

Part III: Draft Project Results and Resources Framework

UNDP Service Line (MYFF)

UNDP's MYFF Goal 2; and MYFF Service Line 2.1 (Policy support for democratic governance) and 2.7 (Public administration reform)

Intended Outcome as stated in the Country Results Framework

The democratic state and government institutions strengthened at all levels to govern and ensure quality public services through advocacy, policy advice and capacity development.

Outcome Indicators as stated in the Country Programme Results and Resources Framework, including baseline and target

- Central government agencies effectively leading the national dialogue on the future of central-local relations and effectively supporting the development and functioning of sub-national governance with active participation of civil society (including those representing the voices of women, youth and various groups of the Afghan society).
- Participating Provincial, District and Municipal Administration are restructured as per PRR to facilitate effective and efficient public service delivery.
- The Training and Development Department of the IARCSC functions to effectively train local administrators (development of curriculum, managing pool of trainers and monitoring quality and impact)
- Local public service delivery administration is conducted in an increasingly transparent and accountable manner with participation of elected councils, citizens and relevant representative organizations
- Local governments in pilot provinces effectively identify and address potential triggers for conflict in planning and management.
- Networks of elected local representatives function effectively to influence central-local relations and develop capacity for sub-national governance.

Baseline: Lack of an overarching policy and institutional framework for sub-national governance, inadequate capacities of administration in service delivery and weak capacities of Provincial Councils to engage with government agencies.

Target: Clarity on the policy framework for sub-national governance and improved systems and capacities for ensuring service delivery.

Partnership strategy:

The activities will be implemented in partnership with Ministry of Interiors, IARCSC and OAA at the central level and sub-national administration. UNAMA and various donors working in this sector will be strategic partners in the various interventions. Civil Society groups will be important partners for catalysing many of the processes and capacity building initiatives.

Project Title and ID (Atlas Award ID):

Afghanistan Sub-national Governance Programme (ASGP)

Project Outputs	Output Indicators and Targets	Indicative Activities	Partners	Input
OUTPUT 1.1 The capacity in MOI to design and regulate a new sub-national governance framework is developed	<ul style="list-style-type: none"> i. Completion of MOI Stage 3 PAR ii. Establishment of a clearinghouse of information on national and international experience in sub-national governance iii. Policy making function within MOI created to enhance capacity to plan a subnational policy iv. Capacity to undertake a subnational policy consultation and design exercise created within government 	<ul style="list-style-type: none"> ▪ Support to development of implementation strategy for Stage 3 PAR for MOI ▪ Support to establishment of RIMU in MOI ▪ Assistance in creating a policy analysis unit in the reorganized structure ▪ Develop a systematic capacity building plan for MOI based on PAR ▪ Undertake training and provide mentoring support to MOI staff for institutionalization of PAR reforms. ▪ Study missions to other countries to examine their sub-national governance with mission report and workshop after their return to share experience ▪ Potential twinning arrangement with another country/institution for purposes of sharing experience on sub-national governance ▪ Support to strengthening of the policy-making department within MOI to oversee and coordinate sub-national policy ▪ Training of key officials in policy analysis and development by University faculty and other policy institutions and experts. 	<ul style="list-style-type: none"> ▪ MoI, OAA, MoF, CSC ▪ Donor partners [TBC] 	<ul style="list-style-type: none"> ▪ International and National Technical Advisors on PAR and RIMU ▪ International Technical Advisors on local government policy-making/law and specific sub-national sectors ▪ 2 technical advisors (nat.) full-time attached to Government central agencies/ministries for policy unit ▪ Equipment and material for MOI ▪ Financial and technical support in the setting up of a national forum and secretariat for sub-national governance ▪ Travel costs for international study tours ▪ Finance for training workshops
OUTPUT 1.2 A broad-based understanding of the current sub-national governance system is created	<ul style="list-style-type: none"> i. Study reports on current state of sub-national governance and legal and regulatory frameworks and shared by the government with other stakeholders ii. Increased awareness of government stakeholders on sub-national governance and roles of central government agencies in supporting subnational service delivery iii. Active participation of civil society esp. women in public consultations on sub-national governance policy assessment iv. Increased access to policy documents, legislation and regulation on sub-national governance through internet kiosks at sub-national level 	<ul style="list-style-type: none"> ▪ Studies to analysing current legal framework of central-local relations, including the functioning of councils and responsibilities of relevant central agencies at the sub-national level ▪ International research organizations and individuals conduct policy analysis on subnational issues in collaboration with MOI ▪ Collaborating with research institutions and individuals to conduct analysis of sectoral laws, regulations related to sub-national governance ▪ Regional and national consultations to discuss the findings of the assessment on sub-national governance and on selected themes, e.g. fiscal arrangements, security, local economic development ▪ Preparation of the report and formal consultation with government ▪ Visits/attachments of central officials to selected provinces districts to understand the impact of their policies and practices ▪ Attachments of sub-national officials to central agencies/line ministries in Kabul to understand and sensitise the centre of their governance challenges ▪ Support to develop ICT solutions for web-access to policy/legal documents 	<ul style="list-style-type: none"> ▪ MOI, OAA, MRRD, MOE, MOF, Research institutions 	<ul style="list-style-type: none"> ▪ International and National Advisors – ▪ Sub-contracting institutions ▪ Finance for national and regional consultations and workshops ▪ Travel costs ▪ Communication and documentation ▪ Sub-national websites

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OUTPUT 1.3 The design of a strategic institutional framework for sub-national governance is in place	<ul style="list-style-type: none"> i. Active participation of civil society esp. women in public consultations on sub-national governance policy making ii. Vision for sub-national governance articulated with a road map for how it will be pursued iii. Clarified and revised sub-national policy/legal/regulatory framework 	<ul style="list-style-type: none"> ▪ Assistance to regional consultations on sub-national governance framework with different agencies, public and other civil society groups ▪ Support national dialogues on a periodic basis to design the revised institutional and legislative framework of sub-national governance with international experts ▪ Propose options for equitable and efficient framework for inter-governmental fiscal relations ▪ Draft overall sub-national governance framework and draft laws, rules and regulations necessary to implement the framework ▪ Technical support to central agencies in development of rules and regulations on sub-national governance policy/PAR 	<ul style="list-style-type: none"> • MOI • Provincial administration, civil society 	<ul style="list-style-type: none"> • National and International Workshop • Facilitator • Experts travel • National and International Advisors • Travel costs • Finance for national consultations, conference and workshops
OUTPUT 2.1 A sub-national PAR strategy is finalised and participating Provincial Governor's offices, district administrations, municipalities are strengthened	<ul style="list-style-type: none"> i. Restructuring methodology to carry out PAR reforms in provincial, district administrations and municipalities improved ii. Participating provincial administrations, including associated districts and municipalities restructured iii. Skills and knowledge of civil servants strengthened in participating provincial and district administrations to perform revised functions iv. GOA costed sub-national PAR implementation strategy 	<ul style="list-style-type: none"> ▪ Supporting IARCSC and MOI in assessment of reform methodology in pilot provinces and sharing of lessons and recommendations for sub-national PAR strategy ▪ Support to IARCSC and MOI to design a reform implementation methodology for administration and municipalities ▪ Exposure visit to international best practices in PAR implementation methodologies ▪ Support establishment of reform implementation management unit in MOI and in the participating governor's offices ▪ Assessment of the current management systems and processes, awareness building on reform process and preparation of an implementation plan and budget. ▪ Undertaking change management processes in the participating agencies ▪ Supporting training, consulting and coaching to institutionalize the reforms in provincial and district administrations 	<ul style="list-style-type: none"> ▪ IARCSC, MOI, Office of governor, training institutions, Business Process Reengineering Institutions 	<ul style="list-style-type: none"> ▪ International advisors to support IARCSC ▪ National advisors and UNVs to support implementation process for Central and Provincial RJMUs ▪ International Exposure visit ▪ Consultants for change management ▪ Finance for training workshops, training facility, material ▪ Coaching /consulting provided upon demand ▪ Equipment ▪ Travel
OUTPUT 2.2 Skills and knowledge of civil servants to manage basic services are upgraded	<ul style="list-style-type: none"> i. Basic and specialized training programmes and training materials developed ii. 250 trainers to deliver basic/introductory training programme trained iii. 8000 of civil servants trained in basic/introductory programme 	<ul style="list-style-type: none"> ▪ Support to IARCSC/TDD and its regional centres in the development of the training plan and programmes ▪ Selection and hiring of external trainers including women trainers ▪ Support Participatory development of training curriculum for basic training, training materials (gender sensitive) and calendar with participation of provincial and district administration ▪ Assessment of special training needs based on administrative reform priorities and development of specialized training curriculum (gender 	<ul style="list-style-type: none"> ▪ CSC,I/O, Provincial administration 	<ul style="list-style-type: none"> ▪ Subcontracting ITO ▪ Long-term CTAs ▪ National Trainers ▪ UNVs ▪ Training material ▪ TOT ▪ Finance for training workshops ▪ Local and international travel

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	<ul style="list-style-type: none"> iv. Training specialists at TDD/regional centres are able to facilitate the development of training curricular on their own v. TDD demonstrates capability in monitoring training quality and impact 	<ul style="list-style-type: none"> sensitive) Collect training curriculum and training material for civil servants from other countries Organization of the Training of National Trainers including women trainers Organisation of basic and specialized training programmes with regional training centres Development of the quality assurance standards for the training programmes, including competency assessment methodology Evaluation of the effectiveness of the training programmes 		<ul style="list-style-type: none"> Equipment
OUTPUT 2.3				
Management of public service delivery in participating provinces and municipalities is improved	<ul style="list-style-type: none"> i. Coordinated service delivery mechanisms set up at provincial level ii. Facilitated dialogue methods introduced and stakeholders trained in use of these tools iii. Development management information system piloted iv. In creased citizen participation in service delivery monitoring v. Municipal revenue collection and service delivery improved 	<ul style="list-style-type: none"> Supporting the governor's office to coordinate the process of improving service delivery through hiring advisors in regional teams Facilitate participatory assessment of workplanning and budget processes, service delivery mechanisms and effectiveness (ensuring access of women) in provincial and district administration and developing methodology for improving service delivery Conducting training, reflection action workshops, coaching and facilitation to improve service delivery Supporting participatory workshops to prepare a user-friendly development information system for monitoring basic service management by different providers Facilitate processes of alliance building among different actors through sensitisation, workshops to share experiences, assess impacts of projects and build relationships Developing mechanisms for engagement of citizens, traditional groups in service delivery monitoring Facilitating tracking of service delivery progress by PDCs as per ANDS benchmarks Prepare paper on obligatory service functions and minimum service standards for Municipalities Prepare fiscal profile of selected municipalities, assess collection efficiency and cost-to-collection ratio Undertake consultations between MOI and selected municipalities to realign existing budget structure to make it more flexible and transparent Undertake study on flow of funds to municipalities Establish municipal information system to improve assessment and delivery systems of municipal services 	<ul style="list-style-type: none"> MoI, other line ministries, office of the governor, planning bodies, provincial & district administration, municipalities, Citizen groups 	<ul style="list-style-type: none"> Advisors (service delivery and basic management advisor to work with Prov. Admin. and advisor to work with municipalities) NGOs/CSOs Finance for training workshops, training material, training facilities and equipment Finance for meetings/workshops Short-term facilitators for service delivery mechanisms, alliance building Research organizations or short term consultant for municipal fiscal management studies MIS and GIS for information management in municipalities travel, logistics
OUTPUT 3.1				
The capacity of elected sub-national	<ul style="list-style-type: none"> i. Capacity development strategy and training materials developed for 	<ul style="list-style-type: none"> Contracting NGO to develop and implement practical training programme for councillors including elected women to perform their 	<ul style="list-style-type: none"> MoI, OAA, PCWG, PCs, 	<ul style="list-style-type: none"> Subcontracting NGOs CTA

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representative bodies to undertake their roles in citizen representation, public service monitoring and conflict resolution is strengthened	<ul style="list-style-type: none"> i. councilors and mainstreamed in government agencies ii. Trainers created to deliver training programme iii. 200 Councilors trained iv. Increased participation of councilors in service delivery oversight 	<ul style="list-style-type: none"> functions Selection and training of trainers including women trainers Development of curricula and training materials which are gender sensitive Implementation of training programmes and evaluation of the effectiveness Participatory workshops for councilors in participatory approaches to service delivery monitoring Organizing information fairs at regional level Use of radio for information dissemination Organising two exposure visits for selected 40 councilors including women Workshops to discuss government institutional mechanisms for capacity development of councilors Support to PC Working Group 	ARD	<ul style="list-style-type: none"> 50 trainers (built on existing pools) Finance for TOT workshops Finance for Training materials Finance for training workshops, training facilities and equipment Finance for information fairs Finance for radio serials for councilors (content, air time, equipment) Travel costs for exposure visits/study tours for 40 council members Logistics
OUTPUT 3.2 A platform to facilitate coalition building and networking among sub-national elected representatives is created	<ul style="list-style-type: none"> i. The platform established and regularly meeting ii. Agenda developed by PCs for regional meetings and issues taken up with the PC committee in Meshrano Jirga iii. Long term mechanism of cooperation with central government developed 	<ul style="list-style-type: none"> Assistance in establishment of a platform and the secretariat Support to meetings and setting up communication mechanisms at national level Organising regional consultations Supporting trainings to develop necessary negotiation and communication skills Development of training and coaching programme for secretariat and most active Council members 	MOI,OAA, PCWG, PCs, ARD, PC committee in Meshrano Jirga	<ul style="list-style-type: none"> National advisors Local staff of secretariat UNV Finance for National meetings Finance for regional meetings Finance for training workshops Travel Equipment for secretariat
OUTPUT 3.3 Citizen awareness and understanding of sub-national governance is deepened	<ul style="list-style-type: none"> i. Target group, content and the communication design and tools defined for campaigns ii. Citizen awareness campaigns organised with different partners in participating provinces iii. In creased participation of CDCs and local shuras in civic education process 	<ul style="list-style-type: none"> Identify agencies for development of communication material for broadcasting through mass media Identify partners for delivery of the campaigns in provinces, districts and villages Organising orientation programmes for citizens (especially women), local shuras, legal literacy campaigns and disseminating information material 	NGO, PCs, CDCs	<ul style="list-style-type: none"> Subcontracting NGOs Subcontracting Media agencies Finance for campaigns Finance for information material Travel Equipment

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OUTPUT 3.4 Capacity to undertake conflict sensitive sub-national governance is enhanced	<ul style="list-style-type: none"> i. A well-functioning knowledge development center established for conflict sensitive subnational governance ii. A set of conflict sensitive assessment indicators is in use by sub-national stakeholders iii. Awareness of the link between conflict and governance practices is built 	<ul style="list-style-type: none"> ▪ Consultations with government to conceptualise the centre ▪ Subcontract an NGO to manage the center ▪ Preparation of guides and manuals and conducting training/orientation programmes ▪ Upgrading capacity of NGO and GOA to prepare conflict sensitive training and awareness building activities by an international expert ▪ Conducting training for ASGP, CSOs, GOA national and subnational staff 	NGO, National Parliament	<ul style="list-style-type: none"> ▪ Finance for meetings ▪ Sub-contract NGO ▪ Finance for material preparation ▪ Finance for trainings venue ▪ Travel costs for study tours ▪ International expert
OUTPUT 4.1 Capacity for national programme implementation within the life of the programme is established	<ul style="list-style-type: none"> i. GOA assumes responsibilities for National Implementation of ASGP by end of year three 	<ul style="list-style-type: none"> ▪ Conduct National Implementation capacity assessment of GOA systems and ASGP implementing partners ▪ Prepare recommendations for improvement and timetable for handover ▪ Conduct training in National Implementation principles and practices ▪ Support building of systems and processes ▪ Design out-sourced implementation management contracts to continue programme progress 	GOA, MOI, MOF, MOFA	<ul style="list-style-type: none"> ▪ International Advisor ▪ Finance for meetings/workshops ▪ Finance for trainings workshops