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Quarterly Project Report Second Quarter, 2008



Rapid municipal city profiling workshop 15th May 2008

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I. Implementation progress

As of the end of March 2008, there were 12 Task Orders in operation under the Letters of Agreement between UNDP and its government partners. Of this total, 9 were being implemented through IARCSC and 4 under IDLG. The following sections provide a synopsis of the results achieved under each Task Order during the second Quarter 2008. While Task Orders are implemented with Government of Afghanistan (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.

Work in this component during the past quarter results in progress for all three outputs: IDLG internal capacity increased, focusing primarily on its financial management, IDLG introduced its performance appraisal system in provinces, and IDLG set up an inter-ministerial policy dialogue process on the future of sub-national governance.

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

Work Package No.01-01 Capacity Building of Administrative Departments Staff
Annual Target: IDLG PAR stage 3 completed.

Quarter Results: 1) Document on establishment of Facilitation Centres in all governmental offices; 2) Work procedures for handling public grievances/ complaints; 3) Task Order for the Public Grievances Unit of IDLG; 4) Capacity Building Strategy for IDLG staff; 5) HR strategy for IDLG; 6) Guidelines on Audit, HR and Finance systems; and 7) Codification of HR rules and procedures.

A strategy has been developed to operationalize the Capacity Building Unit (CBU) of IDLG. This strategy was developed in a participatory manner with the input of the directors of the IDLG directorates whose recommendations formed part of a capacity development snapshot. The strategy outlines the activities that IDLG needs to programme within the Unit. Capacity building efforts have started not only in the Unit itself, but also within the Administration and Finance Section.

Work procedures for handling public grievances and complaints have been set up and a task order for the public grievances unit has been drafted. This unit has not yet been approved in the Tashkeel, so the implementation of this task order is on hold.

A strategic framework has been drafted for the budget and financial management system for IDLG, as well as guidelines on Audit, HR and finance systems. A sample questionnaire has been developed in order to carry out a training needs analysis for the Admin/ Finance staff of IDLG and has been administered. Training has started in procurement. Coordination has been fostered among the Internal Audit department and the Budget Department in IDLG and the Treasury department of Ministry of Finance (MOF) which will allow for further streamlining of the processes.

Figures of the development budget and operational budget have been placed on record and are now in the process of being logically analyzed. Provincial and municipality budget procedures are being studied currently and strategies being developed.

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

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

Quarter results: The IDLG/Audit Unit strengthened in formulation and implementation of Audit strategy and policy.

Within the audit department, the key staff have been trained on reporting systems, MIS and office procedures as well as how to conduct a basic audit. New reporting systems have been discussed and the capacity building programme for the audit department developed in line with the audit policy and strategy developed.

Task Order 01-03: IDLG Building Renovation

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

Quarter Results: 20% the damaged parts of the IDLG building renovated

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

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) Pilot test of data collection tools in Logar and Kandahar provinces; 2) Design data management system; 3) Key staff of IDLG were trained on Good Governance for Local Development; 4) Key staff of Logar province were trained on Good Governance for Local Development; 5) Creation of Sr. Advisory Group at IDLG; 6) Creation of data collection tools for Good Governance for Local Development; 7) Development of Information Management System Task Order.

IDLG management has yet to identify the other eight provinces in which it wishes to test this system.

IDLG high level management staff and the provincial staff in Logar were trained in performance management data collection techniques and on reporting systems.

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

Work package No.01-03: Policy development support and analysis of IDLG legal framework

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

Quarter Results: Policy background and briefing papers prepared.

A comprehensive analysis of the legal framework was prepared as a living document and shared with IDLG.

Reports on the current state of sub-national governance and legal and regulatory frameworks have been studied and shared by the government with other stakeholders. In addition, technical support and equipment for the Policy Unit in IDLG were provided.

The Briefing papers for the improvement of Local Service Delivery in Afghanistan were reviewed. Reports on the current state of sub-national governance and legal and regulatory frameworks have been studied and shared with other stakeholders.

Technical assistance has been provided to the policy group in the development of briefing and policy papers. Documents on the presentation of problems of current sub-national governance issues as well as solutions for them have been provided; this includes civil society participation, performance measurement at sub-national level, and youth participation in sub national governance.

Task Order No.01-05: IDLG/Policy Unit Creation and Capacity Building

Annual Target: Building the institutional capacity of IDLG to deliver their duties and responsibilities effectively and efficiently

Quarter result: Policy Unit was created and interministerial working groups were constituted

With ASGP assistance, a Policy Unit in IDLG has been established and the capacity of IDLG/Policy unit strengthened in the formulation and implementation of sub-national governance policy.

The first meeting of Sub-national Governance Policy Drafting Committee took place on June 12, 2008. The IDLG is undertaking this policy work in close collaboration with various Ministries, High Offices, Commissions and Agencies of the Government of Afghanistan. IDLG will complete the inter-ministerial policy process by 21st October 2008 as requested by HE the President. The Policy Process consists of the deliberations of the Working Groups, the Policy Drafting Committee at Deputy Minister level and the Policy Review Committee at Minister level.

The Committee agreed to a core set of principles to guide the design of the sub national governance reform. Four working groups have been established:

- Working Group on Local Governance will deliberate the policy for Provinces, Districts and Villages;
- Working Group on Urban Governance will deliberate the policy for Municipalities including Kabul Municipality;
- Working Group on Participation of Civil Society, Youth and Women and;
- Working Group on Sub National Finance.

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

The results of this component during the past quarter have centered on enhancing capacity in the IARCSC to direct their regional operations through the Provincial Affairs Department (PAD), re-establishment of provincial training center operations under PAD, expansion of district operations training under direction of regional IARCSC offices and enhancing capacity for revenue generation and solid waste management in municipalities.

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

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 process in the provinces of Afghanistan.

Quarter Results: All the IARCSC representatives have been recruited across the country; 2) Training material has been developed and trainings held for M&E Officers and developed for Regional Directors; 3) Performance management system drafted; 4) Orientation training carried out by the regional directors.

The methodology and concept for a capacity development assessment with IARCSC has been developed. It will be started in the next quarter and will be able to follow the lessons learnt by the assessment carried out in IDLG.

There are now a total of seven M&E officers hired, who have gone through a training session on comprehensive performance M&E for public sectors. The M&E Officers have carried out monitoring of the justice departments in the provinces, where it was learned that they were not as advanced with the reform as was previously thought. The IARCSC has been able to identify areas of support needed in order to advance the reform in this ministry.

The M&E officers have collected information on the PAR process from different line ministries in provinces, e.g. Baghlan, Kunduz, Mazar and Takhar. They have also distributed the new human resources format and explained this to the employees of the line ministries. They have added all the information to the database held by the PAD. The M&E Officer in Mazar has also been involved in designing and carrying out training for district governors on M&E.

All the IARCSC representatives have been recruited and are involved in the provinces in the appeals and appointment committees. They have further responsibilities with training center management in the provinces where training centers exist.

A database has been set up for monitoring of the PAR process, which will create a baseline of information to work from and report on. Currently human resource information is being collected. Currently the database contains the profile of 5000 civil servants.

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: Request for Proposal (RFP) has been written and the process for evaluation has been set up.

Each region will announce separately to encourage more local NGOs/ training providers to apply. . The method of evaluation has been developed with very clear guidelines to encourage further proposals, which will be boosted by the organization of bid conferences. This RFP will be announced in July.

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 IARCSC and the process of administrative reform to GOA and general public.

Quarter Results: 1) Operational plan for the unit has been developed in line with work plans for the regions; 2) more stakeholders are aware of the issues of administrative reform.

ASGP facilitated the design and delivery of a workshop for sub-national communication specialists and heads of information and culture departments in the seven regions. The purpose of the workshop was to discuss how to communicate the activities of IARCSC among the civil servants and general population at the sub-national level as well as set up work plans. Each team has created a work plan that the central team, with the assistance of ASGP, will monitor over the next quarter.

The communication unit, supported by ASGP, has been assisting IARCSC to make the website active¹, including looking at its design and how to operate it. The department has also prepared a workshop for public outreach of the reform process and visited Parwan, Nangarhar and Bamyan to deliver public outreach. They have also interviewed governors in places such as Takhar and other government entities such as the Provincial Council (PC) in Kunduz to gain their views on the reform

¹ www.iarcsc.gov.af

and publish this in newspapers and broadcast it on TV. The department has been supported to act as the liaison between the IARCSC and the media regarding the reform process. A periodical newsletter called "Tasheel" has been designed to extend the reach of the commission.

Task Order No-02- 08: IARCSC Project Management Unit (PMU) for Component Two

Annual Target: To manage the 8 projects (Task Orders) of IARCSC/ ASGP and provide close support in planning, procurement, monitoring and reporting for technical support and monitoring, the PMU will work with the ASGP component coordinators and advisors. The PMU will also work with the steering committee.

Quarter result: 1) Operations Manual has been formulated and amendments of task orders have been created; 2) Managing and following up of Task orders signed between IARCSC and UNDP/ASGP; 3) translator recruited and on the job coaching for PMU staff provided.

With the support of ASGP, an operational manual has been drafted and used as a base for developing training on the principles of service excellence training programme. During the training, this manual will be fine tuned. The staff have received on the job training directly related to their tasks. A payment system for all staff under the task orders has been developed. The PMU is now well equipped and operating. A database has been created with assistance from ASGP that will monitor the PAR implementation in the provinces as well as create a database of all current civil servants, which is being implemented in all seven regional IARCSC offices.

The PMU accomplished the following during the quarter: Assisted in the development of new task orders on further database development and expanding legal awareness to all provinces; wrote up the documentation for Laghman, Khost and Kabul to ensure their renovation so they can operate during the next quarter; transferred equipment to the regional office and provinces as well as other backstopping activities for the project such as salary transfer. The PMU is now working towards coordinating with all donors and had the first coordination meeting in IARCSC for donors working at the sub-national level; they also wrote up capacity building guidelines for all provinces. Training centre equipment assessment by the training specialist has been started in the central region with assessments received from Parwan.

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

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: 1) training centres renovation in progress.

The process for renovating the training centres in Khost and Laghman have started. The equipment for Ghazni training centre has been transferred and the training centre is now ready to be used. The computer trainer for the centre has been hired, but the other two positions had to be re-announced, due to the fact that neither of the selected candidates would take up the positions. The other candidates during the recruitment process were deemed to be unqualified for the position.

Task Order No-02- 09: Existing Training Centres.

Annual target: Ensure the smooth operation of all existing training centres.

Quarter results: New strategies have been developed concerning the operations of the training centres the curriculums and the subjects taught.

Discussions and agreements have been made with the Afghanistan Civil Service Institute (ACSI) and PAD to shorten the basic curriculum to three months in order to facilitate specialized training courses tailored to on the job requirements of civil servants in the provinces. These courses will

include procurement, communications, and HR management where there are discussions to adapt current courses as well as financial management and project management.

A decision has also been made to abolish the transport allowance given to the trainees who are attending training with support from ASGP. There has been support for this move by other donors who follow IARCSC's direction.

Currently nine hundred and thirty nine civil servants are being trained in the twelve training centres in Wardak, Kunduz, Takhar, Samangan, Mazar, Jawzjan, Kandahar, Paktia, Herat, Logar, Parwan and Nangarhar. Of the total being trained, one hundred and fifty five are women.

Salaries and stationery has been provided to the training centres. Processes are being set up to allow the regional offices to carry out the financial operations of the centres with ASGP assistance.

Task Order No. 011- Faryab Training Centre:

Annual target: One hundred and fifty civil servants trained in basic management, computer and English.

Quarter Results: Eighty five civil servants, including seventeen women, trained in basic management, computer and English.

The training session for eighty five civil servants was completed in this quarter. A new session has started with ninety five civil servants, twenty six of whom are women, being trained in the basic management, computer and English subjects.

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

Provincial level support

Work package 02-P1: Modern office management system for Provincial Governors Offices' (PGO) and (District Governors Offices' (DGO)

Annual Target: Modern Office operation manuals are operational in 10 Provinces

Quarter result: 1) Development of training materials in modern office management systems completed; 2) Two rounds of training in modern office management systems completed with the participation of about 320 provincial and district participants from Balkh, Faryab, Samangan, Jawzjan, Sari Pul, Baghlan, Kunduz and Kandahar; 3) Application of office management systems started in the same eight provinces through a field support programme; 4) Newly appointed PGO officials in Jawzjan, Kunduz and Faryab received training and coaching on the functioning of new provincial structures; 5) District officials in Balkh, Jawzjan, Kunduz and Faryab received coaching and advice on the new procedures; 6) A concept paper on the PGO Information and Service Centres developed and submitted to IDLG; and 7) Task order to support implementation of modern office management systems in Badghis developed and signed with IDLG.

With ASGP support, a total of 30 presentations and other training materials on the new management systems (translated into Dari and (partly) into Pashto) have been delivered. A compendium of comments and suggestions on the new District Operating Manual has been developed. There is now an IDLG Task Order to support implementation of modern office management systems in Badghis.

Six training sessions were held with trainers in the Northwest and South regions. Fifteen training seminars and workshops on modern office management systems were conducted for provincial and district officials in eight provinces (Faryab, Sari Pul, Samangan, Jawzjan, Balkh, Kunduz, Baghlan, Kandahar). Ten field visits were made to various districts in Balkh, Jawzjan, Kunduz and Faryab. A total of six coaching sessions were held with newly appointed PGO officials in Jawzjan, Kunduz and Faryab.

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 eleven PGO and their subordinate DGO.

Quarter result: 1) Provincial (District) Planning Guide developed; 2) Training materials for the orientation workshop in results-based planning developed.

Five consultative sessions held on the issues of planning with provincial and district officials in Balkh, Faryab and Kunduz for provincial and district officials.

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 ten PGO.

Quarter result: 1) Provincial Yearbook design developed and approved; 2) Assessment conducted of the capacities in the Badghis PGO.

A Review and Audit Committee was established in Faryab province to oversee production of the yearbook. The annual reports of Faryab governmental organizations were typed, computerized and chronologically designed in four different parts (Security Sector, Justice and Law Sector, Educational Sector, Cultural and Social Sector and Economical Sector). Based on the discussion with the Review and Audit Committee, the provincial profile was revised and updated for the production of the year book. The computerized version of Provincial Year Book was ordered, printed and submitted to the Committee members for review. An assessment mission was conducted to evaluate the current planning systems in Badghis. As a result, a task order was developed to strengthen Badghis capacities by recruiting four advisers and sending a mixed ASGP/IDLG planning team in July. Collection of vital socio-economic information was launched in Jawzjan and Sari Pul.

Work package 02-P4: Improve information management systems in PGO/DGO.

Annual target: Information management in 11 PGO improved through introduction of a networking architecture, staff training and computerized databases.

Quarter result: Assessment of the information and communication systems in Balkh PGO.

With ASGP assistance, an assessment has been made of the information and communication systems in Balkh PGO. Also, an activity proposal was developed to upgrade the Balkh PGO information management.

Work package 02-P5: Effective provincial communication systems.

Annual target: Provincial communication system established in 11 PGO.

Quarter Result: 1) A governance accountability campaign was conducted in Faryab as per the provincial communication plan;

Twenty five televised press conferences and five round table discussions were held in the province to deliberate on sectoral achievements in 2007.

Municipalities support

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: 1) Documentation of results/ findings from functional analysis; 2) Concept of organizational model for each pilot municipality with indications of mandatory and optional positions understood by municipal staff; 3) Redesign of IDLG Department of Municipal Affairs prepared.

With ASGP assistance, a functional Analysis of Pilot Municipalities (Mazar, Maimana, Aybak, Sheberghan and Sari Pul) has been completed and the results presented to Mazar and Maimana municipalities; the documentation of the workshop proceedings completed and submitted to Mazar and Maimana municipalities.

The Steering Committee and Task Force for municipal restructuring based on Functional Analysis, have been organized and understood the concepts of restructuring and organizational analysis and design in Mazar and Maimana municipalities.

The capacity development has been facilitated in selected management and organizational concepts: Nature of functional structure vis-à-vis organizational structure; value of the functional structure to a good organizational design; planning and plan revisiting; implementation and progress monitoring; and benefits of M&E. These training packages have been delivered in order to strengthen the understanding of the Task Force related to planning of action and to schedule the organizational restructuring (Mazar).

The Task Force-Functional Analysis work plan for April – December 2008 has been developed in Mazar. The Task Force has been coached to identify the key service delivery tasks of the municipality, both to the constituents (external clients) and to the municipal employees (internal clients).

Pertinent laws have been gathered relevant to IDLG Department of Municipal Affairs (DMA). This has formed the basis of the proposed DMA organizational structure, functional chart, staffing, proposed position description and qualifications standards, and DMA human resource profile developed.

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: Revenue Improvement Action Planning (RIAP) case study and activity proposal.

Municipal officials in the municipalities of Mazar, Maimana, Aybak, Sari Pul and Sheberghan have been guided on the preparation of RIAP implementation activity proposals, indicating how specifically the implementation of the proposed activities contribute to achieving revenue improvement objectives already set. The implementation of the RIAPs has been monitored and documented in the municipalities of Mazar, Maimana, Aybak, Sheberghan, and Sari Pul with technical advice provided on the next steps necessary.

In order to launch RIAPs in Kunduz, Puli Khumri and Logar, workshops explaining the municipalities work plan have been carried out and material has been disseminated. A draft presentation on RIAP for mayors' conference has also been prepared and submitted for review to IDLG.

The reports on the historic revenues (1385-1386), revenue projections (1387) and monthly collections in comparison with the projections prepared, updated and submitted for review and further process and analysis.

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: Results of waste analysis and characterization studies in other pilot municipalities applied (Maimana); 2) immediate actions for improving solid waste management designed (Mazar municipality).

Waste Assessment and Characterization Study (WACS) results presented (Mazar and Maimana) to stakeholders by the Solid Waste Management (SWM) Commission. This was followed up by a workshop with the SWM Commission to start planning in the immediate areas of concern in both Mazar and Maimana.

The pilot municipalities have been assisted in formulating and enacting a solid waste management policy. A working document of the goals, principles, specific guidelines and considerations necessary for a medium term SWM plan formulation were agreed upon by the SWM Commission during the Policy Formulation Workshop held in both Mazar and Maimana. A Coordinator for each of the component workshops has been selected by the commission for the following components: Engineering, public participation, revenue improvement, organizational structure, policy and enforcement.

The process of the SWM Medium Term Planning activities has been presented to the Municipal SWM Commission while also implementing the following identified immediate remedial plans for the municipal SWM programme. Workshop steps and guidelines for visioning, goals, objective formulation and SWM strategy options analysis have been prepared as well as the management plan during the SWM Planning workshops that were held in Mazar and in Maimana. The WACS manual has also been finalized as well as the Mazar WACS documents.

The immediate areas of concerns of the current SWM programme in Maimana identified were the implementation of house-to-house waste collection. The main strategy is to regularize waste collection in four municipal urban districts, once a week collection in residential areas and at least twice a week in commercial areas. The district Wakils will be mobilized for public information and Safayi collection. Mapping of the streets per district has been done and collection routes and schedules were plotted. This activity proposal has been submitted to ASGP Kabul office.

Work Package No. 02-M4 Municipalities Programme Framework.

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

Quarter Results: A programme document drafted.

The detailed programme concept on the Support Programme for Municipal Governance (SPMG) prepared after consultation meetings with HE President and key officials of the Central Statistics Office (CSO), the Head and key officials of the Afghanistan Geodesy and Cartographic Office (AGCHO) and presented to Director of the Directorate of Municipal Affairs, IDLG. The concept includes a designed organization structure and staffing of the Central Programme Implementing Unit (CPMU) that would implement the SPMG and the TORs for the key programme staff.

The streamlining of service delivery processes in five pilot municipalities of Aybak, Maimana, Sheberghan, Mazar and Sari Pul in the core municipal infrastructure and administrative services as well as the service delivery processes were identified, solid waste management and revenue tax collection, and goals for each of these were articulated.

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

As a result of ASGP support during the quarter, the IDLG Councils Support Unit was able to conduct a national seminar on Council administration and revitalize the donor PC Working Group (PCWG).

Individual PCs have a better ability to carry out their roles, particularly in monitoring. Three Task Orders were signed to further place responsible for results production in the hands of IDLG.

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.

Task Order 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: 1) Implemented PC Capacity Development Strategy through the design of training curriculum and materials, including orientation on council's Rules of Procedure, process guides for the performance of council's M&E Functions, PC community assemblies and outreach/community visits; 2) Five PC's Jawsjan, Sari-Pul, Samangan, Logar and Faryab capacities built in Participatory M&E; 3) All newly elected PC's Administrative board members oriented on their rules and procedures during the national orientation-seminar conducted in May; 4) National PC Seminar Report finalized and translated.

The PC Rules of Procedure was approved by the legal committee and is being translated. The new PC curriculum/ training design has been completed and the PC training package includes modules on 1) Newly elected PCs, 2) PC Chairmen/women, 3) PC secretary, and 4) all PC members. This revised PC capacity development plan was distributed during the national PC administrative board seminar. Training material (trainers manual and handouts) has been revised for the following modules: 1) M&E, 2) PC public outreach and 3) consultation process/PC community visits.

Capacity building training workshops on Participatory M&E (including 2007 Assessment & 2008 work planning) for Sari Pul, Samangan, Jawzjan and Logar PCs has been conducted. All the collected data from the workshops is being compiled, consolidated and translated.

A two day National PC Administrative board (PC chairmen, deputies and Secretaries) seminar was conducted from 21st to 22nd of May 2008, which resulted in the achievement of its objectives to: Discuss and recognize the PCs for their accomplishments and the issues encountered in their work in 2007 and report these to HE the President; Created an opportunity for the PCs to be informed and to discuss and share their views on important matters affecting them, in particular the forthcoming elections (Role of the PC Commission in the Meshrano Jirga and possible relationship of this office with the PCs); Discuss the opportunities and issues created by IDLG programmes indicating potential role and participation of PCs in their implementation, such as the Afghanistan Social Outreach Programme (ASOP) and the Municipality Programme; and create a consensus on the PC support programme of IDLG and the PCWG--approved PC Capacity Development Framework. During the seminar 1) PC Rules of Procedure, 2) PC Capacity Development Strategy, 3) IDLG Strategy, 4) PCRCD Strategic Plan, 5) PC platform concept note and 6) PC M&E system and Reporting Formats were distributed and discussed.

Task Order No. 03-02 - Provincial Councils Relation and Coordination Department (PCRCD) Capacity Building and Facilities:

Annual Target: Councils support structures established and strengthened.

Quarter Results: 2008 PCRCD strategy/capacity development and action plan and IDLG-PCRCD/councils secretariat and support staff strategy plan and capacity development plan formulated, approved and implemented; 2) Internal and external reporting system of PCRCD including PC admin support staff and PC secretary established; 3) PCRCD regional coordinators mentored and trained as trainers-facilitators for PC support and service providers on several identified areas, including provision of technical support and defining systems for the PC secretariat/support staff.

Technical sessions were conducted for PCRCD on: Action planning of PCRCD regional coordinators to re-introduce the action planning formats of PCRCD to the regional coordinators and to translate the PCRCD office work plan into regional components; Internal and external (IDLG-PCRCD and PCs) reporting system; Implementation of task orders and assessment of PC requests for assistance with PCRCD ; and review and assessment of the conduct and facilitation of the workshops conducted and mentoring on post-workshop follow up. As a result, the PCRCD Strategic Plan was developed and approved by the PCRCD management. Action plans, reporting system and formats for the PCRCD regional coordinators, including the consolidated PCs report formats have been created.

The monthly PCWG meeting was conducted in early June. PCWG members were updated on the result of the PC administrative board seminar. The eastern PCs' expectations/main problems were raised during the meeting, where they asked for assistance with transportation to conduct community visits, which will be considered under task order 03-01. They also want more donor coordination, as they are unaware of most projects going on in their area. The meeting had been set up to address this issue and an update on the donor support programme was provided and a concept note for the PC platform provided.

Work Package 05-02 Provincial Council Support.

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

Quarter Results: PC outreach programme improved relations with citizens in Faryab province.

The PC outreach evaluation workshop was conducted in Faryab and the PC outreach manual has been revised/updated. The PC public outreach activity is now renamed as "PC Community Visits". This activity will now be extended to another four PCs, Samangan, Jawzjan, Sari Pul and Logar as a follow up to the participatory M&E process. The evaluation workshop reported that regular PC reporting to IDLG/ PCRCD is improving.

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

Work Package No. 03-03 - Provincial Councilors Platform/Resource Centre

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

Quarter results: 1) PC Platform was launched during the PC Admin Board seminar in May; 2) The PC network office was established by PCRCD.

The draft concept note for regional PC forum/dialogues, which describes the regional component of the PC Network, has been produced.

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

Work Package No. 03-04 - Civic education.

Annual Target: Citizen Awareness campaigns organized launched and implemented to promote a deepening of understanding of sub-national governance.

Quarter Results: 1) Terms of engagement with NGO shared with UNDP and tested with coordination with the Accountability and of the UNDP-ACT project and the draft NGO grant facility manual/guide has been formulated.

A civic education consultant was working with ASGP in the period from 29th of April – 8th of May 2008 to guide component three to improve the planned strategic directions and identify possible

mechanisms in providing grants to CSOs/NGOs. As a result a CS grant facility assessment report of the civic education produced

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

Annual Target: Concept development and implementation of knowledge development programme for conflict sensitive sub-national governance

Quarter Results: no results

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

Work Package 04-01: Transition from National implementation (NIM to Direct Implementation (DIM)

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

On the job training continues for the PMU staff. During the quarter, there was recognition that there was a need to attempt to set up closer relationships between the PMU and the operations staff in ASGP, thus focal points were set up in each entity in order to channel all requests and allow for easier follow up of issues. A database was also been created in order to log all requests, issues and risks, thus ensuring all stakeholders can access information on the current status of all activities with the project management unit.

This quarter also showed the need for further staff to be recruited, therefore amendments to the work package was made and TORs has been created and announced for further positions. This coupled with more intensive training and coaching in the next quarter should result in more project management activities being undertaken by the PMU.

IDLG has been supported to strengthen the capacity of its staff, both through direct technical assistance of the programme development and support consultant and the programme budgeting consultant, but also through the creation of a capacity building strategy for the whole organisation. A team of ASGP consultants has worked with the Capacity Building Unit and all the Directors of IDLG to design this strategy. The main issues addressed in the strategy are systems improvement and training for the staff both on hard job specific skills and soft skills, such as team work. A need has also been identified to create awareness within the IDLG about its mandate and its different functions. An action plan is being formulated and activities have started with consultants already embedded within different sections of IDLG, such as the Programme Budgeting Advisor who is working to streamline the budget systems and processes.

The Letters of Agreement (LOA) mechanism is also being utilized to develop the capacities of implementing partners, IARCSC and IDLG. Implementing rules have been developed for all tasks orders with the government counterparts, which set up the processes and systems for all operational matter. These systems ensure that all lessons learnt from the operation of task orders with the civil service commission for the past 12 months are passed onto the other stakeholders.

Gender Mainstreaming

In coordination with the UNDP Country Office, ASGP staff received an intensive training session in mainstreaming gender in the planning and implementation from 16-18 June 2008 by UNDP Country Office gender mainstreaming specialist and incorporated in upcoming quarter ASGP activities. Two gender-mixed teams of District Operating Manuals trainers formed in the Northwest Region (Kunduz) and South Region (Kandahar); Gender based interviews were conducted in Sari Pul, Sheberghan, Samangan and Maimana with female PC members, Department of Woman Affairs and role of women as PC members and gender based cases were studied and, as a result, a gender brochure was produced.

In coordination with the UNDP Country Office, six ASGP (Gender and Development) GAD team members received a first session of gender ToT training which will assist in the planning and implementation of ASGP gender mainstreaming strategy which was initiated in first quarter of 2008. This group has started to produce a gender strategy that covers each of the components, which will result in an action plan in the next quarter.

Gender sensitization in the Provincial plan was conducted as a part of ASGP provincial planning workshop, thus ensuring all ASGP staff working with their governmental counterparts will take gender into account while planning activities for the remainder of 2008 and 2009. This training creates a foundation which can be built upon by the GAD team.

In the provincial level, 1) gender based interviews were conducted in Sari Pul, Sheberghan, Aybak and Maimana with PC members on women related issues and problems and a brochure is drafted and being produced; 2) Two gender-mixed teams of District Operating Manuals trainers formed in the Northwest Region (Kunduz) and South Region (Kandahar); and 3) different gender courses examined to be included in the IARCSC training.

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 adversely impact on the smooth and timely implementation of different programme activities at the sub-national level. As such, strategies have been prepared and used to mitigate the unfavorable environment. For example, the municipality component has expanded their plan to cover south and south east of the country. However, there is probability of having problems in mobilizing the experts.

Kandahar is a particular difficulty given the uncertainty of the future level of allowable UN development activities in the province.

Lack of Capacity - There is difficulty in finding good potential candidates for the sub-national level which can cause delay in the implementation of some activities. Strategies have been prepared and used to mitigate this. For instance, positions have been re-advertised and sent out for as wide a distribution as possible, including sourcing people through universities, networks and online websites as well as the traditional IARCSC announcement method.

Updated project issues and actions

Implementation of TO No.004 (Support to Internal Audit Unit) has been delayed by IDLG. There are ongoing discussions with ILDG to start the implementation of this Task Order

Work package “Preconditions and Guidelines for Establishing Municipalities”, is dependent of the “Organizational model” work package. The output of “Organizational model” work package, would become inputs to the “Preconditions and Guidelines for Establishing Municipalities” work package. The “Organizational Model” work package implementation has been delayed because the national and international experts working on the work package were assigned by IDLG to support municipal working group in municipal policy drafting. The delayed implementation will resume in the coming quarter.

PC Woman Mohram allowance is an issue for traveling the women into provinces. The discussion is in progress with UNDP operations. This is also an issue for women travelling within ASGP itself as well as all the components, where there are female staff in the government or who have been hired by task orders. A discussion has been done with UNDP gender mainstreaming specialist for the resolution of this issue.

Provincial/regional staff reports arrived late due to the lack of internet connectivity in the provinces which causes delay in the payment process. ASGP staff have worked to mitigate this; reporting has moved from monthly to quarterly to allow more time and the processes for the payment of salaries has been clearly set out. There has been considerable improvement but the lack of clearly written reports received on time does still constrain timely payments in some cases. Furthermore, UNDP Country Office is in the process of establishing a Long Term Agreement for provision of internet to project, including at sub-national level. Once in place this will further mitigate the communication between regional offices and Kabul.

III. Financial status and utilization

Financial status

Table 1: Contribution overview [2007– 2011]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP	731,384	731,384	-
Norway	11,495,283	3,194,888	8,300,395
CIDA	5,096,840	1,862,068	3,234,772
Italy	374,531	374,531	-
SDC	2,631,579	1,785,714	845,865
EC	7,564,297	3,025,718	4,538,579
TOTAL	27,893,914	10,974,303	16,919,611

Financial utilization

Table 2: Quarterly expenditure by activity

Activitiy	Budget [2008]	Quarterly Exp Report (Jan-Jun 08)		Total	Balance	Delivery
		Q1	Q2			
Activity01 Support to Policy	1,352,694.7	195,083.3	471,456.4	666,539.8	686,154.9	49.3%
Activity02 Support to PAR	1,373,719.5	538,715.0	1,003,194.2	1,541,909.1	(168,189.6)	112.2%
Activity03 Support to PC	1,375,743.4	27,212.1	107,986.5	135,198.5	1,240,544.9	9.8%
Activity04 Management	645,680.1	362,827.4	275,870.4	638,697.8	6,982.3	98.9%
Activity05 Support to provinces	1,060,043.2	82,043.1	70,316.0	152,359.1	907,684.2	14.4%
UNDP GMS (7%)	437,152.3	90,765.2	145,180.3	235,945.5	201,206.8	54.0%
Total	6,245,033.3	1,296,646.1	2,074,003.7	3,370,649.8	2,874,383.5	54.0%

Note: Budget revision will be done to rectify activity balance once all expenditures up to date are posted in Atlas.

Table 3: Quarterly expenditure by donor [01-Jan-08 - 30-Jun-08]

DONORS	Description (as per approved budget)	2008 Budget	Q1 Jan -Mar	Q2 Mar-Jun	Q1+Q2 Jan-Jun	BALANCE	DELIVERY RATE %	
UNDP Loan	Activity01	Support to Policy	137,991	5,751	100,312	106,063	31,928	
	Activity02	Support to PAR		-	-	-	-	
	Activity03	Support to Provincial councils		-	-	-	-	
	Activity04	Project Management		-	-	-	-	
	Activity05	Support to Provinces		-	-	-	-	
GMS 7%		10,386	433	7,550	7,983	2,403		
Subtotal DONOR I		148,377	6,184	107,862	114,046	34,331	77%	
CIDA	Activity01	Support to Policy	294,319	155,985	87,179	243,164	51,155	
	Activity02	Support to PAR	-	-	-	-	-	
	Activity03	Support to Provincial councils	20,586	-	8,911	8,911	11,676	
	Activity04	Project Management	464,569	254,860	213,868	468,729	(4,160)	
	Activity05	Support to Provinces	186,000	7,320	47,882	55,202	130,798	
GMS 7%		72,670	31,475	26,934	58,409	14,261		
Subtotal DONOR II		1,038,144	449,640	384,774	834,414	203,730	80%	
SDC	Activity01	Support to Policy	166,071	33,348	93,402	126,750	39,322	
	Activity02	Support to PAR	-	-	-	-	-	
	Activity03	Support to Provincial councils	1,328,571	27,212	92,676	119,888	1,208,683	
	Activity04	Project Management	166,072	99,867	60,746	160,613	5,458	
	Activity05	Support to provinces	-	-	-	-	-	
GMS 7%		125,000	12,075	18,578	30,653	94,347		
Subtotal DONOR III		1,785,714	172,502	265,403	437,905	1,347,810	25%	
EC	Activity01	Support to Policy	695,741	-	140,950	140,950	554,792	
	Activity02	Support to PAR	1,342,802	519,289	1,003,194	1,522,483	(179,681)	
	Activity03	Support to Provincial councils	-	-	-	-	-	
	Activity04	Project Management	-	-	-	-	-	
	Activity05	Support to Provinces	775,375	-	6,662	6,662	768,713	
GMS 7%		211,800	39,086	86,620	125,706	86,094		
Subtotal DONOR IV		3,025,719	558,375	1,237,426	1,795,801	1,229,918	59.4%	
Norway	Activity01	Support to Policy	-	-	-	-	-	
	Activity02	Support to PAR	30,918	19,426	-	19,426	11,491	
	Activity03	Support to Provincial councils	-	-	-	-	-	
	Activity04	Project Management	15,040	8,100	1,256	9,356	5,684	
	Activity05	Support to Faryab	98,668	74,723	15,772	90,495	8,173	
GMS 7%		10,886	7,696	1,282	8,978	1,908		
Subtotal DONOR V		155,511	109,946	18,310	128,256	27,256	82.5%	
Italy	Activity01	Support to Policy	58,572	-	49,613	49,613	8,959	
	Activity03	Support to Provincial councils	26,586	-	6,400	6,400	20,186	
GMS 7%		6,410	-	4,216	4,216	2,194		
Subtotal DONOR VI		91,568	-	60,229	60,229	31,339	65.8%	
Grand Total		\$6,245,033	\$1,296,646	\$2,074,004	\$3,370,650	\$2,874,384	54.0%	

Note:

- 1 The financial figures provided in the report are provisionally.
- 2 In December 2007, ASGP borrowed \$500,000 from UNDP to cover end of year costs while awaiting new donor disbursements. Of the total, \$148,377 was rephrased to 2008. However, the entire \$500,000 will be repaid to UNDP when the next tranche of donor funds are adjusted in the 2008 budget.

Annexes

Annual Work Plan (annexed separately)