



United Nations Development Programme Afghanistan
[Afghanistan Sub-national Governance Programme]
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Training on modern office management system for District Governors' Office in Faryab Province

Quarterly Project Report [1st Quarter 2008]

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I. Implementation progress

In 2007, ASGP introduced the first use in Afghanistan of a UNDP project management modality known as a 'Letter of Authority'. The LOA is employed under a DEX project to enable government counterpart agencies to take a direct role in achieving project results while simultaneously providing technical assistance to build sustained capacity. Each LOA authorizes the project management and the two government partners, IARCSC and IDLG, to create 'Task Orders' that have internal results and budgets that are consistent with and contribute to achieving the larger project objectives and performance indicators. There are currently 12 Task Orders in operation, 9 with IARCSC and 3 with IDLG. The following sections provide a synopsis of the results achieved under each Task Order during the First Quarter 2008. While Task Orders are implemented with GOA in charge, other technical advisory services, such as, planning, pilot works, training workshops and knowledge product development activities carried out directly by ASGP are designated as 'Work Packages'.

COMPONENT ONE: The capacity of IDLG to effectively undertake policy design and oversight functions at national and provincial levels strengthened through the development, delivery and institutionalization of technical advice and training aimed at facilitating institutional reforms.

ASGP works exclusively with IDLG in the implementation of all activities under Component One. The component is broken into three Outputs respectively focused on organizational development, information systems and policy design.

Output 1.1: The capacity in IDLG to design and regulate a new sub-national governance framework developed.

In Output 1.1, ASGP supports IDLG in the creation of its new organizational structure and the development of the capacity of its staff. During the past quarter, ASGP support began to steadily shift from internally managed Work Packages to IDLG directed Task Orders.

Work Package No.01-01: Capacity Building of Administrative and Audit Departments Staff

Annual Target: IDLG PAR stage 3 completed.

Quarter Results: IDLG organizational structure reviewed; manuals and guidelines on MIS, office work procedures, and reporting lines drafted; new staff of the IDLG Capacity Building Unit (CBU) received an orientation on their roles and functions; designed a Capacity Needs Assessment (CNA) plan, questionnaires, templates, and tools for CNA; Public Grievances Redress mechanism drafted for review; Guidelines, policies and work procedures for establishment of public grievance centres in all the offices of IDLG across the country submitted. These centres will work like a one-stop shops for public grievance and guidance on accessing public services.

Task Order 01-01: IDLG Provincial Operations

Annual Target: IDLG has enhanced capacity to monitor activities in provinces

Quarter results: Five Toyota Land Cruiser vehicles selected by IDLG were purchased and delivered; registration with GOA rules is under process.

Task Order 01-02: IDLG Creation of Internal Audit Unit

Annual Target: IDLG has the capacity to effect a consistent internal audit function

Quarter results: Internal Audit Department has been established in IDLG by the Government. However, it has neither a structure nor guidelines on functioning. At the request of IDLG, ASGP supported creation and strengthening internal audit cell for local governance. For this: a concept note was drafted establishing the Audit cell- (Approved and implemented by IDLG); the organisational structure and functions of Audit cell were drafted and approved; work procedures and guidelines for auditors were prepared; an annual action

plan for internal audit of IDLG was drafted; TORs for all the staff in the Audit cell were drafted and approved; an orientation training was conducted for all existing staff in the Audit cell; a Task order for the audit cell was approved providing for additional support by ASGP for hiring professionals to develop the internal capacities of the IDLG audit cell; Work plan and action plan for recruitment under the TO has been prepared. IDLG is now in the process of recruitment.

Task Order 01-03: IDLG Building Renovation

Annual Target: The physical environment of IDLG is upgraded to facilitate achievement of objectives

Quarter Results: IDLG Admin/procurement staff trained in GOA procurement process; Bill of Quantities completed; Tender advertisement prepared; bids assessed; contractor selected; work started.

Output 1.2: A broad-based understanding of the current sub-national governance system created.

Output 1.2 is focused on the creation of a multi-component information system managed by IDLG focused on acquisition, storage, analysis and presentation of governance data coming from all provinces.

Work Package No.01-02: Capacity building of IDLG officials on data collection and reporting system

Annual Target: Sub-National Governance Reporting System on Good Governance that feeds into IDLG Policy Making Processes is operational in 10 provinces

Quarter results: 1) A performance measurement system was introduced to give IDLG a clearer picture on the state and progress of the development initiatives being undertaken in the current sub-national governance system. 2) AIMS was contracted to automate the IDLG daily provincial reporting system to facilitate data encoding and generate analytical reports useful in ascertaining longitudinal and spatial trends. 3) Guidelines and Procedures on Public Grievances Redress System were formulated for the IDLG to assist in gathering information and addressing public concerns on policy issues, service delivery and other matters affecting the development of sub-national governments.

Output 1.3: The design of a revised strategic institutional framework for sub-national governance in place.

Output 1.3 focuses on the aspects of ASGP assistance to IDLG that directly affect the design and approval of a subnational governance policy framework.

Work package No.01-03: Inter-ministerial Policy group management

Annual Target: The institutional capacity of IDLG Policy Unit to establish a new sub-national policy framework is established

Quarter Results: Finalized agreement with IDLG on the nature and structure of the Policy Unit; completed two-week training on policy design for six PC members and 15 IDLG officials; background documents were prepared for the design of a revised strategic institutional framework for sub-national governance.

The background documents include strategy papers and briefing notes; such as, IDLG Strategic Work Plan; Governance, Public Administration Reform and Human Rights Sector Strategy; Sub-national Governance Policy Action Matrix; Guidelines and Principles on Sub-national Governance Policy; JCMB Benchmarks on Sub-national Governance; Notes on Policy Making Process; Compilation of Research Recommendations on Sub-national Governance in Afghanistan; Plan for Public Consultations; and Compendium of Policy Issues. Further, ASGP supported the Ministry of Finance in the formulation of the upcoming training to pilot test provincial budgeting. The results of the pilot testing activity will also contribute in broadening the understanding about the current sub-national governance system. ASGP is also analysing the current legal framework of sub-national governance covering central-local relations; and laws and regulations about the functioning of various councils and different central agencies dealing with sub-national governments. The results of this study will provide the IDLG and other stakeholders with a more comprehensive basis in revising the current strategic institutional framework for sub-national governance.

Discussions were undertaken by ASGP and IDLG officials regarding the design process for the revision of the strategic institutional framework for sub-national governance. Coordination meetings were likewise

conducted with various donors and partners to forge partnership for the development of sub-national governance policy framework.

COMPONENT TWO: The institutional and administrative capacities of IDLG and IARCSC strengthened to manage basic services at the sub-national level.

ASGP Component Two is jointly associated with activities conducted with IARCSC and IDLG. This Component supports all ASGP direct activities with subnational administrative bodies. The component is broken into three outputs that respectively support the implementation of PAR at the subnational level, building human resource capacity in subnational administrative units and creating operational systems and structures to improve the ability of Provincial and District Governors Offices and Municipalities to carry out their core functions.

Output 2.1: A sub-national PAR strategy is finalized and participating Provincial Governor's offices, district administrations, and municipalities strengthened.

Output 2.1 is focused on supporting the IARCSC to implement the instructions of the Cabinet PAR Subcommittee with relation to subnational administrative bodies. All work under this Output is implemented through Task Orders managed by the Provincial Affairs Department of IARCSC.

Task Order NO. 02-03: IARCSC Capacity Building of Regional Offices

Annual Target: Enhanced capacity of the regional offices of IARCSC to better manage and coordinate the training and PAR reform process in the provinces of Afghanistan.

Quarter Results: 43 IARCSC representatives recruited and oriented: 30 CSC Provincial Liaison Officers, 7 Regional M&E Officers, and 6 Regional Capacity development Officers; basic office equipment purchased and delivered.

With ASGP's support, a plan was prepared to assess the capacity of all the seven regional IARCSC offices and their Provincial Affairs Department in terms of providing assistance to civil servants in managing the provision of basic services.

Task Order No. 02-04: IARCSC Internship Programme

Annual Results: A cadre of trained young graduates who have the skills and interest to work within the government is created.

Quarter Results: Interns from regional universities submitted applications; RFP for management of intern programme prepared and tendering initiated.

Task Order No. 02-07: IARCSC Capacity Building of PAR Communication Unit

Annual target: IARCSC PAR Communication unit able to communicate the aims of the civil service commission and the process of administrative reform to GOA and general public

Quarter Results: i) IARCSC communication strategy established, ii) IARCSC communication operational plan prepared, and iii) seven IARCSC regional communications specialists recruited.

ASGP provided assistance to IARCSC in the conduct of their second PAR communications workshop for the implementation of their communications strategy to support the finalization of the sub-national PAR strategy. An expanded workshop was designed, with participants from around the country and representatives of various ministries and government agencies. The workshop objectives included: i) to present the elements and importance of PAR; ii) to discuss how to communicate their comments and suggestions for the finalization of the strategy, and iii) to explore how other ministries can help with the PAR process to strengthen the capacities of participating sub-national offices and administrations.

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

Output 2.2 focuses its attention on human resource development at the sub-national level. All activities are carried out through Task Orders under the Provincial Affairs Department of the IARCSC.

Task Order No. 02-05: IARCSC Capacity of Training Centres.

Annual Results: Coordinated and improved the quality of Sub-national training and development related capacity building programmes.

Quarter Results: i) One new training centre established in Ghazni, 13 existing training centres re-established; 16 trainers hired.

ASGP was requested by IARCSC to initiate support to twelve IARCSC training centres (formerly under EC direct assistance) at the sub-national level to upgrade the skills and knowledge of civil servants in the management of basic services. (Faryab center was already under ASGP management.) The recruitment plan for trainers was finalized and the hiring process, under the merit-based appointment system, is almost fifty per cent complete. The revised curriculum on English, Management and Computers are being finalized, including shortening of the training period to three months to allow more time for specialized and job-specific training programmes on service delivery.

The equipment requirements of the Ghazni Training Centre were fulfilled and are now ready for operation. The assessment of renovation needs of the training centres in Khost and Laghman Provinces has started.

Task Order No. 02-08: IARCSC Project Management Unit:

Annual Results: IARCSC/Provincial Affairs Department is able to manage planning, recruitment, procurement, monitoring and reporting for technical support, with reduced assistance from the ASGP advisors.

Quarter Results: PMU building established; 17 staff recruited; capacity building needs assessed in seven IARCSC regional offices; routine functions established.

Output 2.3: Management of public service delivery in participating provinces and municipalities improved.

Output 2.3 is the most diverse of the entire ASGP. Within this output, support is provided to Provincial and District Governors' offices as well as Municipalities. The primary focus is to establish operating systems and capacity to perform basic tasks contained within their existing mandate.

Provincial and District activities

Work package 02-P1: Modern office management system for Provincial and District Governors' Offices (PGO and DGO) Annual Target: Modern Office operation manuals are operational in 10 Provinces

Quarterly result: District Operational Manual is approved by IDLG and IARCSC for nationwide use.

Training materials were prepared and trainers were drawn from IARCSC North Regional Office and Balkh Governor's office). Field assessment missions were conducted to Kunduz, Baghlan and Kandahar to assess readiness for introduction of the District Manual. A 4-member mixed-gender local team of trainers to conduct training in the North region was identified, formed and oriented to conduct the training. Administrative and logistical preparations were made to conduct a ToT session in Balkh and the first district trainings for Balkh, Faryab and Jawzjan in April 2008.

Two training sessions held with the newly appointed PGO officials in Faryab on the functional responsibilities. Four consultative sessions held with the district governor, mayor, and heads of line ministries in Dawlatabad (Faryab) to improve and streamline inter-agency cooperation.

Work package 02-P2: Modern office planning and reporting systems in provincial and district administrations

Annual target: New planning and reporting systems are introduced and made operational in 11 PGO and their subordinate DGO.

Quarterly result: All necessary conditions are in place to launch introduction of office planning and reporting systems in April

Assessment of the current planning and reporting arrangements made in the provinces of Balkh, Faryab, Kunduz, Baghlan and Kandahar. Draft concept paper for PGO/DGO planning and reporting developed. Draft planning/reporting formats developed. Training materials for the orientation workshop in results-based planning and reporting developed. Administrative and logistical preparations made to conduct the first orientation workshop in Faryab in April.

Work package 02-P3: Capacities to plan and direct local social and economic development

Annual target: Vital socio-economic information at the provincial level is collected, consolidated and made available to internal and external users in the form of a computerized database and yearbooks in 10 PGO.

Quarter result: Materials for information base for Faryab province fully developed and prepared for publication

Current practices in planning and project proposal development were documented in Kunduz, Baghlan and Kandahar during field assessment missions. The Faryab Provincial Profile completed in Dari and its translation into English is nearing completion for publication next quarter. Materials for the provincial yearbook collected and are being compiled to be ready for publication together with the provincial profile in May. Draft district profile for Dawlatabad district (Faryab) developed. Collection of vital statistics for the provincial yearbook launched in Balkh.

Work package 02-P5: Effective provincial communication systems

Annual target: Provincial communication system established in 11 PGO.

Quarter Result: Provincial communication committees established in Faryab, Balkh and Jawzjan

Communication systems were documented in the provinces of Kunduz, Baghlan and Kandahar. Draft concept paper for provincial communication developed for IDLG approval.

The Provincial Communication Committee in Faryab became operational. Quarterly planning of information and outreach activities at the provincial level introduced. First quarter communication plan fully implemented, including the first ever televised press conference by the Faryab provincial governor on 1387 (2008-2009) development projects. Mobile communication teams established and visited Qaisar, Andkhoy and Gurziwan to conduct public meetings in districts and villages on state policies, DIAG, anti-narcotics campaign and local development. Meetings were held with the Culture and Information Directors in Balkh and Jawzjan to follow up on the communication workshops conducted in those provinces in 2007 and to activate provincial communication committees.

Municipal Affairs Division

Work Package No. 02-M1: Municipal Functional Analysis and Systems Documentation

Annual Target: Modern organizational models are developed based on clear delineation of functions among different government levels and introduced to pilot municipalities.

Quarter Results: Existing organizational setups analyzed and models developed in Maimana, Aybak and Mazar municipalities.

A series of meetings were held with the newly appointed Director of Municipal Affairs of IDLG. In these meetings, support needed by the said unit has been identified, including the conduct of functional analysis of the unit as basis for formulating a capacity building programme and the mobilization of a roving team to verify the existence of municipal facilities and personnel.

Work Package No. 02-M2: Municipal Revenue Enhancement and Administration

Annual Target: institutionalization of methodology for the preparation, implementation, and monitoring and evaluation of revenue improvement action plans (RIAPs).

Quarter Results: Mazar Sharif municipality reported a 70% in total revenue collection at the end of their fiscal year 1346, resulting from the ASGP advice and guidance. Aybak, Sari Pul and Maimana municipalities integrate RIAP outcomes into the annual budget

To support the financing and management of the delivery of basic services, ASGP is providing assistance in undertaking revenue mobilization programs. Municipal revenue improvement plans (RIAPs) were approved for Aybak Municipality in Samangan Province, Maimana Municipality in Faryab Province, and Sari Pul Municipality in Sari Pul Province. Subsequently, these municipal RIAPs were incorporated in the regional action plan. The RIAPs were primarily based on the functional analysis, which were conducted with ASGP support, to determine the specific municipal functions and responsibilities in the delivery of services and generation of revenues.

With ASGP assistance, the capacities of municipal staff in the provinces of Faryab, Sari Pul, Jawzjan, and Samangan were developed. This is shown by their efforts in finalizing their respective RIAPs, including revenue targets and projections. The Sheberghan Mayor had approved their RIAP and is integrated into the municipal budget for next year. The municipal officials embraced the implementation of RIAPs, such as in Mazar-e-Sharif, wherein the revenue projections used in the budget Year 1387 were based on the projections made under ASGP assistance. RIAPs were also produced for roll-out in Kunduz and Baghlan provinces.

Work Package No. 02-M3: Municipal Solid Waste Management

Annual Target: improvement of public service delivery in pilot municipalities in particular solid waste management.

Quarter Results: Maimana and Mazar waste analyses characterization study completed, immediate action plans formulated and implemented;

The pilot action service delivery program on solid waste management is progressing favourably in Mazar-e-Sharif Municipality of Balkh Province. The Waste Assessment and Characterization Study was completed in Maimana, preparing the way for institutionalization of the process in the 2nd quarter.

Work Package No. 02-M4: Municipalities Programme Framework

Annual Target: a comprehensive nationwide program of strengthening municipalities is designed and funded.

Quarter Results: Municipal strategic framework design supported in collaboration with USAID consultants.

As requested by IDLG, the ASGP prepared the terms of reference (TOR) for the formulation of municipal strategic framework and work plan. ASGP municipalities staff oriented the USAID team to change processes underway in municipalities of the North and Northeast and contributed to their draft report. An ASGP Municipal Programme Design Specialist will be mobilised during the first week of April to complete the design process.

COMPONENT THREE: Public service delivery improved through collaborative working relationship built between citizen groups and sub-national governing bodies.

Component Three is exclusively associated with democratic institutions and practices at the subnational level. The main national agency associated with this component is the IDLG Provincial Council Resource and Coordination Department (PCRCD).

Output 3.1: The capacity of elected sub-national representative bodies to undertake their roles in citizen participation, public service monitoring and conflict resolution, strengthened.

Output 3.1 relates to the support provided to the PCRCD and to PCs directly in building their capacity to undertake their respective mandates.

Work Package No. 03-01: Provincial Council Capacity Building and Facilities

Annual Target: Capacity development strategy and training materials developed for councillors and mainstreamed in government agencies.

Quarter Results: M&E, meeting management and PC outreach and consultation process trainer manuals and materials produced, Task Order for PC capacity building prepared and approved for implementation in Quarter Two

Work Package No. 03-02: Provincial Councils Relation and Coordination Capacity Building and Facilities:

Annual Target: Councils support structures established and strengthened.

Quarter results: 1) PCRCD 2008 capacity development plan formulated and Task Order prepared and approved; ii) Provincial Council Working Group (PCWG) re-activated and regularized as coordinating structure for PC support activities; iii) PC secretariat capacity development plan formulated for IDLG approval.

The PCWG re-established itself by convening monthly meetings as a venue for discussing and coordinating the different support interventions, and providing capacity development support to PCs. In its first meeting under the IDLG leadership, the PCWG reviewed and ratified its TOR, which include agreement on the schedule and venues of meetings. The PCWG also finally ratified the PC capacity development framework, with an agreement to also include the PC support plans of the various PCWG members. The capacity development framework includes PC administrative board orientation course on PC functions, management skills, M&E, and provincial development strategy that will be conducted in the coming quarter.

The new head of the IDLG PCRCD was assisted to prepare a new strategic work plan to: i) flesh out the participatory governance component of the IDLG strategic work plan, ii) further define the PCRCD functions in the context of the PC capacity development framework, and iii) define the PCRCD restructuring and capacity development needs required by the updated/redefined PCRCD functions.

Activities conducted during the quarter that contributed to the result included: i) PC national seminar programme designed, ii) equipment and operational support provided that strengthened the physical capacity of some PCs, iii) PCs engaged in pilot participatory consultations and interactions with other provincial administrative units on M&E results processing, and iv) newly-elected PC Executive Board oriented; and v) PC supported and M&E and outreach activities undertaken.

The first M&E workshop, conducted in Sari Pul as the quarter came to a close, brought the PC and other provincial/local administration institutions and department heads, district representatives and community council representatives together in reviewing their M&E processes and acknowledging the cooperation and coordination in their M&E activities in an effort to refine these cooperation procedures as necessary. These participatory M&E workshops will serve as ASGP's entry points of direct assistance to PCs, and expose the PCRCD regional coordinators to the facilitation process which they can use in the province that they cover.

Output 3.2: A platform to facilitate coalition building and networking among sub-national elected representatives created.

Output 3.2 is focused specifically on establishing a mechanism to facilitate greater horizontal sharing of information and lessons among individual Provincial Councils.

Work Package No. 03-03: Provincial Councillors Platform/Resource Centre:

Annual target: PC interaction with constituents and other governmental and local administration units improved.

Quarter results: PC Network and Resource Centre concept is approved by IDLG

The conceptual design of the PC Network and Resource Centre, earlier prepared with ASGP's assistance, was reviewed and revised to consider the comments of the new IDLG leadership. The design includes facilities requirements, operations manual, and training curriculum. The overall design specifies how the network will operate for a more effective coalition building and networking among sub-national elected representatives, who will be trained on how to efficiently run and maintain the network.

Specific tasks completed included: i) action plan and handbook/guidebook for establishing and operating the PC Networking Platform and Resource Center produced, ii) PC 2007 performance report reviewed and capacity needs for 2008 assessed; iii) PC Resource Center Task Order prepared and approved;

Output 3.3: Citizen's awareness and understanding of sub-national governance deepened.

Outputs 3.3 and 3.4 pertain to direct assistance to civil society. No tangible progress has been made as ASGP is waiting to know the final design and geographic scope of the IDLG Social Outreach Programme before initiating further work in this area.

Work Package No. 03-04: Civic education

Annual Target: citizen awareness campaigns organized launched and regularly implemented to promote deepening of understanding of sub-national governance.

Quarter Results: Communication content designed and pilot citizen awareness campaign formulated.

A conceptual framework was developed for a general civic education programme to enhance citizen's awareness and understanding of sub-national governance. The framework includes various aspects of civic education, such as democracy and sub-national governance, political and community participation, good citizenship, and gender equity. Implementation will be through a grants programme with civil society organizations (CSOs) for the development and delivery of training modules and communication materials in pilot communities covering various target groups, such as mullahs, elders, maliks, women and youth. Exploratory meetings with various CSOs were undertaken. Meetings were also held with other UNDP Projects, such as the Joint National Youth Programme and the Accountability and Transparency (ACT) Project, to explore ways of coordinating and complementing efforts. The ACT Project is now adopting and testing the framework of the engagement process with CSOs, which was originally developed by ASGP.

Output 3.4: Capacity to undertake conflict sensitive sub-national governance enhanced.

No progress

COMPONENT FOUR: Management of ASGP built capacity of GoA to undertake full programme implementation strategy.

Component Four pertains to both the day-to-day operations of the project and to building the capacity of the government counterparts to implement the project on their own. Direct support is currently only provided to IARCSC while IDLG finalizes its organizational design.

Work Package 04-01: Transition from NIM to DIM

Annual Targets: 1) IARCSC Provincial Affairs Department (PAD) of Project Management Unit (PMU) has the capacity to undertake specified project management functions, and 2) IDLG PMU created.

Quarter Results: PAD PMU established.

PAD team building workshop of the IARCSC was undertaken by ASGP. The PMU staff of IARCSC had on-the-job training about their tasks and component works. The regional coordinators were also trained to develop their capacity on project management. The IDLG is also being supported to build the capacity of its staff on programme/project development and implementation.

The Letters of Agreement (LOA) mechanism is also being utilized to develop the capacities of implementing partners, IARCSC and IDLG, in developing and implementing project activities. This mechanism also deepens the involvement and commitment of the Government of Afghanistan (GoA) in pursuing development efforts at the sub-national level. Under LOA, tasks orders are formulated and implemented directly by the partners for various project activities, wherein the GoA's procurement regulations are being used for the procurement of goods and services. The task orders are project actions plans with the corresponding detailed activities, schedule, implementation strategy, and resource requirements.

Strategic actions plans for the roll out of the ASGP to other provinces were prepared, as part of the in-house participatory provincial and municipal action planning workshop, wherein the Afghan national staff actively participated. The experience and knowledge gained by the ASGP Afghan national staff in this project development workshop will contribute to strengthening the capacity of GoA and its citizens in undertaking development efforts subsequently on their own.

COMPONENT FIVE: Faryab Provincial Implementation

Output 5.1: Capacity in Faryab Governor's Office built to manage increasingly better public service delivery.

Task Order No. 011: Faryab Training Centre

Annual target: 150 civil servants trained in basic management, computer and English.

Quarter Results: 87 civil servants (including 17 women) trained in basic management, computer and English.

Work Package 05-01: Faryab Provincial support

Annual target:

Quarter Results: RIAP incorporated into Maimana municipal budget; functional analysis of Maimana municipality completed; waste assessment in Maimana completed

With ASGP's assistance, reforms in the Faryab's governor's office are progressing well, such as in the recruitment of top four provincial officials (Executive Director, Chief of Staff, Head of the Technical Services Division, and Head of the Administration and Finance Division) through a merit-based process. ASGP also supported and coordinated the advertisement of the remaining forty-two positions in the governor's office. As mentioned earlier, the financial process was completed and funds were transferred to Faryab to develop the capacity of the governor's office in the delivery of services and to expand their understanding of the sub-national governance system.

As a result of the functional analysis, a short training programme was conducted on the basic principles of preparing financial profiles and revenue action plan, as well as revenue projection. Subsequently, the Maimana municipal RIAP was prepared and will be presented in the incoming inaugural meeting of revenue officers' community of practice.

The ASGP Solid Waste Management Advisor facilitated the conduct of Waste Assessment and Characterization Study (WACS) in Maimana Municipality after the orientation workshop, with participants from the provincial council, districts; environmental protection office; cleaning and greening department; provincial offices of agriculture, health, civil service, education, and police; women's department; elders; and NGOs. With the skills gained in the orientation workshop and actual conduct of WACS, the provincial and municipal officials, together with various stakeholders, has now the capacity to plan and implement service delivery system on solid waste management, which would be shared with other provinces and municipalities.

Output 5.2: Elected representative bodies in Faryab Province enabled to implement their functions in a professional manner.

Work Package 05-02: Provincial Council Support

Quarter Results: PC outreach programme improved relations with citizens.

ASGP continued to provide support for the Faryab PC to continue its pilot outreach programme and activities. Over the reporting period, the PC made twelve monitoring visits to various districts of Faryab with district authorities, local communities, and civil society representatives. During the visits, the PC members focussed on issues such as; program implementation, monitoring and evaluation; counter-narcotics; conflict resolution; women in development; health and education; human rights; public utilities; and corruption. Critical issues were then referred to relevant line departments. Preparations were made for

the next quarter's assessment of this pilot activity, wherein the results will be used in the finalization of the PC outreach process for replication to other PCs.

Output 5.3: Faryab operations managed in an effective and efficient manner.

As a step towards national execution in programme implementation, a National Specialist with more than twenty years of experience working with governmental and international organizations, was hired to coordinate Faryab programme operations, under the supervision of the ASGP International Institutional Development Advisor. The Faryab office maintains good working relationships with local authorities at the provincial and district levels, as well as with major international agencies and other stakeholders.

Gender Mainstreaming:

In coordination with the UNDP Country Office, ASGP conducted an intensive training session and workshop among the programme staff in mainstreaming gender in the planning and implementation of various ASGP activities. Indicators were also identified to monitor the consideration of gender issues in various programme activities. An ASGP Gender and Development (GAD) Team was also organized to coordinate, monitor and sustain the gender mainstreaming efforts. The ASGP GAD Team has formulated a draft Gender Integration Strategy for ASGP. In the recent ASGP provincial planning workshop for the pilot and expansion provinces, gender mainstreaming was highly noted as a cross-cutting theme for all ASGP activities. The M&E system designed for the ASGP programme and partners also specified gender as a major element of the system.

II. Project implementation challenges

Updated project risks and actions

Security – There are increasing uncertainties in the security situation across the country which are beyond the control of ASGP and may significantly restrict the ASGP ability to reach out to sub-national institutions and provide continuous training, coaching and delivery of necessary equipment. This will negatively affect the timely implementation of different planned programme activities, such as those mentioned under output 2.1, 2.2, 2.3, 3.1, 3.2, 3.3 and 3.4 at the sub-national level.

As such, strategies have been prepared and used to mitigate the unfavourable environment. The primary strategy is to enable GOA partners to undertake an increasing level of project activity implementation directly with ASGP financial and technical assistance.

Updated project issues and actions

Standard guidelines for implementing the Decree which created the IDLG – The IDLG has been established through a Presidential Decree since August 30, 2007. However, up to now there are no formal or detailed guidelines of the legal mandate of IDLG about its specific authorities and responsibilities, including functional and organizational structure, staffing pattern, and coordination mechanisms or working relationships with other national government agencies and partners dealing with sub-national governing bodies. As the Decree is very broad, there is a need for accompanying guidelines or implementing rules and regulations (IRR) to provide very clear understanding of the scope of its function to fully support the promotion and development of sub-national governing units as effective partners of the central government in pursuing overall development of Afghanistan.

In the absence of guidelines or IRR, there would always be possible conflicting interpretations about responsibility areas with other government institutions working with sub-national governing bodies, which would affect smooth and effective provision of ASGP assistance. Hence, ASGP formulated a conceptual framework for discussion with IDLG high level officials regarding the importance of having guidelines or IRR as an accompanying legal document of the Decree.

Assurance of PAR implementation at municipal level – PAR and its predecessor priority reform and reconstruction has not covered municipal government administrations. This has put municipalities in a disadvantage: they are unable to recruit qualified personnel, because of prevailing low salary scales, and, much worse, they are losing those who have shown promise to provincial and central government agencies that have undergone or are being subjected to PAR. A functional-analysis process has been conducted in a number of municipalities whose results can easily form the basis for pursuing the PAR. While there had been intentions expressed unofficially to implement PAR in municipalities, even to the effect that the national government will subsidize the first-year cost of the programme, there has so far been no official pronouncement to this effect, however. As such, preparatory efforts are being undertaken, as discussed with IARCSC. Such efforts include conduct of functional analysis of municipal organization and operations as an initial step of the PAR process at the municipal level.

III. Financial status and utilization

Financial status*

Table 1: Contribution overview [2006– 2011]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP	731,384	731,384	-
Norway	3,194,888	3,194,888	-
CIDA	5,096,840	1,862,068	3,234,772
Italy	374,531	374,531	-
SDC	1,785,714	1,785,714	-
EC	7,564,297	3,025,718	4,538,579
TOTAL	18,747,653	10,974,303	7,773,350

Financial utilization

Table 2: Quarterly expenditure by activity

Activity	Budget [2008]	QUARTERLY EXPENDITURE	Balance	Delivery
Activity01, Support to Policy	1,218,911	263,884	955,027	21.6%
Activity02, support to PAR	1,373,773	636,252	737,521	46.3%
Activity03, Support to PC	1,403,518	66,327	1,337,191	4.7%
Activity04, Management	656,352	402,341	254,011	61.3%
Activity05, Support to Provinces	1,050,072	83,596	966,477	8.0%
UNDP GMS(7%)	429,230	109,320	319,910	25.5%
Total	6,131,855	1,561,720	4,570,135	25.5%

* Note: All financial figures below are provisional.

Table 3: Quarterly expenditure by donor [01-Jan-08 – 31-Mar-08]

DONORS	Description (as per approved budget)		2008 Budget	Q1	BALANCE	DELIVERY RATE %
				Jan -Mar	as of 31/03/08	
CIDA	Activity01	Support to Policy	297,701	231,679	66,023	
	Activity02	Support to PAR			-	
	Activity03	Support to Provincial councils	47,987		47,987	
	Activity04	Project Management	475,213	357,159	118,054	
	Activity05	Support to Provinces	186,000		186,000	
GMS 7%			75,788	44,321	31,467	
Subtotal DONOR I			1,082,690	633,159	449,531	58%
SDC	Activity01	Support to Policy	166,071	32,206	133,866	
	Activity02	Support to PAR	-		-	
	Activity03	Support to Provincial councils	1,328,571	66,327	1,262,245	
	Activity04	Project Management	166,071	45,182	120,890	
	Activity05	Support to provinces	-		-	
GMS 7%			125,000	10,817	114,183	
Subtotal DONOR II			1,785,714	154,531	1,631,183	9%
EC	Activity01	Support to Policy	695,741		695,741	
	Activity02	Support to PAR	1,342,802	631,841	710,961	
	Activity03	Support to Provincial councils			-	
	Activity04	Project Management			-	
	Activity05	Support to Provinces	775,375		775,375	
GMS 7%			211,800	47,558	164,242	
Subtotal DONOR III			3,025,719	679,399	2,346,320	22.5%
Norway	Activity01	Support to Policy			-	
	Activity02	Support to PAR	30,971	4,411	26,560	
	Activity03	Support to Provincial councils			-	
	Activity04	Project Management	15,066		15,066	
	Activity05	Support to Faryab	88,697	83,596	5,102	
GMS 7%			10,141	6,624	3,517	
Subtotal DONOR IV			144,876	94,631	50,244	65.3%
Italy	Activity01	Support to Policy	59,396		59,396	
	Activity03	Support to Provincial councils	26,960		26,960	
GMS 7%			6,500	-	6,500	
Subtotal DONOR V			92,856	-	92,856	0.0%
Grand Total			6,131,855	1,561,720	4,570,135	25.5%

IV. Annexes

Annual work plan annexed separately