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Afghanistan

Afghanistan Sub-national Governance Programme II (ASGP II)
2nd Quarter Project Progress Report– 2011



View of the Central Region Provincial Women Councillor's Network Meeting 17-19 April 2011

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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”

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Responsible Agency: UNDP / IDLG

ASGP II DONORS



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List of Acronyms

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

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

Executive Summary

The second quarter of 2011 witnessed the substantial upgrade in ASGP II staffing adding to the delivery capacity and new clarifications worked out with IDLG on procedures and the approach as defined by the Dec 2010 Inception Report, capitalizing on the initial recruitments efforts made during the 1st quarter, to fortify the management and expert staff of ASGP II.

A newly emplaced acting Programme Manager was supported with the addition of new international colleagues to act as 1) embedded Senior Advisor to the IDLG, 2) embedded Capacity Development Advisor to the IDLG, 3) Regional Manager of NE Afghanistan (Baghlan, Kunduz, Takhar, Badakhshan provinces); 4) Regional Manager of E Afghanistan (Nangarhar, Laghman, Kunar, Nuristan provinces) and 5) ASGP II Reporting Officer.

During the second quarter, arrangements, as per the Annual Work Plan (AWP) and the Prodoc output no.2, were made to have signed provincial Letters of Agreement (LoA) with 34 Provincial Governors and ASGP II, that were witnessed and endorsed by IDLG Deputy Minister and UNDP Country Director, that would launch a refocusing of ASGP support to the PGOs and Municipalities through two new funds: 1) the LoA Fund and 2) the Provincial Development Fund (PDF).

Under the provincial LoA, each PGO would have a bank account and subject to strict adherence to Standard Operating Procedures (SOP) articulated and approved by UNDP and IDLG, the PGOs would be able to receive fund tranches to cover the costs of important elements needed to develop the capacity for sub-national governance.

In addition, an agreement was reached between IDLG and ASGP that under the provincial LoA arrangements, 34 new expert "*Task Order staff*" (from here on to be referred to in future as expert "*LoA staff*") would be provided to those Provincial Councils that requested them, so as to allow for expert and educated LoA staff to work at the provincial level with each of the PCs, but under the guidance of the IDLG Provincial Council Office.

ASGP, as per the Annual Work Plan and the Prodoc output no.1, continued its support to IDLG, both in funding expert recruitments for IDLG, PGO and Municipalities, but also with the addition of the above referenced embedded experts. Under agreements reached with the IDLG, and subject to the final approval of the SOP for use of the LoA Fund, all experts to PGOs, DGOs and Municipalities would be recruited under new selection panel membership board that included PG, IDLG and ASGP panelist, and their salaries would be administered and distributed by the PGO finance office, paid for by the ASGP Tranche payments to the PGO bank accounts.

Furthermore, in line with the AWP and Prodoc output no.1, it was jointly agreed between IDLG and ASGP that more attention needed to be provided to the PCs, to involve them in the elaboration of

proposed legislation that would govern the PCs. Subsequently, a conference was organized in May 2011 in Herat to launch a dialogue between the Central Government and PCs on the PC law.

Also, in this respect, IDLG and ASGP agreed in June to a second PC conference, scheduled for late summer, as a follow up to the Herat Conference but also whereby two new themes would be introduced to the PC chairpersons: 1) the role of the PCs in "*Nezarat*" (oversight); and 2) the importance of Public Outreach to sub national governance and the Role of the PCs.

The expansion of the PC role, by reanimating sectoral and thematic provincial oversight committees for education, health, infrastructure, security and justice, will be accomplished from now on by LOA a ASGP staff convening public forums, systematically, through a series a process resulted in public agreements that were made public over the broadcast media.

It was agreed at the 8 and 9 June 2011 Retreat of ASGP staff with IDLG observers, that ASGP at the provincial level, would work with PGOs, DGOs, Municipalities and PCs, to convene regular forums and national conferences for more public debate, between sectoral and thematic stakeholders from the PGO, DGO, Line Ministries and departments, Municipalities and municipal councils, district "*shuras*", and civil society.

This enhanced engagement of sub national authorizes with stakeholders, would include UNAMA, donor partners and other SNG international programs as well, with greater use of the public broadcast media to allow for the issues related to SNG to be aired and decided publically, with a view to contributing to transparency in governance, and raising public awareness, public confidence and public support for strategies, policies and decisions made by Afghanistan's institutions of sub national governance.

Additionally, the previous reliance on *ad hoc* capacity development workshops conducted by ASGP Regional Managers, often with impromptu training materials of the past was abandoned in favor of a new approach, agreed between ASGP and IDLG. Under this approach, for each training subject, manuals and training modules would be developed between IDLG HR department and ASGP embedded Capacity Development expert, and reside with IDLG HR department, with a view of providing consistency inequality and of messaging to sub-national governance trainees.

Manuals and Training Modules would be improved over time, and only those approved training workshops could be delivered at the provincial level by ASGP managers. In addition, it was agreed that all training at the sub national level should be directed at staff, not at LoA staff, except in those instances where training of trainers (TOT) skills enhancement was provided to LoA staff to be transferred by them to *staff*.

The Provincial Development Fund (PDF) is a new approach, to allow PGOs to fund priority projects, with participation of the Provincial Development Committees, but with streamlined approval

processed as detailed in the draft SOP for PDF use. This approach is piloted, with approximately 500,000 USD for each of Afghanistan's provinces, divided 70/30 between governors and municipalities.

The purpose of this PDF is not to engage in reconstruction, but to develop the capacity and a role for sub national governance actors so as to harness local support for development and service delivery departments.

In summation, the 2nd quarter witnessed significant new orientation and the formalization of that orientation, with increased cooperation and enhanced agreement established on the cooperation modalities between IDLG and ASGP directors and managers.

I. Context

Strategic Framework for the Transition, 2011-2014

Afghanistan Subnational Governance Programme, Phase II

Background

The past decade brought international military and developmental interventions in Afghanistan in democracy building and reconstruction that have been conducted in a challenging security environment with high threat levels and frequent attacks from armed groups.

The slow and disappointing progress made in reconstruction, development and service delivery, coupled with low confidence in the Afghanistan Government's capacity to deliver effectively on its constitutional role, are widely seen as factors contributing to the armed confrontation with insurgents and opposition leaders, who are able to draw support from more easily radicalized or disillusioned elements of the population.

Afghanistan's long history of conflict, the extensive amount of stockpiled weapons of all kinds that remain in the hands of insurgents, bandits, syndicates, warlords and tribal leaders, the well-known difficulties of suppressing any insurgency or rebellion in Afghanistan's rugged terrain and the potential for more decades of civil conflict when ISAF and PRTs withdraw has resulted in a decade long stay by ISAF at tremendous cost in terms of finances and human casualties.

In the recent period, political and economic considerations in donor capitals have started to overshadow past concerns about the consequences to the fragile state of Afghanistan democratic institutions of a forced timetable for ISAF's departure. In mid-2011, official communiqués made over the media indicate that the drawdown and departure of most of ISAF's presence over the next three years is accelerating and irreversible.

A timetable for the "*Transition*" was agreed upon by ISAF partners with the Government, from the recent period where the international community and its military forces oversaw most security arrangements and provided a significant degree of capacity substitution in the fields of development and service delivery, shifting to a new paradigm where all responsibilities for good governance and ensuring security would be managed by the Government.

The Kabul Conference of 20 July 2010 chaired by President Karzai and co-chaired by the United Nations, formalized the timetable and presented a policy framework for Afghanistan's *Transition* to full Afghan government leadership by 2014. That framework identified 22 strategic priority programmes (SPP), as well as five urban areas and two provinces for prompt and sustained attention during the *Transition*.

The outcomes expressed at the Kabul Conference envisage the Ministry of Finance leading the line ministries in an effort to decentralize and accelerate development and services delivered through line departments, and the international community agreed to support this effort, channeling the lion share of international funding through on-budget support.

What remained undefined by the Kabul Conference was the role of Provincial Governors Offices (PGO), Provincial Councils (PC), District Governors Offices (DGO), district *shuras* and municipal mayors and councils during and after the *Transition* vis à vis the local line departments that were tasked with driving forward development and service delivery.

Some seasoned international and national observers questioned how the Ministry of Finance and the line ministries would be able to extend their outreach effectively to govern Afghanistan 34 provinces, 385 districts and 33 major municipalities sufficiently so as to be able to spearhead development and service delivery.

Doubts remain as to whether the ministries will be able to mobilize enough local supports to deliver a critical mass of services, public works contracts and generate enough jobs and economic opportunities to provide evidence of the Government's ability to delivery on development. It is widely agreed that heightened results improving the quality of life of the population are now needed to bolster public perceptions and serve as a deterrent to a new outbreak of prolonged armed competition, once ISAF departed, for control of Afghanistan's cities and provinces.

UNDP, IDLG and ASGP

To strengthen the subnational governance institutions, empower the elected bodies to provide downward accountability to the people and support sustainable capacity development, in 2006, UNDP with support from the international community, launched the Afghanistan Subnational Governance Programme (Phase I).

ASGP I (2006–2010) supported the drafting of the Subnational Governance Policy (SNGP), built institutional structures and capacities required for effective service delivery at subnational level, including a pay and grading system, initiated the subnational governance reform process at national, provincial, district and municipal levels and in 2007, supported the establishment of the Independent Directorate of Local Governance (IDLG) through a Presidential decree. The IDLG, a quasi-ministry, is continually running with funding and technical support from UNDP ASGP II, to oversee the development of subnational governance institutional capacity under a democratically constituted policy framework.

While ASGP I focused on building a subnational governance framework, ASGP II shifted its focus to the subnational level and is active in all 34 provinces, funding national governance specialists located inside Provincial Administrations to support PGOs, DGOs, PCs and Municipalities. ASGP II (2010–2014), is scaling up existing programmes in policy development and implementation, capacity development and coordination, funding expert staff working in PGOs, PCs, DGOs, and Municipalities and at the District Councils (DCs) for increased government management of development and the delivery of services.

The strategic and operative frameworks of ASGP have evolved over time and are continually under review by UNDP and stakeholders so as to remain relevant and responsive to Afghanistan's changing context. The following pages present a summary of the new approach, ASGP II *Strategic Framework for the Transition*, drawing from the original outline in the *Project Document*, the ASGP II *Inception Report*, in the context of the ANDS, and responding to the *Kabul Conference*, the 22 Strategic Priority Programmes (SPPs) and the Transition areas as defined in President Karzai's 21 March 2011, Afghan New Year speech.

Strategic Framework of ASGP II for the Transition 2011-2014

ASGP II focuses its efforts and expends resources at four pillar levels:

- i. IDLG;
- ii. PGO/PC/ DGO;
- iii. Municipal;
- iv. Technical Assistance & Management; (supporting the above three pillars).

I. IDLG Pillar Level Support.

ASGP II provides funding to IDLG through an allocation to the budget on the Annual Work Plan (AWP) for payment of extra-budgetary experts and support staff, with a 70/30 ratio maintained between the technical and the support costs. Experts, formerly referred to as *Task Order Staff* (TOS), are currently called LoA staff, since the Central Letter of Agreement (LoA) was signed in November 2010 between UNDP and IDLG directors, defining the ASGP II support and agreeing to a roll out of de- concentrated support to the PGOs, PCs and Municipalities, through Provincial LoAs signed between UNDP and the PGOs, and endorsed by IDLG.

Today, many senior IDLG directors are TOS/LoA experts, who are paid honorariums competitive to the Afghan job market to attract highly qualified national professionals to work in IDLG. The ToS/LoA expert staff are usually not interested in serving for the more modest *Teshqil* salary levels that the Government has set for Afghan civil servants.

IDLG departments and sections that are supported include:

- a) Executive Office of the Director-General, (a ministerial level Presidential Appointment) and two Deputy Minister-level Directors;
- b) Directorate General Human Resource Department, (Capacity Development expert embedded);
- c) Policy Section;
- d) Strategic Coordination Section;
- e) Directorate General of Coordination of Local Council Affairs and:
- f) Directorate General of Municipal Affairs.

At present, two ASGP international experts work from the IDLG offices in Kabul, with ASGP Kabul office based two national experts lead in supporting IDLG. The following positions interact regularly with the most senior IDLG counterparts in their respective fields.

- a. International Senior Policy Advisor;
- b. International Capacity Development Advisor;
- c. National Manager of Municipal Pillar;
- d. National Provincial Council Specialist for Provincial Development.

It is envisaged that later in 2011, the ASGP team working inside the IDLG will be joined by the following positions:

- e. Programme Specialist to the IDLG (Chief of Staff);
- f. Technical Specialist Budget and Fiscal Planning & Management Expert (international);
- g. Technical Specialist on Subnational Planning & Management (international);
- h. Advisor on Subnational Governance to IDLG Director (national).

II. PGO/PC/DGO/DC Pillar Level Support

ASGP II provides funding to the PGOs in the form of access to two lines of funding, currently set at sums of approximately USD 300-550,000 for each line per province.

1. The first line, the LoA line, pays for TOS/LoA experts, internet connectivity, and small items procurement for the Office of the PG (PGO). The PGO may allocate some of these funds to provided inputs that fortify the DGOs in their respective province. Use of funding from the budget ceiling for each province in the LoA line is regulated by the LoA Standard Operating Procedures (SOP), expected to be finalized and approved by the IDLG in early July 2011;

2. Additionally, a Provincial Development Fund (PDF) has been established within the ASGP II AWP, and a PDF SOP is under development; the procedures are described in detail, indicating the criteria path that PGOs must follow to access provincial allocations of the PDF, currently set at approximately USD 500,000 per province. Furthermore, special priority projects selected by the PGO when following the procedures set forth in the PDF SOP can be funded; that strengthen the role of the PGO and/or the DGO.

ASGP II provides technical assistance to the PCs; from the second half of 2011, one TOS/LoA staff will be recruited to support the PC chairman in each of Afghanistan's 34 provinces. Additionally, workshops, trainings, PC publications are funded. Moreover, broadcast media public outreach programming will be organized in the second half of 2011, as well as local, national conferences and forums that bring PC members together. Study tours between provinces are being arranged, for the primary purpose of information sharing between provinces by PCs of issues of commonality, but also achieving the informal but significant objective of fostering a national dialogue , building a sense of common national identify and unity between diverse provincial communities. (District Councils have not yet been elected, but District Development Assemblies – DDAs- were established by the Ministry of Rural Rehabilitation and Development- MRRD, and these will be engaged as *de facto* counterpart *shuras* until formal DCs are elected).

III Municipal Pillar Level Support

ASGP II provides support to municipalities from two channels to enhance capacities aiming at ensuring good governance resulting in development and improved service delivery and enhanced revenue collection and generation.

1. Through the LoA mechanism, ASGP II provides technical assistance, equipment and facilities including internet connectivity. This support aims at developing institutional and organizational capacities in municipalities and their respective *Nahia* Offices to improve performance (increased revenues and improved service delivery). With this technical resource as part of the mayor's office, the role of municipalities to respond to needs of citizens will be strengthened.
2. ASGP II supplements its technical assistance with Municipal Development Fund (4.5 million for 12 municipalities in 2011). The fund adds values as follows:
 - Improves responsiveness of municipalities to needs of citizens and addresses current public dissatisfaction and distrust; eventually tending to credible governance

processes. This helps improve and expand or even initiate services within the mandate of municipalities as they are not currently provided by line ministries:

- Enhances capacities in municipalities to implement participatory governance for socio-economic and infrastructure development including environmental protection;
- Develops synergies between the municipalities and urban communities for city welfare.

Both types of support will be regulated by *Standard Operating Procedures (SOP)* and will be given to 12 municipalities that are of great importance both in terms of regional capital and transition focus. Support to Municipalities is led by a team of ASGP national experts.

IV. Priority Focus Areas for 2011

In December of 2010, UNDP commissioned an ASGP II *Inception Report* that pointed the way forward for ASGP for the coming years 2011-2014. The *Report* is detailed and comprehensive, key elements of it are summarized below:

1. *Developing strong Subnational Governance bodies is essential to the future stability and well-being of Afghanistan and its people;*
2. *The Roles and Responsibilities of civil servants, particularly at the subnational level is unclear and Governance remains Kabul-centric;*
3. *PGOs, DGOs and PCs lack the clear mandate and financial resources to fulfill their governance and oversight roles, reach out to the people, and spearhead provincial development planning and delivery of services;*
4. *While some of the above issues can be addressed by strengthening the IDLG's Sub-national Governance Policy, more direct support to PGO, DGO and PCs will be required during Phase II;*
5. *PGOs, PCs, DGOs and Municipal administrations will be supported to convene sectorial and stakeholder forums so as to enhance the governors and mayors' role in planning their own capacity development, strategic planning and capacities for effective implementation of service delivery and development;*
6. *Provincial & Municipal Aid Coherence is a critical element that can be achieved through strengthening of subnational governance bodies and building a clearly defined and effective role for PGOs & Municipalities in this process.*
7. *Expansion of the Regional ASGP presence beyond the initial roll out areas, to include most if not all of Afghanistan's provinces;*
8. *Baseline data was gathered to populate the Inception Report, much of referring quantitatively to the general population's current perceptions and confidence of the institutions of subnational governance.*

Between 8 to 10 June 2011, following 6 months of expanding the ASGP II capacity, gathering of inputs from the field, senior UNDP consultations with IDLG and stakeholders took place during the ASGP II Retreat which was held in Kabul.

View of the UNDP retreat participants on 8 June 2011



The purpose of the retreat was to finalize the deliverables and detail the roles and responsibilities expected of ASGP Regional and Provincial Managers in order to achieve the objectives of the ASGP II project document as further clarified in the December 2010 *Inception Report*. The current orientation, methodologies and modalities employed by ASGP II is to achieve its objectives through the following deliverables, activities and related funding provision to ensure through an overall operative network:

OVERALL OPERATIVE FRAMEWORK

1. ASGP, IDLG and UNDP signed Letters of Agreement, i) one Central LoA between UNDP and IDLG, defining the use of provincial LoAs ; and ii) 34 Provincial LoAs signed or pipeline with each PGO, establishing PGO & Municipal bank accounts for ASGP to channel funding support, mainly to the PGOs but also indirectly to DGOs;
2. Afghan experts funded to serve in IDLG and PGOs will be expanded to also serve in PCs (at least one in each); all such experts, previously referred to as Task Order staff, now to be referred to as LoA staff; in the case of Municipalities, the LoA experts working at the provincial level will also serve the municipalities at the district level;

3. Each PGO to elaborate an Action Plan for use of ASGP funding, budget ceilings, for LoA staff, priority procurements and recurrent offices costs not covered, such as internet connectivity, etc;
4. ASGP II has reserved USD 15 million UNDP funding contribution to allow for a Provincial & Municipal Development Fund that will provide PGOs and Municipalities with funding for priority projects, accessed by following detailed steps of a Standard Operating Procedures;
5. LoA staff, to be provided with IDLG, PGO or Municipal government contracts.

II. Results and Impact

Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub National Governance Policy (SNGP) are in place by 2014

- **Target for the Year:** (See "Brief Description of Results/Achievements for Milestones in 2011")

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
1.1 Drafting all necessary laws and associated rules of procedure and guidelines under the area of authority of IDLG.	Provincial Council Law ¹ , District Council Law, Local Administration Law, and Municipal Law, and Law of Village Council Law	80
1.2 Development of key institutional, organizational and individual capacities in IDLG.	Capacity score 2.1	20
1.3 Capacity Development of Policy unit of IDLG with respect to its key functions and capacities.	SNGP published: IDLG Capacity Development Policy Unit is capable of conducting training needs assessments; IDLG is capable of implementing trainings in line with need assessment requirements ²	45
1.4 Meetings of inter-ministerial coordination /	Composition defined	0

¹ A national conference for the amendment of the PC law was conducted in Herat. It resulted in the amendment proposed for the existing law, in respect to clarity on the role, functions and mandate of the PCs and on how the PCs should assist in oversight of basic sub-national governance services provision

² Specifically, training material for Procurement and Financial Management trainings for PGOs & DGOs were standardized and completed for the purpose of enhancing capacities of PGO & DGO staff, as an analysis was completed on the past training programmes conducted by the training unit, CDU was completed in order to consolidate the training policy of IDLG and also develop a compendium of possible training topics for the staff of IDLG and PGOs/DGOs/PCs

implementation structures to review progress of SNGP implementation.		
1.5 SNG policy awareness for key staff of PGOs and DGOs and members of PCs and DCs	Introductory orientation conducted and implementation of policy supported	15
1.6 SNG policy awareness for citizens regarding roles and responsibilities of sub national authorities	Design public awareness campaign and support to media campaign provided	10
1.7 Capacity Development of IDLG with respect to key capacities related to sub-national finance and planning	Planning and Budgeting Manuals; System for tracking allocations	0

Output 2: Provincial and District Governors' Offices (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance and development in accordance with ANDS by 2014

- **Target for the Year:** (See "Brief Description of Results/Achievements for Milestones in 2011")

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
2.1 Strengthening Provincial and District Offices to fulfill their roles and responsibilities	80% PGOs and 25% DGOs restructured ³	40
2.2 Introduction of functioning modern administrative management systems in PGOs and DGOs	80% PGOs and 25%DGOs implement OM	20
2.3 Establishing performance measurement systems for subnational governance for all provinces and government institutions	Minimum service standards defined	20
2.4 Establishing interaction mechanisms for effective interaction between sub-national government and public to improve access to information	Provincial information service centres established	5

³ ASGP, among other completed organizational capacity needs assessments developed action plans for all capacity building working groups in five PGOs (Northern Region). Furthermore, ASGP also assisted in developing the Capacity Building Strategy Plan PGO of Bamyan Province

2.5 Provincial Strategic Planning (PSP) and Provincial Development Planning (PDP) guided by the PSP	20% of provinces apply provincial strategic planning;10% have annual development plans based on PSP	25
2.6 Strengthening public financial management at sub-national level to make it fully compliant with applicable laws and MOF procedures	Training in internal audit, AFMIS implemented	0

Output 3: (Established under ASGP I) has been cancelled in 2010.

Output 4: *Provincial and District Councils have the capacity to represent citizens' interest and monitor sub-national governance by 2014*

- **Target for the Year:** (See "Brief Description of Results/Achievements for Milestones in 2011")

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
4.1 Establishing Knowledge sharing system for Provincial and District Councils	Action Plan developed for PC and DC information Centres Platform to be operational	15
4.2 Capacity Development of PCs and DCs so that they are compliant with rules of procedure and conduct public outreach	Training for PC members, and compliance with rules of procedure and conduct of outreach activities	10
4.3 Strengthening PCs' and DCs' oversight over local service delivery: strategic and annual budgeting & planning; M&E for service delivery; etc. Training for PC members	Training for PC members, to develop necessary expertise to support strategic and annual planning and budgeting	0

Output 5: *Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014*

- **Target for the Year:** (See "Brief Description of Results/Achievements for Milestones in 2011")

Activity Result	Brief Description of Results/Achievements for Milestones in 2011	% of Progress Rate/Delivery
5.1 Improving capacity of municipalities to generate own source revenues	Revenue generation improved in 35% of municipalities ⁴	60
5.2 Improving municipal capacities to apply minimum service standards, improved procedures, performance measurement system and FMS	Manuals guidelines and procedures prescribed	20
5.3 Organisational restructuring of municipalities to improve service delivery, including at least 15% female staff by 2014	Approved organizational restructuring proposal of municipalities approved. 15% municipalities; with 8% women workforce	50
5.4 Strengthening municipality outreach programme	Public participation programme developed	70
5.5 Strengthening modern office management systems in municipalities	Operating manual developed	30
5.6 Creation and maintenance of a functional website and e-government applications for select municipalities	Generic municipal website designed	5

⁴ See Annex 6 “ASGP Key Results for Focus Areas in Q2” under municipalities section for further breakdown of achievements.

III. Implementation Arrangements

Technical Assistance and Management Support

ASGP provides technical assistance and management support to the IDLG and to the provinces and municipalities through direct support via:

- A. Kabul based ASGP II project headquarters;
- B. Embedded experts in IDLG , Kabul, PGO, PC and Municipalities in provinces;
- C. Regional offices;
 - **Central Region** based in Kabul covering Kabul, Kapisa, Panjsher, Parwan, Wadak, Logar provinces (6)
 - **Central Highlands Region** based in Bamyan covering Bamyan, Daykundi provinces (2)
 - **Eastern Region** based in Jalalabad covering Nangarhar, Laghman, Kunar, Nuristan provinces (4)
 - **Northeastern Region** based in Kunduz covering Kunduz, Baglan, Takhar, Badakhshan provinces (4)
 - **Northern Region** based in Mazar-I- Sharif covering Balkh, Samangan, Faryab, Jawzjan, Sari Pul provinces (4);
 - **Western Region** based in Herat covering Herat, Farah, Ghor, Badghis (4);
 - **Southern Region** based in Kandahar covering Kandahar, Nimroz, Zabul, Helmand*, Uruzgan*provinces (5)

At present there are no concrete plans to open an 8th Regional office in 2011, it is possible that one would be opened in 2012, for the (currently only theoretical) below:

- **Southeastern Region** based in Ghazni or Gardez, covering Ghazni, Paktia, Paktika, Khost, provinces (4)ASGP II does have, or will soon have, Provincial Offices for specialized attention: Uruzgan Province (open); Helmand Province (hard pipeline);

IV. Challenges/Risks/Issues

The main challenges which were experienced in Q2, 2011 included that:

The well-known challenge of Afghanistan's high threat level that creates continual security concerns and threats to UNDP ASGP II project staff needs little introduction.

- International aid workers are frequently targeted, as well as national colleagues whose association with UNDP makes them also a target for threats, extortion, kidnapping for ransom or outright assassination by illegal armed groups with varied makeup and agendas, having secure premises, and limiting the footprint and thus the exposure to physical risk of ASGP (UNDP) contract holders is singularly the largest challenge to overcome.
- Fast track recruitment procedures have been initiated for UNDP Afghanistan, nonetheless questions remain among senior UN decision makers in various HQs around the globe regarding the optimum UN footprint for Afghanistan. These issues have been debated since the UN buildup following 9/11, with apparently insufficient common grounds established making it challenging for any one UN official to unilaterally assume the political and professional risk of ordering surge recruitment for the many vacancies in most programmes, including the vacancies within ASGP II.
- As a result, individual ASGP staff members currently are assuming the work load meant to be shared by one to three additional staff in their unit. It is therefore to be expected that many opportunities are not addressed, and important items are shelved or fall through the cracks, not for any fault of diligence or industry by almost all of the ASGP staff.
- The well-known difficulties in locating qualified staff to apply to work in Afghanistan are further complicated by the institutional reticence to follow through on signing new staff contracts once hiring managers have headhunted promising candidates and after recruitment panels have completed selection processes.

In response to this, a mitigating strategy is being considered that would rely on less international and national UNDP contract holders, and rely more on using ASGP regional and provincial offices as training and M&E centers rather than as implementing offices. This strategy, if rolled out, would place a larger share of the work load of capacity and institutional development on the LoA staff, funded by ASGP II but on IDLG contracts. LoA experts would receive training-of-trainers (TOT) capacity development work as required, deploying additional LoA staff subject to the availability of financial resources for as long as necessary, or as long as possible, with the *teshqil* salaries staff of the subnational governance bodies are the ultimate target beneficiaries of capacity development skills, transferred by the higher qualified LoA staff.

- Aid Coherence, Databases and E-Governance remain a challenge for ASGP, and there has been a general agreement that spreadsheets in different formats with data collected in different ways and separate provinces needs to be replaced by a unified data management system, an enterprise resource planning system, accessible to authorized users, i.e. the acquisition by government decision makers to reliable data regarding all funding and past and present surveys and events related to development and service delivery, could be propelled to a new quantum level. It is envisaged that ASGP II will launch in the second half of 2011, a feasibility study for E-Governance system for IDLG, PGO, DGO, and Municipalities.
- However, perhaps the greatest challenge facing Afghanistan's institutions of subnational governance, and also hampering the work of the central government ministries, are the surprising dearth of cogent Master Plans for the country's development sectors. This critical constraint as a limitation factor manifests itself, at the subnational level, in an almost complete absence of credible *Territorial Master Plans* for provinces, districts and municipalities. The Provincial Development Plans (PDPs), the so-called *People's Plans*, that have been reviewed to date are widely considered to be unworkable wish lists or shopping lists and strategies for extracting a workable provincial development agenda from the PDPs have thwarted most actors from making adequate progress and service delivery. ASGP in cooperation with IDLG is through trainings and the facilitation of human capacity development within planning, assisted by the development of databases and relevant information tools, which will support the sub-national governance institutions capacity for enhanced contributions and planning capacities for example in developing the provincial profiling development plans which may contribute to future sectorial master plans.

V. Lessons Learnt

- The past reliance on workshops and *ad hoc* training modules, however customary as a traditional development tool, or well-designed or well intentioned, has not always produced sufficiently significant results in capacity development of subnational PGO, DGP, PC and municipal staff. Not only has '*workshop fatigue*' set in, but the general impression has been conveyed to ASGP stakeholders that many participants only attend these workshops for the travel *per diems* or the free lunches.
- IDLG and ASGP have shifted the ownership of the training materials to the IDLG HR department, supported by an ASGP international Capacity Development specialist, where all manuals will be vetted, improved and stored for use by IDLG and ASGP, in TOT capacity

development for LoA staff, or for direct training sessions aimed at *teshqil* sub national governance staff or PC members.

- It is now apparent to many decision makers that bottom up planning methodologies of the past are the principle culprit in provincial development plans turning out as unworkable wish lists.
- It is also now accepted that in order to ensure ownership, PGOs need to determine their own capacity development needs and articulate themselves, with the support of LoA staff, their own capacity development plan.
- It is part of the ASGP II post June 8-10 Retreat orientation, that PCs role has been in the past limited and confused, and building an important role for the PCs is important if the newly instituted democratic government is to have sufficient public support so as to ensure the durability of the new mechanisms and structures, after the withdrawal of ISAF and downsizing of ODA resources at the end of the *Transition* in 2014.
- Another lesson learned is that PGOs and DGOs are executive bodies that consequently need to play an executive role in spearheading development and service delivery in their areas, not only limited to a supportive and facilitation role. At present, there is sufficient lack of clarity on the role of governors, and without a critical mass of resources to decide on, their value in the governance process as executives is undermined.
- PGOs lack process systems of governance, so that their roles each day are defined by the exigencies and externalities of the moment, their role needs to shift from being reactive to outside *stimuli*, to one of being proactive in delivering their own agenda.
- It is now agreed that PCs and district *shuras* are not provincial extensions of the legislative branch of government, as yet, they do not have the constitutional authority to make laws. As representatives of the public, they do have an important advisory, oversight and consultative role, which is only made apparent and manifest when there is solid media coverage to the general public, of the debates, oversight assessments and other discussions that occur at the PC level and district shura level.
- Public outreach, public awareness, public participation in democracy needs to be accelerated by less reliance on print materials (i.e. magazines, posters, calendars) and more sophisticated usages of the broadcast media. Practically all Afghans have access to radio, and most to TV.

VI. Future Plan

The main areas of intervention for the coming quarters are related to:

A new paradigm shift in the engagement of Provincial Councils is required, if the PCs are to fulfill their *de jure* role of “*Nezarat*” (*Oversight*) and move away from interpreting PC *Nezarat* as being limited to M&E ‘inspection’ of bricks and mortar public works projects, where they are not qualified and where there are negative opportunities for illegal levies to be charged to implementing contractors; the shift proposes is to the more important oversight role of forming PC subcommittees for provincial oversight of sectorial or thematic subjects such as e.g. education, health, agriculture, private sector development, security and justice.

In this regard, public awareness, public outreach, public participation can be increased by organizing far more forums for discussions and decision making by expanding significantly the degree of broadcast media coverage of the forums. Examples of the types of forums to be supported by ASGP II in the second half of 2011 and the future are listed below:

- Provincial forums for bring together PGOs, line departments, PCs, DGOs, and civil society, to discuss and arrive at a consensus on one or two top priorities in each sector.
- Provincial forums to discuss security related issues of the districts and provinces;
- Provincial forums to discuss how PGOs and DGOs might develop their own sectorial agenda, and how to best apply the new PDF and funding from other sources to address priority needs of the provinces and districts;
- National forums to bring together PGOs with line Ministries, IDLG, Ministry of Finance, to discuss and arrive at consensus on the role of the PGOs in support of the SPPs of the Kabul Conference;
- National forums to bring PC chairpersons from the 34 provinces of Afghanistan, to arrive at a common platform for the PC law and role of the PC in *Nezarat* and Public Outreach;
- National forums to bring together chairpersons of PC subcommittees on Education, Health, etc for all 34 provinces to meet with line ministries and Min of Finance to share perspectives on sectorial and thematic priorities;
- National forums to bring PGs together, to share issues of common concern and to present their needs to central government and donors.

All such forums, if made with solid media coverage, press conferences, and even radio call in programs, could play a pivotal role in 1) accelerating the delivery of development and services at the sub national level; 2) provide a demonstration of democratic governance in action;; 3) create new opportunities to build understanding and develop capacities, that do not rely solely on workshops to transfer skills; and 4) bolster public confidence that Afghanistan's institutions of subnational governance are catering to the needs of the public and listening to the voice of the people.

ASGP Managers Operative Framework (Region, Thematic, Province)

The following are the results areas that ASGP II Managers are to be guided by and to report their progress and activities against on a monthly basis to UNDP Country Office, using resources available to them and harnessing the LoA experts in a "One Team" effort, uniting IDLG and ASGP work.

1. Provincial & Municipal Governance and Development Strategy and Action Plan
in place

Each PGO and Municipality to articulate a strategy documents on its 1) Governance Development Strategy; and 2) PGO & Municipal Action Plan for Development. The PGO or Municipal Action Plan to be elaborated through consultative processes, supported by ASGP, in forums of stakeholders that discuss and define sectorial and thematic priorities;

2. Information System established **with Governance and Development Profiles**
developed

Each PGO & Municipality to establish Information systems/databases to include Governance and Development profiles of provinces, municipalities and districts. Work will be done with IDLG to achieve consistency of formats and informational inputs for these databases. A system for E-Governance to be studied during 2011, to include a uniform and consistent Information System formats.

3. Organizational Capacity Development with Capacity Development Strategy and
Plan developed

Each PGO and Municipality to elaborate a document that presents a capacity development strategy for the PGOs with plans detailed of the capacity development needs;

4. Provincial & Municipal Governance and Development Monitoring System in place with monitoring and impact assessments conducted

This results area requires improved understanding and agreements reached between PGO and PC, Municipality and PC, defining the roles on the Oversight and Monitoring & Evaluation of Development and Services;

5. Aid Coherence achieved

A comprehensive matrix by sector of each province to be produced, detailing all on-going and pipeline aid programmes by type, size and locality; in provinces, districts, municipalities.

6. Public forums convened by ASGP II

National, Provincial, Local Forums to be convened throughout for Stakeholder engagement in all types of Planning, Sectorial and Thematic, promoting National Policy Dialogues, Public Accountability, at regular junctures of ASGP II roll out.

7. PGO /PC/Municipal LoA staff oriented

All LoA staff in the provinces and municipalities to receive orientations and training-of-trainer TOT type trainings, when and only if time, place and curriculum approved by IDLG. All Training manuals and workshop modules to be approved and improved, and to reside within IDLG HR Department, upgraded periodically as lessons are learned and training needs better identified.

8. Public Outreach, Milestones, Precedents, Historic Agreements, publicized in the media.

All public forums, important agreements, milestones in cooperation, and results in development and service delivery achieved by subnational governance bodies to be publicized by ASGP in the broadcast media, and where applicable, in the print media.

Key Areas of Future Focus for all ASGP II managers and colleagues

PLANNING, PROFILING: What is the role of ASGP II in support to IDLG and PGOs on realizing PDPs and PSPs? What sort of data gathering, profiling, is important to the process and remains relevant? What is the status of Capacity Development Strategy & Plans? Provincial or Municipal Programme Action Plans?

PROVINCIAL INTERFACE: What is the mechanism needed for an effective and continual interface between the PGO in respect to the Line Departments, PC, donor community/PRTs, civil society, media, how do the Provincial LOAs address priority gaps? Today most contacts are initiated by donors, how to create mechanisms and institutionalize regular practices so that PGOs initiate contact with partners and stakeholders and spearhead a PGO agenda.

TASK ORDER STAFF/ LOA Staff : How to finalize the assessment of all non-IDLG HQ based Task Order/ LOA staff and what is the ASGP's role in providing TA, support and oversight to the TOS role? How to ensure that TOS are engaged in capacity development and not capacity substitution?

ORGANIZATIONAL DEVELOPMENT: What are the methodologies for achieving the *Organizational Development* of the PGOs to manage and provide good provincial governance through new structures and procedural mechanisms, proper departmentalization, adequate human resources, public financial management, One Stop Shops, how to address public grievances?

UNDP & ASGP SUB-NATIONAL OFFICES: The evolving role of the ASGP Regional and Provincial offices as both Training and Coordination Centers and not as Implementation Offices; what are the implications in regards to the ASGP organizational diagram drafted in Feb 2011.

ASGP REG. & PROVINCIAL MANAGERS ENGAGEMENT WITH PARTNERS: How often are we meeting with PGO, DGO, PCs, PRTs, TOS, UNAMA, UNCT members et cetera? Where are the records of discussions? How are the agreements reached implemented and progress tracked? Where are these dialogues leading?

PDF/SOP: The *Provincial Development Fund* of ASGP, its purpose at the PGO and Municipal Level, and the articulation of *Standard Operating Procedures* that are streamlined, inclusive, transparent and widely endorsed, on the use of the PDF;

PC: Role of the *Provincial Councils* in relation to PGOs; what should ASGP II support be to that role? On M&E, public participation, public outreach, media communications, airing public grievances?

DATABASES: *Information Management Systems, Databases, E-Governance*, How can IDLG and ASGP arrive at a common framework so as to avoid incompatible formats, and ad hoc Excel spreadsheets substituting for modern data management systems that allow access to information from authorized users. How are we using data to support *Aid Coherence*?

MANUALS AND TRAINING; Within ASGP, the sharing of information, training modules, formats, in order to arrive at an increasingly evolving and more relevant Training Manuals, so that each

ASGP training for counterparts in the Province or Region does not 'reinvent the wheel'. All manuals to reside with IDLG.

VISIBILITY, PUBLIC OUTREACH & MEDIA; How can we move from calendars, posters and magazine bulletins, to include the broad cast media in building public perceptions and confidence in good governance and highlight progress?

Financial Section: ASGP Phase II

Table 1. Total Income and Expenditure

Donor	INCOME			EXPENDITURES			BALANCE	Remarks
	Total Commitment (a)	Total Received (b)	Total Receivable c= (a-b)	Total Cumulative Expenditures Dec 2010 (d)	Total Expenditure from Jan to June 2011 (e)	Total Expenditures f= d+e	Total Received minus Total Expenditures g=(b-f)	
AusAID	2,000,000	1,000,000	1,000,000				1,000,000	
DFID (UK)	37,760,000	9,600,000	28,160,000	3,309,100	4,113,951	7,423,051	2,176,949	
SDC (Switzerland)	3,788,808	3,389,208	399,600	556,017	470,126	1,026,143	2,363,065	
Italy	1,965,924	1,965,924	0	-	538,126	538,126	1,427,798	
European Union	15,831,554	5,606,314	10,225,240	-	-	-	5,606,314	
UNDP	15,000,000	15,000,000	-				15,000,000	
Total	76,346,286	36,561,446	39,784,840	3,865,117	5,122,203	8,987,320	27,574,126	

- Note:
- i) Expenditure reported for the 2011 accounting period is provisional.
 - ii) Income received in currency other than USD is approximated to USD based on UN operational rate of exchange.

Table 2. Expenditure by Major Outputs (2011)

Project Output	Budget (AWP 2011)	Total Expenditure from Jan to June 2011	Delivery Rate*	Remarks
Component I, Support to IDG:				
ACT 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNG are in place by 2014.	2,895,627	911,351		
<i>GMS</i>	202,694	63,795		
Sub-total Component I.	3,098,321	975,146	31%	
Component II, Support to Municipality:				
ACT 1: Municipal revenue increased and revenue management capacities enhanced.	2,285,571	412,705		
ACT 2: Well-functioning municipal administration and improved governance and development planning and management.	1,064,000			
ACT 3: Delivery of improved services and increased participation in municipal governance and development processes.	3,633,000	31,627		
<i>GMS</i>	250,208	31,103		
Sub-total Component II.	7,232,779	475,435	7%	
Component III, Support to PGO/DGO:				
ACT 1: Provincial and District Governors' Offices have the capacity to manage provincial and district governance, development and security in accordance with ANDS.	21,769,056	2,250,310		
ACT 2: Provincial and District Councils have the capacity to represent citizen interests and monitor sub-national governance.	959,000	127,747		
<i>GMS</i>	855,965	166,464		
Sub-total Component III.	23,584,021	2,544,521	11%	
Component IV, Management Cost:				

ACT1: ASGP management and operational support contribute to the successful delivery of programme results.	2,943,360	1,053,366		
ACT2: Strategic Advice Provided to the Senior Management of IDLG to Strengthen Subnational Governance and Planning.	1,061,664			
ACT3: UNDP premises is fully equipped, operational and able to serve ASGP.	639,688			
GMS	325,130	73,736		
Sub-total Component IV.	4,969,842	1,127,101	23%	
Grand Total	38,884,963	5,122,203	13%	

Note: *Delivery Rate = Cumulative 2011 expenditure/2011 AWP budget

Table 3. Expenditure by Donors (2011)

Donor	Project Output	Budget (AWP 2011)	Total Expenditure from Jan to June 2011	Delivery Rate*
AusAid	Component I, Support to IDG:	70,000		
	Component III, Support to PGO/DGO: ACT 1	821,000		
	Component III, Support to PGO/DGO: ACT 2	39,000		
	GMS	65,100	-	-
Total		995,100	-	
DFID	Component I, Support to IDG:	1,313,823	614,092	
	Component II, Support to Municipality:	267,000	31,109	
	Component II, Support to Municipality:	824,000	384,908	
	Component II, Support to Municipality:	833,000		
	Component III, Support to PGO/DGO: ACT 1	6,122,000	1,631,622	
	Component III, Support to PGO/DGO: ACT 2	179,544	135,064	
	Component IV, Management Cost:	2,063,721	1,048,020	
	Component IV, Management Cost:	965,664		
	Component IV, Management Cost:	429,188		
	GMS	909,856	269,137	0

Total		13,907,796	4,113,951	30%
EU	Component I, Support to IDG:	340,000		
	Component II, Support to Municipality:	240,000		
	Component III, Support to PGO/DGO: ACT 1	2,646,894		
	Component III, Support to PGO/DGO: ACT 2	607,090		
	Component IV, Management Cost:	156,667		
	Component IV, Management Cost:	60,000		
	GMS	283,546	-	
Total		4,334,197	-	0%
Italy	Component I, Support to IDG:	884,666	297,259	
	Component III, Support to PGO/DGO: ACT 1	860,000	186,450	
	Component III, Support to PGO/DGO: ACT 2	90,000	70	
	Component II, Support to Municipality:	-	19,142	
	GMS	128,427	35,205	
Total		1,963,093	538,126	27%
SDC	Component I, Support to IDG:	289,300		
	Component II, Support to Municipality:	390,000	9,173	
	Component III, Support to PGO/DGO: ACT 1	817,000	432,238	

	Component III, Support to PGO/DGO: ACT 2	43,366	(7,387)	
	Component IV, Management Cost:	722,972	5,346	
	Component IV, Management Cost:	36,000		
	Component IV, Management Cost:	210,500		
	GMS	175,640	30,756	
Total		2,684,778	470,126	18%
UNDP	Component III, Support to PGO/DGO: ACT 1	10,500,000		
	Component II, Support to Municipality:	1,628,571		
	Component II, Support to Municipality:	2,800,000		
	GMS	71,429	-	
Total		15,000,000	-	0%
Grand Total		38,884,963	5,122,203	13%

*Delivery rate = $\frac{\text{2011 cumulative expenditure}}{\text{2011 AWP budget}}$

Annexes

1. Detailed Reporting on Results and Impact (Reporting on each output)

Output 1: ***National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub National Governance Policy (SNGP) are in place by 2014***

Indicators: 1.1 Degree of development of the legal basis (incl. regulatory framework and manuals); 1.2: Strength of organizational and management systems for IDLG; 1.3 % of key officials aware of the key provisions of the national governance policy (including gender provisions); 1.4: % of degree of adequacy of current legal framework for subnational governance; 1.5: Number of Provincial Governors' Offices, District Governors' Offices, Provincial Councils and District Councils Offices (after election) with adequate understanding of the policy and its implementation policies; 1.6: Level of Public Awareness of Sub-national; 1.7: Capacity of IDLG to engage with the Ministry of Finance and other stakeholders in Sub-national finance reform, as described in the Sub-national governance policy and other relevant policy and strategy frameworks (as measured by IDLG capacity scoring system, currently being developed).

- Target for (year): (See "Performance Target (2011)")

Gender Rating of the Output: 1

Activity Result	Baseline information (2010)	Performance Target (2011)	Description of results/achievement	% of progress rate/delivery
1.1. Drafting all necessary laws and associated rules of procedure and guidelines under the area of authority of IDLG.	Legal and regulatory framework for SNG inadequate for purpose.	Provincial Council Law, District Council Law, Local Government Law and Municipal Council Law as well as the Law on Municipalities drafted in consultation with stakeholders including women's groups and submitted for enactment.	Drafted: Law of Provincial Councils, (to be submitted to the MoJ soon); Law of Local Governments, (submitted to the MoJ); Law of District Council; Law of Village Council; and Law of Municipalities	80
1.2. Development of key institutional,	Capacity scoring system developed.	Capacity score 2.1	Still in its early development phase	20

organizational and individual capacities in IDLG.	Baseline capacity score of IDLG is assessed to be 1.96 on a scale of 1 to 4			
1.3. Capacity Development of Policy unit of IDLG with respect to its key functions and capacities	SNG policy approved (to be published). Introductory orientation conducted for all PC members and 30% of the key officials of PGOs and DGOs	SNG policy published and available in public domain. Introductory orientation conducted for all PC members and all key officials of PGOs and DGOs	Sub-national Governance Policy Published and available.	45
1.4. Meetings of inter-ministerial coordination / implementation structures to review progress of SNGP implementation	49% respondents believe that current legal framework provide sufficient authority	Composition defined	None established for 2011, but for 2012 and 2014	0
1.5. SNG policy awareness for key staff of PGOs and DGOs and members of PCs and DCs	No baseline for SNG Policy awareness among key staff of PGOs and DGOs and members of PCs and DCs was established in 2010	Key staff/members of 34 Provincial Governors' Offices and Provincial Councils, 364 District Governors' Offices and District Councils can clearly articulate their roles and responsibilities under the policy by end of 2011	Introductory sessions held for PGO and DGO staff	15
1.6. SNG policy awareness for citizens	802 Members of the public	Design public awareness campaign	In the early conception phase	10

regarding roles and responsibilities of sub national authorities	consulted on policy proposals in draft of policy (in 2009)			
1.7. Capacity Development of IDLG with respect to key capacities related to sub-national finance and planning	No baseline for Capacity Development of IDLG with respect to key capacities related to sub-national finance and planning was established in 2010	Planning and Budgeting Manuals; System for tracking allocations	No progress made	0

Output 2: ***Provincial and District Governors' Offices (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance and development in accordance with ANDS by 2014***

Indicators: 2.1. Extent of organizational restructuring in provincial and district governors' offices in accordance with approved organizational structure and % of civil servants that are female; 2.2 (a): Percentage of PGOs and DGOs with functioning administrative management systems in accordance with IDLG operating manuals; (b): Percentage of PGOs and DGOs with adequacy of conditions for female employees; 2.3: Percentage of the population who believe that the responsiveness of provincial and district government and access to information is good; 2.4: Percentage of people who believe that corruption is a serious problem in PGO and DGO; 2.5: Percentage of provinces where development planning is guided by a strategic plan covering the areas of security, governance, and development and existence of annual development plans; 2.6: Number of PGOs and DGOs that are fully compliant with applicable laws and MOF rules and procedures.

- Target for (year): (See "Performance Target (2011)")

Gender Rating of the Output: 2

Activity Result	Baseline information (2010)	Performance Target (2011)	Description of results/achievement	% of progress rate/delivery
2.1. Strengthening Provincial and District Offices to fulfill their roles and responsibilities	Organizational restructuring proposal for PGOs and DGOs as per new pay & grading system finalized by IARCSC and submitted to OAA for approval.	Approved organizational restructuring rolled out in 80% of PGOs and 25% of DGOs; 9% of civil servants are female	The majority of organizational restructurings rolled out concern PGOs, and to a lesser extent DGOs. Recruitment of 9 % of civil servants as females not yet reached	50
2.2. Introduction of functioning modern administrative management systems in PGOs and DGOs	(a) 67% of PGOs and 10% of DGOs have introduced administrative systems in accordance with operating manuals; (b) 4 PGOs and none of the districts have adequate conditions for female employees	(a)80% PGOs and 25%DGOs Implement OM; (b) 60% of PGOs and 7% of DGOs have adequate conditions for female employees	(a) Only approx. 20 % of the combined total numbers of PGOS and DGOs have started implementing OM; (b) not much progress achieved yet	30
2.3. Establishing performance measurement systems for subnational governance for all provinces and government	46% consider provincial government responsive and find access to information easy	At least 48% consider Provincial government responsive and find access to information easy; Minimum service standards defined	Defining of minimum service standards, still in its early conceptualization implementation stage	25

institutions				
2.4. Establishing interaction mechanisms for effective interaction between sub-national government and public to improve access to information	65% believe that corruption is a serious problem in provincial government	Constant - 65%; Provincial information service centres established	Provincial information service centres are still in preliminary concept phase	5
2.5. Provincial Strategic Planning (PSP) and Provincial Development Planning (PDP) guided by the PSP	2 provinces have completed Provincial Strategic Plan (PSP) and are applying PSP for preparation of Provincial Development Plan (PDP)	20% of provinces apply provincial strategic planning;10% have annual development plans based on PSP	PSP in 20% provinces	35
2.6. Strengthening public financial management at sub-national level to make it fully compliant with applicable laws and MOF procedures	No training in internal audit, Afghanistan Financial Management System (AFMIS) implemented in 2010	Training in internal audit, Afghanistan Financial Management System (AFMIS) implemented	No progress achieved	15

Output 3: from ASGP I (Cancelled in 2010)

Output 4: ***Provincial and District Councils have the capacity to represent citizens' interest and monitor sub-national governance by 2014***

Indicators: 4.1. Availability of a functioning knowledge sharing system for Provincial and District Councils; 4.2: Percentage of Provincial and District Councils compliant with rules of procedure and conducting public outreach and communication ; 4.3: Degree of oversight over local service delivery exercised by Provincial and District Councils

- Target for (year): (See "Performance Target (2011)")

Gender Rating of the Output: 0

Activity Result	Baseline information (2010)	Performance Target	Description of results/achievement	% of progress rate/delivery
4.1. Establishing Knowledge sharing system for Provincial and District Councils	PC Information Centers were already established and a few activities were already implemented in some locations	Action Plan developed for for PC and DC information Centres Platform to be operational	Female PC network in Central Region to be established in Q 2, 2011	25
4.2. Capacity Development of PCs and DCs so that they are compliant with rules of procedure and conduct public outreach	Average compliance with rules were less than 30 %; 30% conduct outreach activities; District Council are to be elected	Training for PC members, and compliance with rules of procedure and conduct of outreach activities	Planning to conduct trainings for Female PC network members in the Central Region.	20
4.3. Strengthening PCs' and DCs' oversight over local service delivery: strategic and annual budgeting & planning; M&E for service delivery; etc. Training for PC members	Very low capacity	Training for PC members, to develop necessary expertise to support strategic and annual planning and budgeting	Regional PC forums planned	10

Output 5: ***Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014***

Indicators: 5.1 Percentage of increase in municipal own source revenues; 5.2: Number of municipalities applying minimum service standards and quality financial management systems; 5.3: Percentage of restructured municipalities with new gender representative and service delivery oriented organizational structures; 5.4: Personal efficacy rates (percentage of respondents in urban areas feeling that they are able to influence municipal decisions), gender disaggregated; 5.5: Number of municipalities with modern office management systems; 5.6: Number of municipalities with functioning e-government

- Target for (year): (See "Performance Target (2011)")

Gender Rating of the Output: 0

Activity Result	Baseline information (2010)	Performance Target	Description of results/achievement	% of progress rate/delivery
5.1. Improving capacity of municipalities to generate own source revenues	Municipal revenue generation is estimated to be 20-30% of the potentially collectable revenues unsustainable (depending on resources, such as land sales). ASGP experience in 2007-2009 proves that improvement of collection allows an average of 25% increase in revenues annually	35% of municipalities achieved a 25% increase in revenues from sustainable sources	Revenue generation improved in 35% of municipalities	60
5.2. Improving municipal capacities to apply minimum service standards, improved procedures, performance measurement system and FMS	No minimum service standards exist; financial management systems are rudimentary and non-transparent	10 Municipalities use the approved minimum service standards and have operational financial management complaint with applicable rules and regulations	Manuals guidelines and procedures prescribed	20
5.3. Organisational restructuring of municipalities to improve service delivery, including at least 15% female staff by 2014	None of the municipalities has been restructured; female employees represent 4% of the municipal workforce. Organizational restructuring	Approved organizational restructuring proposal of municipalities approved.15% municipalities; with 8% women workforce	Restructuring proposal approved	50

	proposal for Municipalities as per new pay & grading system finalized by IARCSC and submitted to OAA for approval			
5.4. Strengthening municipality outreach programme	47% of respondents in urban areas believe that they can influence municipal decisions (Women 53%)	Constant – 47% (Women 53%)	Public participation Programme developed	70
5.5. Strengthening modern office management systems in municipalities	None of the municipalities have an modern office management system; municipal office manual does not exists	Operating Manual developed and introduced in the municipalities	Operating Manual developed	30
5.6. Creation and maintenance of a functional website and e-government applications for select municipalities	None of the municipalities have a website	Generic municipal website designed	Generic municipal website designed	5

2. Policy and Knowledge Products

Annex 2 (Provinces)

Year: Quarter 1, 2011

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	UNDP quarterly regional newsletter (second quarter)	ASGP West	Western region/UNDP projects	April 2011	In-house
2	Provincial Governance and development Magazine	Herat PGO led/ASGP	PGO Herat and Provincial stakeholders	April 2011	1,000
3	Provincial Council – Peoples' Voice	Herat PC Led/ASGP	PC members/local stakeholder	April 2011	1,000
4	Provincial Governance and development Magazine	Farah PGO led/ASGP	PGO Farah and Provincial stakeholders	April 2011	1,000
5	Annual Public accountability week report	Herat PGO led/ASGP	PC members/Local stakeholder	May 2011	2,500
6	Nangrahar Provincial Council (PC) monthly Magazine (WALASE HENDARA) publication	Nangrahar PC and UNDP/ASGP East Region	Provincial, Task order staff Line ministries department	June 2011	1,255

Policy and Knowledge Products

Annex 2 (Municipalities)

Name of Project: Municipalities have the institutional and organizational framework and capacity to collect revenue and deliver basic public services

Year: Quarter 2, 2011

N.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
National – GDMA					

1	Municipal Information Database in English, Dari and Pashto	ASGP	GDMA, and ASGP provincial specialist	Third week of June	NA
2	Pashtu Translation of Information Booklet for school children on SWM	ASGP	NA	Third week of April	NA
3	Tarin Kot Municipal Annual Accomplishment	Co-authored by municipality and ASGP	Municipality of Tarin kot	First week of May	NA
4	GDMA-IDLG website concept into a proposal for submission to IDLG senior management	ASGP and GDMA	GDMA and IDLG	Second week of May	NA
5	Document of Re-engineered business processes of GDMA	ASGP and GDMA	ASGP, GDMA and municipalities	Third week of June	NA
6	Capacity Assessment Questionnaire/ Checklist for a comprehensive assessment of municipalities as pre-requisite for developing Capacity Development Plan	ASGP	ASGP, GDMA and municipalities	Second week of April	NA
7	Template for Municipal Governance Management Plan	ASGP	ASGP with UNDP	Fourth week of April	NA
8	Businesses registration form and database	ASGP	ASGP with GDMA	Second week of June	NA
9	LoA action plans and budgets of Mazar-I- Sharif, Maimana, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Farah, Jalalabad, and Mehtarlam and the mayors briefed on the way forward	ASGP and respective municipality	ASGP, GDMA, municipalities	Third week of June	NA
10	ASGP Municipal governance	ASGP	ASGP	Fourth week of	NA

	and development Unit newsletter			June	
Central High Land					
1	Revenue Enhancement Action Plan and Strategy of Bamyan Municipality English Version	Municipality with technical support of ASGP	PGO, PC, citizens' representatives, business community, donor community	Third week of April	AFN 30000 (USD 700)
2	Customer Satisfaction Survey Report of Bamyan Municipality	ASGP	ASGP	15 June 2011	Nil
3	Annual Accomplishment Report of Nili Municipality	Co-authored by municipality and ASGP	Municipality different offices	5 May 2011	Nil
4	Municipal Governance Management Plans of Bamyan and Nili	Municipality and ASGP	Municipality of Nili and Bamyan	25 May 2011	Nil
Central Region					
1	Municipal Newsletter and waste Collection Schedule in Maidan shahr	Municipality with TA of ASGP Embedded staff	Municipality	Fourth week of May	Nil
2	Annual Accomplishment Report of Mahmood Raqi	Co-authored by municipality and ASGP	Municipality different offices	Fourth week of June	Nil
3	Municipal Governance and Development plan of Mahmood Raqi	Municipality and ASGP	Municipality	Fourth week of May	Nil
North					
1	Updated Revenue Profile Aybak	ASGP through embedded staff	Municipality	Fourth week of April	NA
2	Capacity Assessment Report of Maimana	ASGP	Municipality, PC, Dowa and public	First week of May	NA
3	Information board in Maimana	ASGP	Municipality	First week of May	NA
4	Municipal governance and development plan for	ASGP	Municipality	May	NA

	Maimana, Shebeghan and Aybak				
5	An action plan for the implementation of the MoU between the municipality and Balkh university	ASGP and municipality	Municipality and Balkh University	Fourth week of May	NA
6	Revenue Enhancement Action Plan and Strategy for Maimana	ASGP and Municipality	Municipality, PC, PGO and public	Fourth week of June	NA
7	Map of business processes or service cycles in Mazar-I-Sharif	ASGP and GDMA	Municipality	Third week of June	NA
8	Public Accountability Forums Reports for Kholm and Maimana	ASGP and municipality		1 st and 3 rd weeks of May	NA
Northeast					
1	Public Accountability Forums Reports for Taloqan and Kunduz	ASGP and municipality		Last weeks of April and June	
East					
1	Municipal Governance Management Plan prepared for Jalalabad, Asadabad, and Mehtarlam	ASGP	Municipality	May	NA
2	Revenue Profile of Asadabad revenue	ASGP through embedded staff	Municipality	Third week of April	Nil
3	Public Accountability Forum Report of Mehtarlam	ASGP and Municipality		Third week of May	
South					
1	Annual Accomplishment Report of Tarinkowt (Urozgan) and Lashkargah	Municipality and ASGP	Municipality different offices	17 April and third week of May 2011 respectively	Nil
2	Customer Satisfaction Survey Report of Tarin kowt Municipality	ASGP	Consultation with community representatives	8 May 2011	Nil
West					
1	Annual Accomplishment Reports of Herat and Farah	ASGP and Municipality	Municipality	Last week of June	Nil

Policy/Knowledge Products: these are in the form of legislations, regulations, strategies, policy papers, publications, workshop reports, manual etc.

Annex 3

3. Training and Capacity Building Outputs

Project: ASGP II (Provincial Level)

Year: Quarter 2, 2011

	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact Annexes	Total Cost or Budget in USD
1	Provincial Development planning facilitators Workshop	April/Herat	Provincial Governor Office and Sectoral Line Departments	24	Provincial Development Planning facilitators workshop/ participants trained on Core PDP planning team established who have understanding of the participatory planning process, Undertake situation analysis in the selected Districts for developing District development Plans(DDPs).	1,319
2	Annual Public Accountability Forum	April/2011	Government officials, line departments, Civil Society Organizations, Religious leaders, media, and people	1500	The accountability Forum improved government-citizen accountability and trust relationship and hence improved the confidence of the citizen on the local government, shared annual progress and achievement of local government with citizens, institutionalized Government-Public accountability relationship, shared future plans with the public, Government department to respond to the concerns of the people.	4,790

3	New office Management and Administration System Review workshop on District Operating Manual	April/2011	District Executive officers, Village Affairs officer, technical services officers	45	Participants trained on Sub-National Governance Policy focusing on District and Village governance, explained managerial processes and office management procedures such as filing system, registry operations, planning and reporting.	4,774
4	Provincial development and governance Report/Year book training for Ghor	May/Ghor	PGO/line departments	60	Provincial Governance and development report/Year book concept introduced to PGO and Line departments	733
5	National Provincial Council Conference for the amendment of the Law of provincial council of 2005.	May/Herat	National PC council	100	National Provincial Council Conference / to monitor the discussion, learn about and analyses the attitudes of the parties involved (IDLG and PCs), Conducting side meetings with the representatives of the IDLG, Chairpersons and members and representatives of the international community.	13,610
6	UNDP Provincial Government Board meeting	May/Herat	Provincial Governor Office and Sectoral Line Departments	45	UNDP Provincial Government Board meeting helped Afghan citizens and Government of Afghanistan to strengthen their sub-national governance	345

					<p>systems for enhanced development results.</p> <p>UNDP Quarterly Provincial Progress Report - Shared comprehensive and streamlined information of all UNDP activities to sub-national governance stakeholders.</p>	
7	Comprehensive Training Workshop on Safayi Tax Administration System (Tax Mapping, Valuation and Records Management)	June/Herat	Herat Municipality/different line departments	24	Comprehensive Training Workshop on Safayi Tax Administration System/ the participants educated and equipped with knowledge of a regular revenue resources improvement which is Safayi. Revenue generation and improvements enable municipalities to deliver better basic services and Safayi is one of their potential regular revenue sources.	7,644
8	Provincial development and governance Report/Year book training for Badghis	June/Badghis	PGO/line departments	60	Provincial Governance and development report/Year book concept introduced to PGO and Line departments	On-going
9	Regional Orientation meeting for TO staff	June/Jalalabad/Nangarhar Provinces	Nangarhar, Kunar & Laghman PGO	12	Task Order staff oriented on the ASGP II Programme and AWP for 2011 and their role in ASGP II	0

					implementation.	
10	Public Outreach and communication strategy workshop for PC members and PGO representatives	May/Asadabad / Kunar province	Kunar PC members and PGO representatives	25	Draft public Communication strategies for PC and PGO	1,785
11	Public Outreach and communication strategy workshop for PC members and PGO representatives	June/Mehtarlam / Laghman province	Laghman PC members and PGO representatives	25	Draft public communication strategies for PC and PGO	1,785
12	Governance Specialist training on needs assessment and proposal writing	11-12 April / Kabul	PGO	5	Governance Specialists can write proposals for project activities that will be funded by ASGP	818
13	Parwan UNDP Board meeting	13 April / Parwan	PGO, line departments and other stakeholders in the Province	30	PGO and other line-department clearly understand ASGP other UNDP's projects and achievements. UNDP representatives introduced all UNDP's provincial projects and its achievements and activities within the province.	750
14	Female PC Network Meeting, first meeting	17-19 April / Kabul	Female PC members	23	Empowering female PC members to take part in decision-making processes	10,287
15	Female Provincial Councilor Network Meeting, 2 nd round	6-8 June / Kabul	Female PC members	22	Provincial female councilors have improved knowledge of outreach activities. Provincial Female	5,668

					Councilors have the capacity to plan specific outreach activities.	
16	Task Order staff meeting	13 June	All Task Order staff from the Central Region	19	Update task order staff of the activities planned for Q2 and Q3 including meeting management	500
17	Maidan Wardak UNDP Board Meeting	20 June / Wardak	PGO, line departments and other stakeholders in the Province	40	PGO and other line-department clearly understand ASGP other UNDP's projects and achievements. UNDP representatives introduced all UNDP's provincial projects and its achievements and activities within the province.	541
18	Panjsher Provincial Board Meeting	21 June / Panjsher	PGO, line departments and other stakeholders in the Province	50	PGO and other line-department clearly understand ASGP other UNDP's projects and achievements. UNDP representatives introduced all UNDP's provincial projects and its achievements and activities within the province.	119
19	Logar Provincial Board Meeting	22 June / Logar	PGO, line departments and other stakeholders in the province	70	PGO and other line-department clearly understand ASGP other UNDP's projects and achievements. UNDP representatives introduced all UNDP's provincial projects and its achievements and activities within the province.	747
20	Kapisa UNDP Board Meeting	21 June / Kapisa	PGO, line departments and other stakeholders in the Province	70	PGO and other line-department clearly understand ASGP other UNDP's projects and achievements. UNDP representatives introduced all UNDP's	449

					provincial projects and its achievements and activities within the province.	
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Annex 3

Project: ASGP II (Municipal Level)

Training and Capacity Building Outputs

Year: Quarter 2, 2011

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	School Municipal Committee Training	12 and 13 April 2011, Mahmood Raqi, Kapisa	Municipality, Education, Info and Culture Departments	36	Cleaning & Greening, IEC planning and formulation	0
2	Comprehensive training workshop on safayi tax administration system	30 April up to 18 May 2011, Jalalabad	Jalalabad Municipality	14	Understood the methodology and technical aspects of tax mapping	0
3	Comprehensive training workshop on safayi tax administration system	11-30 May 2011, Herat	Herat Municipality	24	Trained staff on tax mapping operations and related records management work and conducted 2 Guzar of 4 th District the property inventory for revenue enhancement and management purposes.	0
4	Municipal Public Accountability and Consultative Planning Session	25-26- April,2011 Taloqan 16- June,2011 Kunduz, 1 st week of May, Maimana, 3 rd week of May in Mehtarlam, and Kholm	Provincial Governor, PC, Municipality, line departments, representative of people, civil society organizations, private sector,	171+170	Brings Transparency and Accountability in municipal administration and give public a feeling of ownership to the municipal programs	AFN 240,040 (approx. 5,580 USD) + USD 12,540

			elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs			
5	Training workshop on School-Municipal Committee and Localized School-based projects	9-10 – May,2011 Taloqan	Education Department, Municipality and Department of Information and Culture	23	Institutionalization of Public Participation in municipal affairs via school students	AFN 77,584 (USD 1,804)
6	LOA staff oriented on joint citizen-government initiatives/partnership for cleaning and greening	3 rd week of April in Herat	The Municipality, LOA staff		Citizen demand driven municipal service delivery	0
7	On the job training for revenue and cleaning officers	1 st week of May-Sheberghan and Asadabad in 4 th week of May	Municipality of Sheberghan and Asadabad		Improved revenue collection and cleaning service	0
8	Orientation on application of revenue database to encode revenue transactions in database	1 st week of April, Saripul	Municipality of Saripul		Improved revenue management system	0
9	Orientation on presentation of Revenue Enhancement Action Plan and Strategy	1 st week of May	Bamyman Municipality	1	Bamyman municipality attracted donor's attention for implementation of REAPs measures	0
10	Computer and English trainings to municipal staff of Mazar-I- Sharif	2 nd week of May	Mazar-I- Sharif Municipality		University-municipality partnership resulted to aid coherence	0

					Enhanced understanding of municipal official on application of computer	
11	School Municipal Committee Training	2 nd week of May	Taloqan Municipality and school municipal committees	24 (6 female)	School based cleaning plans Enhanced understanding on citizen's obligation toward municipal services.	0
12	Safayi Tax Administration introduced in Farah and Mehtralam Mayor		Farah and Mehtarlam municipality		Expanded control over properties in the municipal jurisdiction	0
13	On the job training to the staff of Cleaning and Greening Department	3 rd week of April in Qala-e-naw, 2 nd week of May Mahmood Raqi, 3 rd week of May in Mehtarlam, Sheberghan, Cheghcheran and 4 th week of May in Maimana	Municipalities of Qala-e-naw, Mahmood Raqi, Mehtarlam, Sheberghan, Cheghcheran and Maimana		Improvement in cleaning and greening service delivery	0
14	Orientation on principles of Business Process Re-engineering	3 rd week of May	IDLG and GDMA		Enhanced understanding in service streamlining	0
15	Orientation to 10 household's on waste management and segregation	3 rd week of May	Mahmood Raqi Municipality	10 households	Households' knowledge on waste management enhanced	0
16	Orientation on application of	3 rd week of May	Lashkargah			0

	correspondence Database					
17	Municipality-citizens' forum organized to hear from citizens on their needs and concerns	2 nd week of June	Nili		Citizen's participation enhanced in municipal implementation Public satisfaction improves to ensure citizens' needs and concerns are addressed through responsive municipal programs/ performance	0
18	Orientation session provided to LOA staff of Kandahar, Lashkargah and Qalat on revenue and SWM improvement	3 rd week of June	Kandahar, Lashkargah and Qalat Municipalities	5	Municipal revenue, cleaning and greening departments supported in better planning and implementation in the area of revenue and SWM improvement	0
19	Orientation on application of Revenue database and Safayi database	3 rd week of June	Bamyan Municipality	1	Computerized revenue management system in municipality	0
20	Training on improvement of solid waste management in Tirin Kot and Kandahar to reduce the number and regularize collection; agreement made with businesses in Qala-e-Naw to install garbage bins)	4 th week of June	Tirin Kot, Kandahar and Qala-e-naw municipalities		Redudction in waste collection points in Tirin Kot and Kandahar to reduce the number and regularize collection; Businesses in Qala-e-Naw agreed to install garbage bins	0

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Training/Capacity Building Outputs are trainings, workshops, and study tours, on-the Job Training etc.
Provide information disaggregated by gender as far as possible.

4. Risks Log

#	Description of Risk	Risk Type	Probability & Impact	Mitigation Measures
National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place				
1	Implementation of the Sub-national Governance Policy (SNGP) may be negatively affected by (a) Lack of government stakeholders' support; (b) Local opposition to accountability provisions of SNGP; (c) Lack of local capacities to implement the SNGP, particularly its planning and budgeting provisions; and (d) Inadequacy of monitoring and evaluation systems	Political	Probability M Impact H	Support the Policy Implementation Review Committee, the Cabinet Committee on sub-national Planning and Budgeting and other central coordination bodies ensuring that the policy implementation process and engagement of government stakeholders are monitored at all times; Raise the issue with the international community to encourage more active government participation; Increase compliance with the policy's accountability provisions and include information on implementation of specific arrangements in regular provincial and district governors' offices reporting; Enhance support to PGOs, DGOs and Provincial Councils by supporting capacity development through targeted training interventions and provision of IT equipment; Undertake extensive advocacy initiatives high lightening the gains of establishing relevant mechanisms for oversight and monitoring systems.
Provincial and District Governors' Offices have the capacity to manage provincial and district governance, development and security strategies in accordance with ANDS				
2	Implementation of the new organizational structures in provincial and district governors' offices may be impeded by lack of local qualified staff as existing salary packages and incentives have become less competitive compared to remuneration in the private sector and international organizations during the recent years.	Societal	Probability M Impact H	The gradual introduction of a revised pay and grading scale to attract and retain qualified staff, Develop special arrangements, particularly in less developed provinces, through a civil servant relocation programme; Support the PGOs and DGOs through the provision of UNDP Letter of Agreement (LoA) national expert staff in planning and implementation functions; Expand the number of provincial internship programmes to attract qualified staff to the civil service, especially women and youth.
3	Devolution of financial and procurement responsibilities to	Financial	Probability M	Enhance internal and external audit mechanisms, and regularly conduct audits of provincial governors' offices; plan and conduct

4. Risks Log

#	Description of Risk	Risk Type	Probability & Impact	Mitigation Measures
	provincial governors' offices may result in a higher incidence of cases of financial mismanagement and corruption. Furthermore, as the procurement law is complex, and not easy to interpret and therefore to implement at provincial level. Hence, the risk of corruption occurring in the line ministries and agencies in Afghanistan is significant.		Impact M	Financial Management trainings jointly with IDLG, of civil servants in PGOs and DGOs; Strengthen ASGP Regional Offices through recruiting financial and procurement specialists, and ensure implementation of a 'double signature' policy through LoA staff for all direct UNDP disbursements in trenches to provinces; Strengthen provincial council oversight of the provincial budget through provision of trainings, establishing of public accountability fora meeting hearings.
4	Lack of adequate monitoring, feedback and evaluation may significantly reduce the positive effect of introducing new management procedures and practices in provincial and district governors' offices.	Organisational	Probability M Impact M	Establish minimum performance standards in provincial and district governors' offices based on the new procedures; and assist in establishing monitoring of organizational and individual compliance through setting-up of performance management indicators for sub-national governance bodies; Implement the PGO and DGO procedure that have been designed and published by ASGP and have been approved by both the civil service commission (CSC) and IDLG.
5	Development of provincial strategic plans may be hampered by lack of local capacities as well as Lack of clear policy from the IDLG side on how to implement policy at the provincial level	Societal	Probability M Impact M	Deliver tailored trainings on provincial strategic planning to civil servants through a comprehensive approach, based on undertaken provincial capacity development needs-assessment to key provincial staff (UNDP/ASGP, IDLG).; Coaching support on how the team in the provinces may develop the strategic provincial plans.
6	Women may be prevented from joining civil service due to lack of qualification, local cultural traditions, harassment and inadequate working not accommodated to special needs of women, including safety and	Political	Probability H Impact L	Organize special civil service recruitment campaigns targeting female candidates; Establish minimum working standards to accommodate special needs of female employees in sub-national government entities, encourage their compliance with such standards and introduce gender audits; Expand the number of provincial internship programmes to attract qualified staff to the

4. Risks Log

#	Description of Risk	Risk Type	Probability & Impact	Mitigation Measures
	security concerns			civil service, especially young women. Encourage community leaders through advocacy initiatives initiated by IDLG/PGOs and DGOs to increase the numbers of women joining the civil service entities
Provincial and District Councils have the improved capacity to represent citizen interests and monitor sub-national governance				
7	Popular legitimacy and effectiveness of provincial and district councils may suffer significantly unless the councils are empowered to make significant contributions to policy making, planning and monitoring / evaluation of development programmes as well as the risk of delays in the enactment of the law on the PCs, preventing the Provincial Councils in carrying out their functions legally	Political	Probability M Impact M	Encourage the government to implement legislation empowering elected councils as soon as possible; actively engage the PCs in the provincial strategic planning process, and encourage the PCs to participate in oversight of public basic community services delivery. Furthermore, undertake advocacy efforts with IDLG to facilitate the enactment of the PC law.
8	Effectiveness of Provincial Councils is likely to be affected by the insufficient capacity of councilors and inadequate IT equipment and office facilities while the sheer number of councils will make capacity-development a time- and effort consuming process	Organisational	Probability H Impact M	Develop a training programme for Provincial Councils well before the elections and identify partners to expedite delivery of this programme once the councils are installed.
9	Smooth functioning of all provincial and district councils as collective bodies may not meet the collective expectations due to different levels of capacity and resource availability	Organisational	Probability L Impact L	Develop DC rules of procedure; Enforce implementation of the PC and DC rules of procedure and strengthen control over their implementation through General Directorate of Local Councils Coordination Affairs, IDLG.

4. Risks Log

#	Description of Risk	Risk Type	Probability & Impact	Mitigation Measures
	in the provinces, as well as different interpretation of their mandate, responsibilities, and a lack of understanding among some collective body members			
10	Attempts to strengthen the role of provincial and district councils, particularly their oversight powers, may encounter opposition of sub-national government entities. Furthermore, the lack of clarity in the terminology of the oversight function may cause misunderstandings when used in Dari Language.	Political	Probability M Impact M	Encourage sub-national government entities, especially PGOs and DGOs, to cooperate with PC and DC and consider responsiveness to PC and DC interventions when evaluating performance of sub-national government entities. There should be a joint vent handled by IDLG along with the representatives of parliament that how the mechanisms should be created to have and build strong coordination between PGOs, DGOs and PCs; ASGP will have to establish a mechanism/procedure for conducting oversight, as the terminology needs to be explained well in the law.
Municipalities have the institutional and organizational framework (under Public Administration Reform) and capacity to collect revenue and deliver basic public services				
11	Municipal restructuring may be impeded by lack of financial resources available for this task	Financial	Probability M Impact M	Intensify revenue generation programmes at the municipal level Consider the possibility of integrating municipalities into the pay and grading reform by allocating designated funding
12	Lack of qualified staff may negatively affect introduction of new municipal organizational structures	Societal	Probability M Impact M	Expand the number of provincial internship programmes to attract qualified staff to municipal civil service, especially women and youth
13	Not holding municipal elections as per specified timetable and corruption will be serious obstacles to effective public participation in municipal affairs	Political/financial	Probability M Impact M	Encourage GOA to pass legislation on municipal mayors and councils and organize municipal elections, intensify check and balance reviews, implement sanctions

4. Risks Log

#	Description of Risk	Risk Type	Probability & Impact	Mitigation Measures
14	Efficiency of municipal councils may be inadequate due to lack of capacities of their members	Organisational	Probability H Impact M	Develop and deliver training programmes to municipal councils so they develop relevant expertise
15	Increase in municipal revenues may be impeded by out-dated and lack of clear guidelines and regulations as well as corruption	Financial	Probability M Impact M	Encourage GOA to pass new guidelines and regulations on municipal revenue generation, management, monitoring and evaluation and intensify sanctions enforcement
Effective management of ASGP				
16	Limited immediate visible progress (due to the long-term nature of ASGP's institution building process) may cause some stakeholder concerns	Strategic	Probability L Impact M	Develop a stakeholder communication plan to keep stakeholders informed at all times about ASGP progress toward short-term and long-term results; Improve ASGP M&E system by strengthening the M&E framework and adopting a more provincial led approach.
17	Budget requirements exceed funding commitments	Financial	Probability M Impact H	Identify prioritization of activities for donor consideration and response;
18	Implementation of the provincial approach may be hampered by legal obstacles (including lack of spending and approval authority at the provincial level) and lack of capacity at the provincial level	Political	Probability M Impact L	Reach agreement on financial arrangements (including procurement) with GOA; Assign financial and procurement to ASGP Regional Offices and public finance management specialists to each provincial governor's office.
19	Insufficient staff to implement all planned activities in the regions	Organisational	Probability H Impact H	Prioritize selected activities and focus on these activities
P – Probability (L – Low, M – Medium, H – High); I – Impact (L – Low, M – Medium, H – High)				

Annex 5: Issue Log

ISSUES LOG Project: ASGP II							Date:31 June 2011
Award ID: scription) Project:	Type	Date Identified	Description	Status/Priority	Status Change Date: N/A	Author	Specific Location
1	Operational	12/03/2011	National staffs working for the respective areas are to be provided orientation and training for project implementation, especially under the LOA.	Medium		RPM (Regional Project Manager)	North
2	Programme	12/03/2011	Each training proposal clearance from central entities can delay the project implementation and reduce the provincial authorities' ownership to lead the interventions.	Medium		RO (Regional Office)	WEST
3	Management	15/03/2011	Confusion may be created amongst donor agency and the key SNGs about their role in ASGP implementation at provincial level if balance will not be kept in between ASGP and the PGO under the LOA.	High		RPM	North
4	Management	15/03/2011	Delay in getting LOA rolled out at provincial level, may impact ASGP programme delivery.	High		RPM	WEST

4	Programme	25/03/2011	Consistent Security threats and frequent white city (no movement allowed) ,may affect project implementation as per the plans	Medium		RPM	West
5	Programme	25/03/2011	Without internet access to the PC, the aim for enhancing capacity of its members will be adversely affected.	Low		RPM	North
6	Operation	31/03/2011	The delay in the approval of the Procurement plans will have adverse impact on the Programme delivery	High		RPM	West
7	Approval of AWP 2011	31/03/2011	The delay in the approval of the AWP will have adverse impact on the Programme delivery	High		RPM	North
8	Provincial Board Meeting	31/03/2011	Organizing Provincial Board meeting without adequate staff to follow up will have negative impact amongst the Provincial Governors	High		RPM	North/West

9	Cancellation of workshop	10- 20 June	Public Outreach and Communication Workshop for Provincial Councils (PCs) in Nangarhar and Nuristan in addition to the Provincial Governor's Office (PGO) in Nangarhar had to be cancelled twice two weeks in a row (10- 20 June) for security reasons	Medium			ASGP Eastern Region Team
10	Postponing of meetings	20- 30 June	Meetings at the PGO in Nangarhar had to be postponed as per UN DSS security advisory	Medium			ASGP Eastern Region Team
11	Delay in approving proposals	June	Due to the shifting of Atlas entries of ASGP, numerous activity proposals were pending; Due to shortage in Operations Staff, events had to be postponed	High			ASGP Eastern Region Team
12	Delays effecting the implementation of the ASGP LOA	May/ June	Delays in endorsing the LOA Standard Operating Procedures (SOPs) crippled ASGP ER attempts to move forward with programme implementation	High			ASGP Eastern Region Team
13	Delay in developing and endorsing LOA for Provincial Development Fund	May/ June	No activities have been done due to unavailability of approved Standard Operating Procedures for the Provincial Development Fund	High			ASGP Eastern Region Team

14	Shortage in staff	April- June	ASGP Eastern Region Team could not effectively participate in all forums and technical coordination meetings within UNERT, PDC and other technical working groups due to shortage in staff (only one national technical specialist till May within the ER Team)	High			ASGP Eastern Region Team
15	Shortage of staff	May/June/July	The office operated with the Regional Governance Specialist and Admin Associate. The Regional Governance Specialist was suspended for 2 weeks in May and after return showed no cooperation efforts. He was not in the office for most of the time with excuses of medical problems and on 19 th June presented the resignation letter.	High			ASGP Northeastern Region
16	Operational-bombing of the PGO in Takhar	May/June	For most of the period in June it was impossible to visit the PGO of Takhar because of the office was almost completely destroyed from the bombing on May 28 th . Most of the PGO staff was not in the office until the rehabilitation of the building next to the PGO took place.	High			ASGP Northeastern Region

17	International presence in NER Office	1- 15 June	Technical Specialist was not able to work in NER office for more than two weeks in June as per security requirement. The security concerns were not to allow accommodation of the only international female staff in Guest House and therefore the Technical Specialist was in Kabul and affected implementation of activities in NER.	High			ASGP Northeastern Region
18	Implementation of LOA	June	Delays in endorsing the LOA Standard Operating Procedures (SOPs) affected ASGP NER attempts to move forward with programme implementation	High			ASGP Northeastern Region
19	Provincial Development Fund	June	No activities have been done due to unavailability of approved Standard Operating Procedures for the Provincial Development Fund	High			ASGP Northeastern Region
20	Security situation	June	Due to security situation many planned meetings had to be postponed which delayed programme implementation.	High			ASGP Northeastern Region
21	Kunduz PC Chair and Deputy	June/July	Many attempts to meet with the PC Chair and Deputy were unsuccessful due to the PC engagement to Districts and monitoring of the projects.				ASGP Northeastern Region

22	Approval of 2011 procurement plan	30/06/2011	The delay in approval of the procurement plan will have impact in programme delivery, especially in implementation of LoA with few and appropriate equipment/tools for PGO, DGO and task order staff.	High			RGS (Central Region)
23	Salary of task order staff is processed late	30/06/2011	Task Order Staffs receive their salary late every month, sometimes up to three months late. This has an impact on their motivation	Medium			RPM (Central Region)
24	Approval of IDLG for project activities	30/06/2011	Whenever ASGP needs the cooperation of Task Order staff to implement project activities it requires the approval from IDLG. Due to the busy schedule of IDLG staff, this approval is at times delayed	Low			RPM (Central Region)

Annex 6.ASGP Key Results for Focus Areas⁵ in Q2

ASGP Key results for the Q2:

ASGP II is supporting the programme Output 1 through the following below specific result areas (as endorsed during the UNDP ASGP II retreat of June 2011 and reflected in the Annual Work plan for 2011).

- ***Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub National Governance Policy (SNGP) are in place by 2014***

Focus areas;

- Support to the policy unit of IDLG;
- Support to Afghanistan Local Government Facility Development Programme of IDLG;
- Support to the Provincial Councils Relation and Coordination Department of IDLG;
- Support to the Information & Communication Technologies Department of IDLG;
- Support to Human Resources, Capacity Building, Admin and Finance Support and Internal Audit of IDLG ;
- Support to the Programmes and M&E Directorates of IDLG ;
- Organization capacity development;
- Agreements reached between ASGP, IDLG and Partners.

Achievements realized in the last quarter reflecting the above result areas are at:

Kabul Level ---- IDLG and stakeholders- ASGP Support to the General Directorate of Provincial Councils Affairs of IDLG (GDLCA/ PCs Component)

Progress, Results and Milestones achieved in respect to:

IDLG/GDLCA

- National conference for the amendment of the law has been conducted and the results of the conference has resulted in the amended law for the PCs, and more clarity on the role, functions and mandate of the PCs and on how the PCs should assist in oversight of basic sub-national governance services provision
- M&E / oversight procedures or ("*Moqara*") have been prepared

⁵ The Focus Areas have been determined and agreed to during the ASGP Retreat held in Q 2, 2011.

- Capacity building matrix has been prepared, ensuring that training needs will be clearly identified and indicate which trainings, and for whom, to perform their PC functions better should be conducted within the individual PCs
- Coordination mechanism has been established between the ASGP and GDLCA

Capacity Development support to Independent Directorate of Local Governance (IDLG)

- Training material for Procurement and Financial Management trainings for PGOs & DGOs standardized and completed for the purpose of enhancing capacities of PGO & DGO staff in these areas. This will enable the PGO and DGO staff to carry out their responsibilities in implementing the Provincial Development Fund and the LoA between Governor's office & UNDP: Guidance was provided to the head of training unit so as to revise and update the material based on national standards.

The revised material is in complete alignment with the topics and resource material recommended by the Civil Service Training Institute which is the premier organization in the country. Capacity of CDU trainers to conduct capacity assessment of PGOs enhanced: A learning session was conducted for the trainers of the Capacity Development Unit (CDU) of IDLG to develop amongst them a comprehensive understanding of processes related to Capacity Development such as how to conduct a structured and relevant (to the organization) capacity assessment.

- Review of the existing CD sessions for functional staff of IDLG was conducted: Currently several batches of language classes are being conducted for the functional level staff of IDLG. One session was reviewed live and discussions were held with the trainer and the trainees. Inputs were provided on improving the teaching standards of the sessions and also for building in elements of sustainability.
- An analysis of the past training programmes conducted by the training unit, CDU was completed. Also, some previous documents on training plans for IDLG were reviewed on request of D.G HR. The review was conducted so as to consolidate the training policy of IDLG and also develop a compendium of possible training topics for the staff of IDLG and PGOs/DGOs/PCs.
- Training Plan for the following regions were finalized in consultation with the head training unit and Director CDU: Eastern Region, Northern Region and Central region: The training topics for these regions would be 1. Training of trainers in how to conduct capacity assessments and 2. Intense training in Procurement and Financial Management. The training material and scheduling was finalized. Principles of standardization of training material, development of

database of trainees (along with assessment) and provincial approach to sub national governance were promoted.

- Existing Provincial Council CD Strategy reviewed and Stakeholder discussion for developing Provincial Council CD Strategy conducted. A detailed discussion was held with the Director, Provincial Council Affairs so as to develop an understanding of the capacity needs of the PCA and also the PCs. Some recommendations were made to the Director PCA regarding strengthening the enabling environment for the provincial councils as also for strengthening the capacities within the PC affairs department of IDLG. It was agreed to broaden the discussions in the coming reporting period to other stakeholders which currently support PCs.
- Prepared and shared with IDLG, a concept paper on developing training coordination mechanisms for use by IDLG to better manage training programmes in the provinces: the paper was prepared at request of Director CIDD (Capacity and Institutional Development Directorate) IDLG. The ingredients of the paper were also discussed in a stakeholder meeting between IDLG, IARCSC and UNAMA. As a follow up to the paper, a joint coordination mechanism would also be prepared, to be agreed upon jointly by IDLG and IARCSC.
- Developed the strategic goals of the learning and training unit in alignment with the national priority programme goals for IDLG: Advised the unit in identifying the key objectives, various outputs and associated inputs. These were incorporated in the NPP framework data collection document, to be submitted to ministry of Finance during the next reporting period.
- The pay and grading positions restructuring data as well as the data for the current filled positions was reviewed. Further discussions will take place in this regard so as to spell out the road map for ASGP support to IDLG for E-governance.

Municipal Governance and Development Unit Support to the Municipal Affairs Department of IDLG

Progress, Results and Milestones achieved in respect to:

IDLG

1. Support to the Municipal Affairs Department of IDLG

- Delivery capacity of DMA enhanced to develop/apply municipal budgeting system and guidelines for municipal revenue generation.
- Enhanced capacity of GDMA Tashkeel staff on planning, budgeting and reporting, a Draft Municipal Budgeting Manual has been prepared
- Municipal development planning, budgeting, monitoring and evaluation systems in place

- Memorandum of understanding signed by and between IDLG and Ministry of Urban Development to support municipalities in the preparation of strategic urban plans and urban management
- Revised DMA business processes available.
- GDMA business processes are re-engineered, and ready for submission to IDLG senior management for approval
- Knowledge management and sharing mechanisms available
- Concepts of GDMA quarterly magazine and webpage prepared
- Knowledge resource room set within GDMA premises
- Meeting room equipped with furniture to facilitate knowledge sharing sessions
- Intra-GDMA as well as GDMA-stakeholders communication improved through upgraded internet service and provision of computers

Highlights related to the new agreed areas of work related to the programme outputs 2+4:

- ***Output 2: Provincial and District Governors' Offices (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance and development in accordance with ANDS by 2014; Output 4: Provincial and District Councils have the capacity to represent citizens' interest and monitor sub-national governance by 2014***

ASGP II is supporting the programme Outputs 2+4 at Provincial level through the following below specific areas of work (as agreed upon during the UNDP ASGP II retreat of June 2011).

Areas of work:

- **Provincial Governance and Development Strategy and Action Plan** in place
- **Information System** established **with Governance and Development Profiles** developed
- **Organizational Capacity Development** with capacity development Strategy and Plan developed
- **Provincial Governance and Development Monitoring System** in place with monitoring and impact assessments conducted
- **Provincial Aid Coherence** achieved
- **Public forums** convened by ASGP
- **PGO /PC LoA** staff oriented

- **Provincial Councils** effectively providing Public Oversight, Public Accountability, *Nezerat*
- **Public Outreach, Milestones, Precedents, Historic Agreements**, if any, publicized in the media.

Provincial Level, ASGP Regional Offices

Progress, Results and Milestones

1. Provincial Governance and Development Strategy and Action Plan in place:

- Governance management Plan was developed in Dari language. Hence, it is in place and ready for use in Bamyan Province;
- Samangan, Faryab, Saripul and Jawzjan PGO (Northern Region) are fully capable as of conducting public opinion research to review a future Provincial Development Plan as of Q2, 2011;
- Established Provincial development Planning facilitators team in Herat;
- Designed sectorial based planning intervention, leading to annual PDP and establishing provincial governance and development network (comprising of DGOs/DDAs and provincial sectorial departments) in Herat.

2. Information System established **with Governance and Development Profiles** developed:

- A provincial project database in beta version was developed for all PGOs, allowing these to keep records from all projects within the province, organized sectorial and district wise for the Central Region of Afghanistan;
- PGO ITC unit (Bamyan Province) was assisted by ASGP to create official users ID for PGO staff in order to bring smooth networking facilities in communication system. However, the system is not yet fully configured as end of Q2, 2011. (Bamyan Province);
- Databases on HR with details on all the staff, as well as on training programmes, and on development projects completed (Northern Region);
- Database on key development indicators completed in Faryab and Jawzjan, (Northern Region) as of Q2, 2011. The data base is used among other to keep track of various projects being implemented in the Northern Region Provinces. The data base is collating existing data available with each sub-national governmental department and other agencies including CSOs, it is an exhaustive database with an extensive number of development indicators;
- Database on financial approvals/ transaction on PBGF established the PGO of Faryab Province and a database on the status of infrastructure at PGO and DGOs in Faryab completed (Northern Region). The databases are being maintained by the TO Staff;
- District governance and development profiles development completed in Jawzjan Province districts (Northern Region).

3. Organizational Capacity Development with capacity development Strategy and Plan developed:

- ASGP assisted CBWG in developing the Capacity Building Strategy Plan with close consultation with CB department of PGO (Bamyan Province);
- Organizational Capacity needs assessments have been completed in all the PGOs and DGOs (Northern Region);
- ASGP developed action plans for all capacity building working groups in five PGOs (Northern Region).

4. Provincial Governance and Development Monitoring System in place with monitoring and impact assessments conducted:

- An inventory monitoring system has been developed by Parwan LoA staff for timely management of the inventory of Parwan PGO (Central Region);
- All the five provinces have completed the PGO Governance Plan in Northern Region;
- Faryab Province has established monitoring team within PDC and supported by our task order establishing the Monitoring systems (Northern Region);
- Provincial Governance and Development Monitoring concept and action plan has been developed for the Western Region as well as development in Herat, Ghor and Badghis Provincial Governor Offices of the first Provincial Governance and development Reports, supporting accountability, transparency and outreach tool and further facilitate trust and credibility of the local government

5. Provincial Aid Coherence achieved:

- Through participation and facilitation by Task Order Staff in Kunar Province, the PGO established a Governance Coordination Group and prepared a draft plan for the governance coordination working group (Eastern Region). The objective of this new mechanism is to accelerate the implementation of governance activities and support enhancing the coordination among local administrations and international community. It also aims at mobilizing resources for improving the establishment of governance systems and enforcing the leadership role of the government.
- ASGP Central Region supported the organization of the UNDP Provincial Board Meeting in Kapisa Logar and Wardak Province in June 2011. Added to that, ASGP assisted in establishing four UNDP Provincial Boards were established in the Northern Region. The Provincial boards are essential in communicating to programme and project stakeholders information on UNDP undertaken activities to better coordinate provincial development interventions, create synergies and decrease the risk of overlapping, duplication of activities among various development stakeholders in the provinces. Furthermore, the board meetings, ensure that dialogue are established with local stakeholders to facilitate better implementation, meeting the expectations of the interested provincial stakeholders.

6. Public forums convened by ASGP:

- Panjsheer PGO (Central Region with the assistance of ASGP, organized an information/accountability gathering session in June. There were approx. 2000 participants from elders, religious and people's representatives, district development authorities, CSOs and women and youth committees, involved in education improvement. The meeting paved the way for the further improvement of the education sector within the province, as it explained the accomplishments already made as well as the future prospect, and allowed for feedback by the public,

7. PGO/ PC LoA staff oriented:

- In Bamyan Province, ASGP briefed TO staff on what is their role within PGO in implementation of ASGP programme, how to keep synergy of activities with ASGP and how to facilitate activities inside PG Office during June 2011 (Bamyan Province);
- In the Central Region provinces, meetings were held with all LoA staff to update them of the recent developments in ASGP programme, including the LoA staff and the upcoming staff assessment (Central Region Provinces) ;
- In Northern Region, for all TO staff, performance review cum training completed and TOS reports regularized and received and reviewed on a monthly basis Furthermore, TOS staff are now sharing in weekly Skype conferencing initiated with two Provinces within the Q 2 reporting period (Northern Region);
- In Western Region, orientation meetings were held with TOS of Ghor and Badghis Provinces, with the introduction of the Capacity development Assessment tool, and the Provincial Governance Reports. Furthermore, performance evaluation of Herat TOS has been completed.
- In North Eastern Region, two days orientation meetings with the LoA staff took place in UNDP Kunduz Office covering LOA staff from the four North Eastern Region provinces. The aim of the meeting was to explain in detail the ASGP programme, the modalities of the LoA signed with each province as well as the LoA implementation arrangements, as well as a review of the need for building the capacities of the PGO/PC/DGO to be able to implement better planning and management in the NER PGOs.

8. Provincial Councils effectively providing Public Oversight, Public Accountability, *Nezerat*:

- Monitoring and Evaluation Plan of PC plan has been finalized (Bamyan Province). ASGP intends to make the plan as document for the PC and for use by the ASGP programme widely;
- A three days' workshop for Female Provincial Councilors' on Public Outreach and Communication was organized in the Central Region from 6th to 7th June 2011. 22 female provincial counselors participated. During the first and second days of the workshop, presentations were made on public outreach, and the steps on how to develop a public outreach plan in practice through practical group working; following a public outreach plan was developed and presented to all participants;
- Three PC public quarterly accountability and hearing (Quarterly Jirga, Tribune) events organized for Samangan, Balkh and Saripul PCs organized in Northern Region . They resulted in better

public understanding of how the PC functions and Increased public confidence in the PC and its members, the Increased capacity of the PC to address citizens' concerns, with the establishment of regular communication channels between the PC and citizens. In addition to increased capacity of the PC to plan its work to meet the needs of communities.

- ASGP (Western Region) assisted in organizing the National Level PC conference with 120 PC chair persons, ministerial and civil society organizations (led by IDLG) to review the Provincial Council Law of 2005 and suggest amendments for a new law. It was supported by the PC of Herat that hosted the event;
- The Provincial Women Development Council in Herat was established jointly with UNDP/GEP. The committee will address women related needs/challenges at provincial and district level. The committee constitutes representatives from DDAs, PC members, PGO, selected line departments. This process will be jointly led by Women Affairs Department, Provincial Governor's Office and the PC.
- Developed PC community outreach – district community visit plans

9. Public Outreach, use of media, preferably broadcast, to cover provincial events, forums, for visibility:

- ASGP in Eastern Region organized a three day workshop on Public Outreach and Communication Strategy from 6-8 June. 20 participants from PC and PGO of Laghman Province attended. Two draft communication strategies were developed for the PC and PGO. Action plans were also developed PC members and PGO line departments to visit districts;
- In June, 1000 magazines (Nangarhar monthly based publishing) were delivered to Nangarhar PC management team for distribution in their planned areas. The magazine is considered a communication tool to disseminate information on PC activities and achievements;
- Balkh and Saripul PGO completed the development of the third issue of their PGO monthly magazine (Northern Region).
- Jawzjan Province completed printing the second newsletter for the PGO and distribution to the citizens has started (Northern Region).
- A Public Communication Advisory Committee was established in two Northern Region provinces to implement the provincial communication strategy outreach plan.
- The PC Rapid Assessment tool and methodology was introduced to the LoA staffs for all North Eastern Region provinces. Rapid Assessments were conducted with Provincial Council's for all four NER offices during the month of June.

9. Information System established **with Governance and Development Profiles** developed

- PGO ITC unit was assisted by ASGP in creating official users ID for PGO staff in order to bring a smooth networking facility in communication system. Currently it is **completed** but not yet configured (Bamyan Province).

Municipalities

Output 5: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014

Progress, Results and Milestones achieved in respect to:

1. Municipal revenue increased and revenue management capacities enhanced

- Increase in revenues from sustainable sources
- Municipal revenue increased up to 300 % from regular sources over that of 1388 in another eight municipalities

Revenues Increase in 1389 over that of 1388					
	Municipality	Region	Regular	Variable	Total
1	Maidan Shahr	Central	13%	4%	6%
2	Charikar	Central	105%	164%	139%
3	Nili	Central Highland	42%	23%	32%
4	Baghlan-e-jadid	North-eastern			24%
5	Chardara	North-eastern	300%	986%	981%
6	Lashkargah	Southern	115%	115%	115%
7	Tarinkot	Southern			90%
8	Cheghcheran	Western			14%

- Enhanced capacity in municipalities to plan, manage, generate, monitor and report revenues
- Revenue management capacity enhanced in eight municipalities (Jalalabad and Herat enhanced with tax mapping skills and technical tools and equipment; Mahmood Raqi with creation of Revenue Enhancement Committee and setting due dates for tax/fee collection and payment by citizens; Sari Pul with synergy built with Department of Electricity to ensure disciplinary measure in case of delays or no payments of taxes and in Sheberghan, Farah, Asadabad and Mehtarlam with strengthened coordination with businesses)
- Expanded municipal control over tax and fee objects through mapping and registration in seven municipalities (766 properties in Jalalabad; over 500 properties in Herat, registration of 223 properties and 74 interim shops in Sari Pul; registration of 150 shops in Tirin Kot; registration of 100 properties in Farah, 300 businesses in Mehtarlam and 700 businesses in Asadabad)

- Revenue Enhancement Action Plan and Strategy including enterprise development developed for Bamyan, and Maimana; draft prepared for Sari Pul, Mahmood Raqi, and Charikar
- ACCESS database designed to improve information management related to businesses
- Revenue Database is functional in five municipalities (Sari Pul, Asadabad, Herat and Farah and Bamyan) and staff capacity to maintain databases is enhanced
- Accountability of revenue generation promoted in six municipalities through public accountability forums (Maimana, Kholm, Taloqan, Kunduz, Mehtarlam, Mehtarlam)
- Development Fund provided for specific initiatives and projects that would increase the revenue of the municipality
- No progress as SoP for development fund not yet finalized

2. Well-functioning municipal administration and improved governance and development planning and management

- Service-oriented organizational models approved and introduced to municipalities
- 1st quarter saw the organizational models approved, in the second quarter, the organizational models saw no further progress
- Streamlined business processes/service cycles are available and shaped into an operating manual
- Map of Business processes/service cycles of Mazar-I- Sharif Municipality prepared
- Knowledge sharing mechanism is in place
- Regional network of municipalities established in the Northern Region as a platform for knowledge sharing and inter-municipal cooperation and an inter-municipal cooperation agreement signed
- Peer learning promoted and Mazar-I- Sharif contributed in enhancing capacity of Jalalabad municipal officials in tax mapping
- Municipal Administrative Assembly meeting both as administrative and knowledge building mechanism instituted in Sheberghan
- Customer service center (one stop shop) piloted
- Site map of Customer Service Center for Mazar-I- Sharif prepared
- Municipal Action Plans and strategies are available

- Action plans for Cleaning and Greening Departments of Maimana, Farah, Cheghcheran, Maidan Shahr and Mahmood Raqi Municipalities
- Improved information management systems in place
- Filing system improved in Farah and Maidan Shahr
- Data collection capacities of eight municipalities (Nili, Asadabad, Maimana, Mahmood Raqi, Farah, Lashkargah, Herat and Qala-e-Naw) enhanced with the preparation of comprehensive annual accomplishment reports
- Correspondence management database installed in Lashkargah Municipality
- Management Governance Plan of municipalities developed and implemented;
- 14 municipalities (Maimana, Aybak, Sheberghan, Sari Pul, Kunduz, Mahmood Raqi, Maidan Shahr, Bamyān, Nili, Mehtarlam, Jalalabad, Asadabad, Tirin Kot and Herat) improved governance system with the formulation and implementation of Governance Management Plan.
- Strategic Plan of municipalities developed and implemented;
- Improved annual planning (Governance, Development and Capacity Development) in 5 municipalities (Asadabad, Nili, Lashkargah, Tarin Kot and Mahmood Raqi)
- Capacity Development Plan of the Municipality Developed and implemented.
- Capacity Assessments completed in nine municipalities (Maimana, Herat, Jalalabad, Kunduz, Panjshir, Farah, Bamyān, Tirin Kot and Qala-e-Naw)

3. Delivery of improved services and increased participation in municipal governance and development processes

- Improved cleanliness in five municipalities (Qala-e-Naw, Maimana, Aybak, Mahmood Raqi, Asadabad) through 1) reducing waste collection points, sidewalks management, general clean ups, households' education on waste management , waste collection scheduling and doubling operations); and 2) encouraging public contribution in gravelling 600 meters of road in Maimana.
- Cleaner schools in Aybak with equipped School-Municipal Committees. This was achieved through School-Municipal Committees being equipped with cleaning and greening tools, which enabled them to implement their cleaning plan. The overall impact includes enhanced cleaning environment within the schools, understanding of democratic governance and motivated volunteer students.

- Customer-oriented service culture promoted
- Public Complaints Addressing/ Resolving mechanism established in six municipalities (Mahmood Raqi, Mehtarlam, Maidan Shahr, Mazar-I- Sharif-e-Sharif, Maimana, Farah)
- Hotline telephone service for customers' education, information and complaints set up and functional in five municipalities (Maidan Shahr, Mehtarlam, Mahmood Raqi, Asadabad and Qalat)
- Customer service facility set up in Farah
- Performance measurement and public feedback mechanisms in place
- Public feedback collection mechanism set up in 12 municipalities through:
 - 1) Customer satisfaction survey aiming at public review of municipal performance and corresponding improvement in 11 cities;
 - 2) Public consultations in Nili, and Qala-e-Naw;
 - 3) Public accountability forums in six municipalities (Maimana, Kholm, Taloqan, Kunduz, Mehtarlam, Mehtarlam).
- Performance Measurement System strengthened in Sari Pul with the installation of a database for solid waste collection service measurement
- Functional outreach programmes and municipal website designed
- Increased youths' participation in municipal governance process through creation of additional 35 School-Municipal Committees with elected school mayors for civic education, democracy building, and environmental protection in seven municipalities (Faizabad "3", " Taloqan "5", Bamyan "1", Charikar "10", Mahmood Raqi "5", Herat "10", and Qalat "1") and for Tirin Kot and Maidan Shahr the tri-partite MoU signed.
- Increased public access to information in municipalities through publicly disclosing information on boards in Maimana and conducting public accountability forums.
- TV programmes "City Voice" produced for Lashkargah and " SHARE MA, KHANE MA" for Maimana and citizens' awareness on their role in city affairs management enhanced through installation of 17 awareness boards in Herat and Jalalabad.
- Reporting capacities of eight municipalities (Nili, Asadabad, Maimana, Mahmood Raqi, Farah, Lashkargah, Herat and Qala-e-Naw) enhanced
- Increased women's awareness of their role in municipal government
- Upgraded ICT in Mazar-I- Sharif and Maimana with networking, telecommunications installation and internet connectivity

- Municipal Stakeholders coordination and Aid Coherence mechanism in place
- ACCESS Database to serve aid coherence designed
- Citizen-government commissions on Greening created in Chighchiran and Farah
- Partnership built between Mazar-I- Sharif Municipality and Balkh University for internship, research and development and university-municipal committee
- 13 municipalities have Governance Plans that enable them to interact effectively with multiple stakeholders
- Public Relation Strategy of the municipality developed and implemented

Improved interface of 13 municipalities with stakeholders.

- Governance Management plans developed and implemented enabling municipalities identify their stakeholders, bring them on board and mobilize resources
- Development Fund provided for specific initiatives and projects that would increase the service delivery quality of the municipalities
- No progress as SoP for development fund not yet finalized