accounting for municipal staff prepared</li> <li>• Training on results-based management, focusing on performance measurement and the development of minimum service standards for 21 municipal staff of 9 municipalities (for more detail see output 4.3.4)</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	6. Number of municipalities with improved solid waste management and safayi tax collection	Solid waste management programme initiated in five municipalities	6.1 Solid waste management programme fully operational in another 10 municipalities	<ul style="list-style-type: none"> <li>• Technical assistance to operationalize door-to-door waste collection in six municipalities (see 4.3.4)</li> <li>• Immediate areas of improvement for SWM were identified in another 11 provincial and district municipalities (see 4.3.4)</li> </ul>
<b>5.1 Kandahar Strategic Provincial Plan implemented to create an overall framework for provincial progress in the fields of Security, Governance and Development.</b>	<p>1. Percentage of PAR implementation in PGO/DGO</p> <p>2. Availability of specialised training courses for Kandahar civil servants taught at the TC</p> <p>3. Number of information management systems and processes updated in the Governor's office</p>	<p>PAR implementation is 20%</p> <p>No specialised training courses exist</p> <p>All IM management systems in the Governor's office are paper-based</p>	<p>1.1 PAR implementation is 40%</p> <p>1.2 All incumbent provincial and district officials trained in application of POM/DOM</p> <p>2.1 Senior leadership training programme launched</p> <p>3.1 Documentation registry and HR management systems computerised</p>	



Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
<p><b>6.1 Uruzgan/ Dai Kundi Strategic Provincial Plan developed to create an overall framework for provincial progress in the fields of Security, Governance and Development.</b></p>	<p>1. Percentage of PAR implementation in PGO/DGO</p> <p>2. Availability of specialised training courses for Uruzgan civil servants taught at the TC</p> <p>3. Number of information management systems and processes updated in the Governor's office</p> <p>4. Availability of a provincial public communication strategy</p> <p>5. Availability of functioning public grievances mechanisms at the provincial and district level</p>	<p>PAR implementation is 11%</p> <p>No specialised training courses exist</p> <p>All IM management systems in the Governor's office are paper-based</p> <p>No public communication strategy exists</p>	<p>1.1 PAR implementation is 20%</p> <p>2.1 All incumbent provincial and district officials trained in application of POM/DOM</p> <p>2.1 Senior leadership training programme launched</p> <p>3.1 Documentation registry and HR management systems computerised</p> <p>4.1 Provincial public communication strategy developed and its implementation started</p>	<ul style="list-style-type: none"> <li>• The IARCSC restructured 20 positions in accordance with the new policy for pay and grading at the subnational level</li> <li>• Assisted USAID (DAI) with establishment of a training centre in Uruzgan</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>6. Number of graduates trained for entry to civil service through an internship programme</p> <p>7. Extent of municipal organisational reform in Nili municipality</p> <p>8. Extent of city master plan realisation in Nili</p> <p>9. Availability of revenue improvement action planning</p>	<p>No internship programme exists</p> <p>Master plan is prepared but its realisation has not started</p> <p>No RIAP is implemented</p>	<p>6.1 20 university graduates from Uruzgan prepared for entry to civil service</p> <p>7.1 New organisational structure is developed and recruitment started</p> <p>8.1 At least 25% of the new areas identified in the master plan are prepared for city development</p> <p>RIAP is developed and included in the 1389 budget</p>	<ul style="list-style-type: none"> <li>Proposal for internship programme in Uruzgan developed</li> <li>IDLG advertise all positions within the Task Order for Uruzgan</li> <li>Participant from Uruzgan province participated in regional capacity building workshop, which focused on solid waste management and revenue enhancement</li> </ul>
<b>7.1 Capacity for national programme implementation within the life of the programme is established</b>	1. Availability of project implementation package	Project implementation package exists but needs revision	<p>1.1 Annual budget, procurement plan and HR plan are in place and regularly revised</p> <p>1.2 Project document for ASGP II developed</p> <p>1.3 Implementation strategy for ASGP decentralisation developed</p>	<ul style="list-style-type: none"> <li>Procurement Plan for SSAs revised and approved by the Country Director for implementation in the fourth quarter</li> <li>Project document for ASGP II developed, but not finalized</li> <li>Task Order to support 22 PGOs and 18 municipalities prepared and approved by ASGP and IDLG</li> </ul>

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	2. Quality of functioning of the Business Centre	Business Centre does not exist	2.1 Business Centre consistently meets service standards established for each type of support (HR, procurement, finance, IT, etc.)	<ul style="list-style-type: none"> <li>Implementation rate for the third quarter is 58%</li> </ul>
	3. Availability and functionality of ASGP regional centres	One regional centre exists in Mazar-e-Sharif	3.1 Seven ASGP regional centres and a number of provincial offices established as UNDP/ASGP field support units	<ul style="list-style-type: none"> <li>Contracts signed to rent regional offices in Herat and Bamyan</li> </ul>
	4. Regularity and quality of internal project monitoring	Monitoring modalities identified	4.1 Internal project monitoring is conducted regularly and in accordance with the M&E plan	
	5 Rating by external audit	No external audit conducted	5.1 Rating by external audit is positive, with minor remarks	

Results/Goals	Performance indicators	Baseline Info (2008)	Performance Benchmarks and Targets in 2009	Implementation Progress in reporting quarter
	<p>6. Project's evaluation during the mid-term review</p> <p>7. Degree to which national partners are capable of implementing operational aspects of ASGP with minimum supervision</p>	<p>No mid-term review conducted</p> <p>IARCSC Project Management Unit (PMU) established for implementation of IARCSC task orders; a capacity assessment of IDLG and IARCSC undertaken by the UNDP Regional Centre in Bangkok</p>	<p>6.1 Overall evaluation of the project is positive</p> <p>7.1 IARCSC PMU and IDLG PSU (Project Support Unit) have the capacity to carry out recruitment and procurement functions for implementation of task orders (MOUs) at a satisfactory level</p>	<ul style="list-style-type: none"> <li>ASGP continued to recruit technical and operational staff for IDLG and CSC to further build the capacity of these national institutions</li> </ul>

**Annex II: Risk Log**

**RISK LOG**

<b>Project Title: Afghanistan Sub-national Governance Programme</b>	<b>Award ID: 0043947</b>	<b>Date: 07/10/2009</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	<i>Forthcoming elections may delay implementation of ASGP activities</i>	10/04/2009	Political	ASGP nation-wide activities may not be possible due to electoral preparations; capacity building for PCs will not be possible until after the new PCs are formed  P = 4 I = 3	Schedule of programmatic activities were revised to avoid any nation-wide activities during the period immediately before and after the elections. PC capacity development was put on hold until the new Councils are formed. This period (including the month of Ramadan) was used to complete an analysis of the preceding developments (such as PAR progress in IDLG) and prepare for future activities (provincial task order for 22 provinces completed, provincial profiling manual updated) to expedite ASGP implementation	PM	Agnes Cargamento, Dmitry Pozhidaev	27/09/2009	<b>No change</b>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					once the sensitive period is over.				
2	<i>Forthcoming elections may delay SNGP approval</i>	24/04/2009	Political	Approval of the Sub-national Governance Policy may be delayed until September or later  P = 4 I = 3	This risk has materialised as the approval of the subnational governance policy was delayed. ASGP has stepped up its outreach and debates with all relevant stakeholders on policy implementation to facilitate approval of the policy. ASGP is also working on a two-track implementation design, which makes application of some of the SNGP provisions possible without changing the applicable legislation. Work on the SNGP implementation framework (including legal drafting) will continue to compensate for the possible delay.	Marcus Williamson	Mahesh Shukla, Dmitry Pozhidaev	27/09/2009	<b>No change</b>
3	<i>Lack of local qualified staff in provinces</i>	17/05/2009	Technical/operational	It may be difficult to hire sufficient qualified staff for implementation of provincial MOU, as a result their implementation may be	ASGP has agreed recruitment modalities with the IDLG PSU and IARCSC regional offices to give the widest possible	Dmitry Pozhidaev	Shah Najwa, Dmitry Pozhidaev	27/09/2009	<b>No change</b>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
				delayed P = 3 I = 3	dissemination to employment opportunities to attract qualified staff from outside the provinces. Competitive salaries have been established in the budget to attract qualified candidates.				
4	<i>Province of Logar is out of bounds for UN staff</i>	21/05/2009	Security	ASGP direct implementation may be impossible unless the status changes  P = 3 I = 2	Logar provincial and municipal representatives were invited in Kabul to discuss ASGP programmatic activities in the province until the end of 2009. Arrangements have been made to conduct training in the provincial and district operating manuals for Logar provincial and district officials in Kabul	Ravza Andelic	Ravza Andelic, Dmitry Pozhidaev	28/09/2009	<b>No change</b>
4	<i>Possible changes in IDLG following the elections</i>	14/06/2009	Political	Possible changes in the IDLG leadership after the elections may require revision of ASGP and may delay its implementation  P = 2	ASGP has been discussing the future ASGP plans with the incumbent leadership and non-government stakeholders (international community) to ensure	Marcus Williamson	Marcus Williamson	30/06/2009	<b>No change</b>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
				I = 4	their support and minimize possible changes and revisions if the change in the leadership does materialize.				
5	<i>Lack of secure office space and accommodation in some provinces</i>	22/06/2009	Organizational/management	Opening of UNDP/ASGP offices will be cumbersome and time-consuming unless secure office space/accommodation is found in such provinces as Bamyán, Uruzgan, Kunar, and Helmand  P = 3 I = 3	Request has been made to UNAMA to co-locate UNDP/ASGP offices within the existing UNAMA compounds where possible. A separate space was rented in Bamyán.	Abdul Waheed	Abdul Waheed	30/06/2009	<b>Improving</b>
6	<i>Insecurity in the provinces and municipalities in the east and south as well as some districts and municipalities in the central and northern regions</i>	1/10/2009	Security	Insecurity may prevent delivery of ASGP programmes in certain districts and municipalities.  P = 5 I = 3	ASGP will organise capacity-building events for district staff in the provincial centre or in other secure locations. ASGP will arrange in October a specially designed study tour to Balkh for district officials from Helmand, Zabol and Uruzgan. With the recruitment of task order staff for provinces, districts and municipalities	Engineers Janat, Saboor and Jalal	Engineers Janat, Saboor and Jalal	1/10/2009	<b>No change</b>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
					ASGP will rely more on them for direct implementation of ASGP interventions				
7	<i>Lack of funds and equipment required to support task orders</i>	1/10/2009	Financial	May delay or make impossible implementation of the programmes under task orders P = 2 I = 4	ASGP budget and procurement plan have been revised to make sure that all task orders (existing and new ones) are properly covered	Nasir Ahmad	Nasir Ahmad	1/10/09	<b>No change</b>
8	<i>Delay by IDLG in carrying out recruitment, processing extensions and in conducting PCWG meetings on a regular basis</i>	1/10/2009	Organizational	May delay or make impossible implementation of ASGP programmatic activities related to provincial councils P = 2 I = 3	PM raised this issue with IDLG to ensure smooth implementation of programmes related to provincial councils; ASGP will work in close contact with IDLG and provide technical support to ensure timely support to provincial councils	PM	Adiba Karim	1/10/09	<b>No change</b>
9	<i>If the recruitment process under the provincial task order is not sufficiently decentralised to the regional or provincial level, the staff are unlikely to be recruited before end of 2009</i>	28/09/2009	Organizational	May delay delivery of support to provincial, district and municipal administrations and cause dissatisfaction of the subnational government entities P = 4 I = 3	ASGP will work with IDLG and IARCSC to try to identify an acceptable recruitment method allowing more involvement at the sub-national level.	Shah Najwa	Shah Najwa	1/10/09	<b>No change</b>

**Annex III: Issue Log**

ISSUES LOG						Date: 07/10/2009		
Award ID: 00043947			Project: Afghanistan Sub-national Governance Programme					
ID	Type	Date Identified	Description	Issue management	Status/ Priority	Status Change Date	Author	
1	Problem	04/05/2009	Despite a UNDP Long Term Agreement (LTA) to deliver fuel to all 23 training centres, 34 IARCSC provincial offices and 7 regional offices some provinces are not receiving fuel allegedly due to security reasons	A new LTA with a different company has been signed. A reimbursement process was set up as an interim measure to ensure continuous delivery of fuel through monthly reimbursements. The situation now has improved.	M	Improving	Amita Gill	
2	Problem	19/05/2009	Lack of security in Kandahar limits movement of international staff and hampers ASGP implementation	This issue continues to negatively affect ASGP operations in Kandahar, particularly as the security situation has deteriorated. The international staff has minimised their movements	H	Deteriorating	Anil Chandrika	
3	Problem	12/05/2009	Lack of programme staff in regional offices	Programme staff for regional offices are being recruited. Each office (with the exception of the Central region) now has 3-4 programme and operational staff. Up to 10 staff per each province will be recruited under the provincial task order, developed	H	No change	Ravza Andelic	

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

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

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