



*Empowered lives.
Resilient nations.*

AFGHANISTAN SUBNATIONAL GOVERNANCE PROGRAMME II

2013 FIRST QUARTERLY PROGRESS REPORT



DONORS



Australia



Italy



European
Commission



Japan



Switzerland



Empowered lives.
Resilient nations.



Sweden



Finland

PROJECT INFORMATION

Project ID:	00058922
Duration:	2010-2014
ANDS Component:	Governance, Rule of Law and Human Rights
Contributing to NPP:	National Priority Programme for Local Governance
CPAP Component:	The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
UNDP Strategic Plan Component:	Democratic Governance
Total Budget:	USD 139,000,000 (LOP cost in project document); USD 22 mn 2013 annual budget.
Main Government Partner:	Independent Directorate of Local Governance (IDLG)
Key Responsible Parties:	UNDP; IDLG; Offices of Provincial and District Governor; Provincial Council, Municipalities
Chief Technical Advisor:	Christopher Carter
Responsible Assistant Country Director:	Shoab Timory

COVER PAGE PHOTO: View of a Joint Workshop supported by ASGP and conducted by the Balkh Provincial Governors Office and the Civil Service Commission, to support the inclusion of women in the provincial civil service.

ASGP	Afghanistan Subnational Governance Programme (UNDP)
DGO	District Governor's Office
DOWA	Department of Women's Affairs
GOA	Government of Afghanistan
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MRRD	Ministry of Rural Rehabilitation and Development
NPPLG	National Priority Programme for Local Governance
NPP	National Priority Programme
PC	Provincial Council
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PRT	Provincial Reconstruction Team
PSP	Provincial Strategic Plan
SNG	Subnational Governance
SNGP	Subnational Governance Policy
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme

TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	5
II.	RESULTS.....	6
A.	OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor subnational governance policy are in place by 2014.....	6
	EXPENSES FOR THE QUARTER.....	10
	OUTPUT 2: Provincial and District Governors’ Offices (PGO/DGO) have the capacity to lead and coordinate development, governance and security in accordance with the Afghanistan National Development Strategy (ANDS) and the Provincial Councils have the capacity to provide oversight and represent citizens in accordance with ANDS	11
	EXPENSES FOR THE QUARTER.....	18
B.	OUTPUT 3: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014	20
	EXPENSES FOR THE QUARTER.....	25
III.	GENDER SPECIFIC RESULTS	26
IV.	PARTNERSHIPS	27
V.	ISSUES	28
	Issues that could have an effect on the project include the following:.....	28
VI.	RISKS.....	29
VII.	LESSONS LEARNED	29
VIII.	FUTURE PLAN	30
IX.	ANNEXES	32
	ANNEX 1: FINANCIAL TABLE.....	32
	ANNEX 2: EXPENSES BY OUTPUT	33
	ANNEX 3: EXPENSES BY DONOR	34
	ANNEX 4: RISK LOG	35
	ANNEX 5: ISSUE LOG	42

I. EXECUTIVE SUMMARY

This reporting period saw ASGP's regional offices in Kunduz, Kandahar and Jalalabad staffed with an international governance advisor, complementing the existing ASGP regional governance teams in Balkh, Bamyan, Herat and Kabul. UNDP sees these regional teams of capacity development specialists as a key resource for the implementation of a one UNDP platform in the regions, and the role and international experiences of an international governance advisor, coupled with the additional recruitment of national colleagues, promotes best practice in governance and capacity development. UNDP Projects like JHRA, APRP, NIBP and GEP are already collaborating, sharing resources and creating synergies for more effective regional delivery.

Support for ASGP's Afghanistan Government partner, the Independent Directorate of Local Governance (IDLG), included facilitating engagement between IDLG and other key GoA stakeholders engaged in the drafting of relevant government bills, impacting on local governance. ASGP continued providing mentoring and coaching support to IDLG staff in the areas of capacity development planning, problem-solving and designing capacity and needs assessments. A particularly important initiative saw ASGP embedded staff at IDLG assist in the formation and launch of an anti-harassment policy to enhance work place safety for female staff. This important gender initiative may be rolled out across the broader subnational governance sector.

Strengthening the capacity of Afghan staff (Tashkeel) working in provincial governance is the key task of ASGP's Provincial Component. The objective of the various trainings and technical support provided by ASGP's provincial teams is to ensure sustainable capacity development of Tashkeel staff. In this reporting period, ASGP also assisted through intensified efforts in recruiting new female and male graduates into the Tashkeel working force, by initiating internship programmes in the provinces of Bamyan and Daikundi.

ASGP recognizes the important oversight, mediation and governance roles of Provincial Councils. During this reporting period financial, technical and organizational support was provided to all 34 Provincial Councils in Afghanistan.

The Municipal Component of ASGP continued to play a significant role in strengthening the capacity of IDLG's Municipal Directorate (GDMA) with five ASGP technical specialists embedded full time at the GDMA. Nationwide, ASGP's Municipal Team worked directly with 19 municipalities, and both at provincial and district levels, providing staffing support for 37 technical LOA staff working directly in Mayors' offices and providing technical support for a range of initiatives. These initiatives supported Subnational governance capacity, administration and public services delivery, including enhanced revenue collection, designing and implementing waste management systems, community publications, community outreach and sharing best practice between municipalities. In partnership with GDMA, one important new initiative was the formulation of a standard operating procedure for the establishment of directly elected municipal advisory boards.

ASGP recognizes the critical partnership that exists between the Project and our Government of Afghanistan partners in IDLG, provinces and municipalities. We thank our Afghan partners and also our donors from Australia, EU, Finland, Italy, Japan Sweden, and

Switzerland. Without their support ASGP could not make its contribution to international efforts to strengthening subnational governance in Afghanistan.

II. RESULTS

OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor subnational governance policy are in place by 2014

Indicator 1.1 Number of Laws and regulations drafted and approved

The current section of the report provides an overview of the activities/results which contributed to strengthening the enabling environment for subnational governance via the respective strategies, policies and laws. These results were achieved through direct technical assistance from ASGP as well as the National Technical Assistance provided by ASGP to the Independent Directorate of Local Governance (IDLG).

In quarter 1, 2013, IDLG worked with key stakeholders in Afghanistan Government, including the Ministry of Justice, Parliament and the Office of the President to advance the passage of subnational governance legislation. As a result there was positive advancement in the approval process. The current status is presented in the table below:

Law	Status
Local Government Law	Status : Submitted to Cabinet Process: The law is cleared by the legislative assembly and awaits Cabinet approval. Next Step: Submission to Parliament after Cabinet approval
Provincial Council Law	Status : Submitted to Parliament Process: The law was cleared by all stages in the Cabinet during the quarter. Next Step: Submission to H.E. President after Parliament approval
Municipality Law	Status : Submitted to Cabinet Process: Cleared by MoJ. It now awaits approval of Cabinet. Next Step: Submission to Parliament after Cabinet Approval

Table 1: Component 1, Q1 Progress

The implementation of the National Priority Programme for Local Governance (NPPLG) continued in 2013. Two meetings of the Sub National Governance Coordination forum were conducted for consultations on issues related to NPPLG implementation.

Substantive progress was made on pursuing the case for District Level Representation. IDLG, in close coordination with MRRD, prepared the draft District Coordination Council (DCC) policy which has been cleared in principle by the Ministry of Justice, Ministry of Finance and the Governance Cluster. Meanwhile, progress was also made in drafting regulations and an operating manual for the DCCs.

The Tokyo Mutual Accountability Framework (TMAF) implementation plan was prepared by IDLG for indicators 11 & 12 in 2012. The international community provided feedback to the Government of Afghanistan with technical inputs from ASGP.

Sub National Planning

Planning is a critical step in successful implementation of development projects. IDLG supports the Sub National Governance entities in preparation of provincial plans in the form of Provincial Development Plans (PDPs) and Provincial Strategic Plans (PSPs). In 2013, IDLG aims to complete 8 PSPs in addition to the existing 7 completed so far. In quarter 1, the PSPs of Helmand and Takhar Provinces were completed in addition to the PDP for Nangarhar Province.

Indicator 1.2 Strength of the organization and management systems for Independent Directorate of Local Governance

Coaching & Mentoring for Capacity Development and Capacity Assessment of Tashkeel staff

This indicator relates to enhancing the capacity of IDLG in order to discharge its key functions, one of them being capacity development of IDLG's central office and also the subnational governance entities including Provincial Governor's Offices (PGOs), District Governor's Offices (DGOs), Municipalities and Provincial Councils (PCs). A Capacity Assessment (CA) of IDLG as an organization was conducted in 2012 and the baseline was established to be 2.9 on a scale of one to five. The target for 2013 is 3.2. The CA score for 2013 will be measured by repeating the CA exercise for IDLG in the last quarter of 2013. For the current quarter, the key capacity development initiatives undertaken during the period in order to enhance IDLG capacities are reported.

The Capacity and Institutional Development Directorate (CIDD) under the Human Resources Directorate of IDLG is responsible for IDLG's CD function. It is therefore important that the CIDD staff have the capacity to fulfill their responsibilities. ASGP's team commenced coaching and mentoring in 2012 and continued in the first quarter of 2013 for CIDD staff. In order to make the coaching more relevant, a capacity assessment exercise was also conducted. The details for the coaching and the CA were provided in a separate report shared with CIDD during this quarter.

The modality of this coaching is based on group theory sessions on a particular subject which are followed by practical exercises following the coaching session. The beneficiaries of coaching are called 'coachees' and those imparting coaching as 'coaches'. Those coachees who interact regularly with the coaches are called 'principal coachees' while others are called 'occasional coachees'. The subjects for coaching are decided in consultation with CIDD. The focus in quarter 1 was on planning and work plan development along with basics of capacity development and communication. A coachee database has been shared with CIDD and is updated regularly. In all, 21 coaching sessions were conducted during this quarter. Some were group sessions while others were one to one resulting in a total of 83 coachee days for all CIDD staff.



Coaching session on work planning.
(Photo credit ASGP)

A capacity assessment (CA) exercise was conducted in order to assess current capacities and also to monitor capacity development of the individual CIDD staff. Baselines for March 2013 and targets for the rest of the quarters for 2013 were established. The CA was conducted by using the global UNDP’s methodology. The capacity of the coachee was rated for each question in a customized questionnaire, with a score of 1 to 5 for each question. The capacity scores of the coachees will be monitored and reported each quarter, as shown in the table below.



Capacity Assessment with IDLG’s Complaints and Well Being Unit
(Photo credit: ASGP)

Sl. No.	Unit*	# of principal coachees	Mar 13	Jun 13		Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual	Target	Actual
1	CDU	3	2.10	2.25	-	2.40	-	2.55	-
2	ODU	3	1.95	2.10	-	2.25	-	2.40	-
3	CWH	5	2.12	2.27	-	2.42	-	2.57	-
4	Others	1	2.55	2.70	-	2.85	-	3.0	-
Total		12	2.18	2.33	-	2.48	-	2.63	-

Table 2: CDU: Capacity Development Unit; ODU: Organizational Development Unit; CWH: Complaints & Well Being Unit

Twinning Arrangements: Training of District Governors

The target segment-based training series titled ‘Provincial Training Programme (PTP) – Indo/Afghan partnership for strengthening Sub National Governance in Afghanistan’ for training of Afghan District Governors which commenced in 2012 continued in 2013. The first batch of Afghan officials for 2013 consisted of 14 district governors and two IDLG staff.

The ‘PTP’ training programme series for District Governors is the beginning of a long term engagement between the Government of India and provincial governance entities in Afghanistan and will contribute towards developing sustainable capacities in local governance in Afghanistan. ASGP provides technical assistance in the conduct of these programs (though funding is provided by another international partner).

In addition, ASGP and the Government of France are considering, through a new initiative targeting Kapisa Province, how synergies may be created benefitting capacity development of Deputy Provincial Governors and the PGO. Currently, the focus areas of capacity development in this initiative include finance and office management, planning, monitoring & evaluation, reporting and knowledge management.

ASGP support to IDLG’s Pioneering Gender Initiative to Beat Workplace Harassment:

ASGP also supported IDLG’s pioneering initiative to beat workplace harassment in all subnational entities, through support to an Anti-Harassment Policy Guideline for its employees. ASGP, provided technical and financial support to the development of the policy and the launch event. It will also provide technical support in the coming quarters in operationalization of the policy via development of a detailed complaint mechanism and also by wider dissemination of the policy. For more information, please refer to the report section

on Gender. You can also see stories on the initiative on the UNDP Afghanistan website (www.undp.org.af) and on the IDLG website (<http://idlg.gov.af/eng>)

Indicator 1.3 Regular monitoring of the deliverables achieved via the National Technical Assistance (NTA) positions; support via central LOA ensured; and alignment of these deliverables with ASGP and NPPLG ensured.

ASGP is a direct implementation modality programme of UNDP wherein the primary financial management and programmatic responsibilities lie with UNDP. However, globally UNDP encourages models which promote national ownership. In alignment with the global UNDP approach and the Kabul process, ASGP is implementing a Letter of Agreement (LOA) between UNDP and IDLG to support 87 NTA positions working in IDLG on different areas of NPPLG. In order to effectively monitor the results achieved by the NTA positions it was agreed that each NTA position holder will submit a deliverables-based quarterly report.

In quarter 1, ASGP’s team coordinated with IDLG M&E and HR units to complete the background work for this task. IDLG senior management and the directorates were alerted to this requirement and a mutually agreed template was designed. Milestones were established for timely preparation and submission of the reports to ASGP. Based on this groundwork, at the time of writing this report, NTA inputs were under compilation at IDLG. A separate consolidated report will be available with ASGP on NTA deliverables. A synopsis of directorate wise key results is presented here.

Key activities/achievements of IDLG Directorates
<p>Strategic Coordination Unit</p> <ul style="list-style-type: none"> ➤ Monitoring of implementation of NPP ➤ Led the process of IDLG’s contribution to the transition process including evolution of PRTs, coordination with PGOs and ISAF ➤ Designing and implementation of monthly publication on IDLG’s achievements ➤ Coordination with governance cluster on the issue of provincial planning and budgeting
<p>M&E Directorate</p> <ul style="list-style-type: none"> ➤ Prepared IDLG annual report and implemented reporting mechanisms in IDLG. ➤ Prepared M&E framework for development budget funded programmes working with IDLG ➤ Programmatic support provided to IDLG’s Programs/directorates from time to time
<p>Human Resources Directorate</p> <ul style="list-style-type: none"> ➤ Public Administration Reforms (PAR) via organizational restructuring conducted: for Tashkeel positions in municipalities; Pay & Grading reforms in IDLG central and provinces ➤ Merit Based recruitment done for Provincial Deputy Governors, District Governors ➤ Terms of Reference of IDLG employees revised
<p>Capacity and Institutional Development Directorate (CIDD)</p> <ul style="list-style-type: none"> ➤ Conducted domestic trainings through in house trainers and facilitated foreign trainings for staff of IDLG central office and SNG offices like PGOs, DGOs, municipalities
<p>ICT Directorate</p> <ul style="list-style-type: none"> ➤ Provided IT support to central and provincial staff ➤ Updated IDLG and provincial websites.
<p>General Directorate of Municipal Affairs(GDMA)</p> <ul style="list-style-type: none"> ➤ Development of a new scheme regarding 0.5 % increase on tariff of commercial commodities. ➤ Monitoring of the PAR implementation 11 municipalities. ➤ Implementation of reporting mechanisms in municipalities

Table 3: Status of ASGP Support to IDLG Directorates

EXPENSES FOR THE QUARTER

During Q1, a total of USD 339,497 was spent for this output. For more details, please look at Annex 2 on page 32.

Below is a snapshot of where ASGP's IDLG component is in relation to its annual targets after Q1.

2013 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
1.1. Three laws drafted, none approved: # of laws and regulations drafted and approved	1.1. Three laws approved, at least three key regulations drafted	25%	Though there was positive movement towards approval of each of the three laws (Local Government, Provincial Council, Municipality), the pace was slower than expected due to multiple layers of approval process. For specific details please refer to Table One, Pg 7.	On track
1.2. Baseline capacity is assessed to be 2.8 on a scale of 1 to 5: Strength of the organization and management systems for Independent Directorate of Local governance (IDLG)	1.2. Capacity assessment score increased to 3.2	25%	Various mechanisms for capacity enhancement of IDLG are being put in place including capacity development of CIDD staff. This will result in gradual capacity enhancement and thus increase in CA score	On track
1.3 # of NTA positions to be supported via central LOA decided to be 87 and alignment matrix with NPPLG prepared: Regular monitoring of the deliverables achieved via the National Technical Assistance (NTA) positions supported via central LOA ensured and alignment of these deliverables with ASGP and NPPLG deliverables ensured.	1.3. Assessment of the relevance and ASGP as well as NPPLG alignment of the 87 positions conducted; ToRs with clear deliverables developed for all 87 positions; quarterly monitoring mechanism for deliverables as per ToRs established	75%	Monitoring mechanism has been established and IDLG sensitized. The deliverable based NTA reports will be available at end of quarter and analyzed for substance and accuracy, which will be commented upon in subsequent quarters	On track

Table Four IDLG Component: Annual Work Plan Progress

OUTPUT 2: Provincial and District Governors’ Offices (PGO/DGO) have the capacity to lead and coordinate development, governance and security in accordance with the Afghanistan National Development Strategy (ANDS) and the Provincial Councils have the capacity to provide oversight and represent citizens in accordance with ANDS

Strengthening Tashkeel capacity in the Provincial Governors’ Offices (PGOs) and District Governors’ Offices (DGOs) is the key task of this component of ASGP. The PGOs, in fulfillment of their mandate, also continue to engage citizens through various communication channels, accountability mechanisms and advocacy events.

IDLG with ASGP support is gearing up technical guidance for Provincial Strategic Plans (PSPs), which set out frameworks for annual development planning and budgeting. In March, ASGP supported Balkh Province to organize a development conference to present and discuss the PSP and annual PDP with the participation of the central government leadership, generating renewed interest in provincial priorities. IDLG is preparing to roll out PSPs in ten more provinces, in addition to the seven that have completed the process. The work at the provincial-level proceeds in parallel with the government deliberations on the single, harmonized subnational planning system, which is essential for needs and evidence-based planning and allocation of resources to minimize duplication and inefficiency, with reduced transaction costs.

District-level public hearing meetings led by the District Governor were held for the first time in Balkh and Jawzjan, enhancing the role and legitimacy of the District Governor. The Provincial Councils (PCs) continued with activities in line with their mandates to represent citizen voices, exercise oversight and facilitate local conflict resolutions. ASGP was also instrumental in providing support for the PCs to conduct the annual elections of the administrative boards and for drafting key policy documents.

ASGP’s support at the subnational levels continued through the provincial Letters of Agreement (LOAs), under which externally hired national specialists (‘LOA staff’) embedded in the subnational entities engaged in hands-on technical support and coaching of Tashkeel staff.

Civil service capacity in the PGOs and DGOs

Indicator 2.1 Percentage of Tashkeel staff positions filled in the PGOs & DGOs
Indicator 2.2 Percentage of female Tashkeel staff out of all currently employed Tashkeel staff in the PGOs & DGOs

Strengthening the capacity of the civil service in the PGOs and DGOs continued to be a major focus of ASGP, with two aims: addressing Tashkeel vacancies by recruiting qualified young professionals including women, and capacity development of Tashkeel staff. The PGOs, in close cooperation with the Independent Administrative Reform and Civil Service Commission (IARCSC), carried out recruitment-related events for attracting young

professionals. In Balkh, a three-day workshop was held with the participation of 150 women to raise their awareness of good governance and civil service opportunities.

In Kandahar, a three-day 'Youth Forum' attracted 50 university and high school students, including 15 female students, to promote government jobs in the province. In Nimroz, a DGO held a workshop with line departments, local shuras and elders to discuss female recruitment for vacant Tashkeel posts. In Bamyan, a "Good Governance and Civil Society Workshop" was conducted to improve communication with youth and women and attract them to Tashkeel posts.

In Herat, another workshop focused on preparations for the civil service competitive examination. The PGOs of Daikundi and Herat launched an internship programme, involving 20 and four university students respectively, including 12 female students in Daikundi. The Herat PGO has managed to recruit two new female Tashkeel staff and is currently recruiting to fill additional posts at the PGO and DGOs. Recruitment campaigns that focus on attracting female candidates are also being planned in other provinces including all the provinces of the East and Southeast regions.

Human resources databases in the PGOs have been updated and improved, helping the HR Directorate of each PGO to systematically manage recruitment, attendance and performance assessment. Sixteen PGOs have established such databases so far.

The percentages of Tashkeel staff positions filled in the PGOs and DGOs were 81% and 72% respectively at the end of 2012. The share of female staff in the PGOs and DGOs were 3% and 0% also at the end of 2012. There have been some obvious increases in these figures in the PGOs; the data collection and consolidation is in progress.

Daikundi Internship Programme Promotes Women's Provincial Participation

Daikundi's population has a greater share of women than elsewhere in Afghanistan- they represent 53 percent of the population in the province, well beyond the national average of 34 percent (2007-2008). Yet this high proportion of women is not reflected in the provincial civil service. The Governor of Daikundi says that female university graduates are increasingly interested in government jobs, 'but lack of work experience limits their employment opportunities.'

And other female students, such as one law student at Nasir Khusrow University, study diligently at university, but do not know how they can apply their studies and skills to a future career.



Female students taking an exam for the Daikundi PGO internship
(Photo credit: ASGP)

So in January 2013, the Daikundi PGO, with ASGP support, launched an internship programme for university students to help them gain experience in working with the government and increase their chances of getting government jobs. Twelve female students and four male students were identified through a competitive examination and joined different departments of the PGO to gain hands-on experience.

The presence of young female interns in the PGO has helped generate more awareness among *Tashkeel* staff of gender issues and the role of women in the civil service and development.

And after a month in the programme, female students say they have grown professionally. Another female student and intern says 'I have learned a lot about office work and government procedures and feel confident that I have the capacity to work in the government or other organizations.'

ASGP-supported Letter of Agreement (LOA) staff- that is, technical and capacity development specialists funded through an LOA mechanism determined by UNDP and IDLG- continued to train *Tashkeel* staff through structured sessions and on the job coaching on such topics as office management, file and meeting management, event management and the use of ICT. More training has been conducted at the district level in the West, North and Central Highland. In the Southeast, the LOA staff went the extra mile and extended their support in helping the preparation of annual budgets of the municipalities, which are the only legally mandated subnational budget units under the current government policy. In regard to the training on the Office Manual (prepared by IDLG in collaboration with IARCSC), the percentage of *Tashkeel* staff who had been trained as of the end of 2012 were 59% in the PGOs and 46% in the DGOs. The data is currently being updated to include figures from the first quarter.

Several PGOs are planning to construct a separate toilet facility, though the number of PGOs and DGOs with such a facility remains the same, as planning or construction works are in

progress. This would be a small but concrete step towards improving the work environment for female staff and raising awareness of the need for similar consideration for other public facilities.

Monitoring and Evaluation system for subnational governance

Indicator 2.5 M&E system for provincial & district governance established

The M&E system for provincial and district governance is in progress. About 30 specific indicators in addition to the 11 indicators being used for this report have been identified following work within the ASGP team and in consultation with IDLG. A database and corresponding format is currently under preparation and the system will be rolled out during the second quarter. This system will complement IDLG's efforts to develop a comprehensive M&E system to keep track of the progress of implementing the National Priority Programme for Local Governance (NPPLG).

In parallel, ASGP supports M&E-related activities in the provinces by establishing a mechanism to systematically review and monitor development activities. A provincial M&E committee has been established in many of the provinces. In Kandahar, most of the DGOs have established an M&E committee as well. The M&E committee usually consists of staff of the PGOs and line departments, but in some cases, the provincial administrative bodies constitute a committee jointly with the PC. The role of PCs in such committees helps build collaborative relationships between the PGO and PC, and mitigate any tension that might arise from the current lack of legal clarity regarding PCs' role and responsibilities.

Training for PC members and line department staff on M&E has been conducted in some provinces (Laghman, Nooristan and Baghlan). ASGP-supported staff in certain PGOs have supported M&E in other municipalities. For example, in Takhar, a PGO M&E Specialist is developing a database for tracking municipal revenue collection and services.

PGOs & DGOs' interactions with the public

Indicator 2.6 No. of citizen service centres established and operational

There is only one fully-fledged Citizen Service Centre, with the Balkh PGO, although three other provinces (Samangan, Saripul, Jawzjan) are following suit. The Balkh PGO also launched a Resource Centre, which is a training facility with ICT equipment for Tashkeel staff and citizens in the province, particularly youth and women. In addition, IT and information centres are being planned in four districts in Balkh. In Bamyān and Daikundi, ASGP supported the establishment of 'Information Centre's' equipped with information on laws, regulations, guidelines and other government documents and publications, targeting both government staff and citizens.

The mandates of the PGOs include communicating and advocating for national policies and citizens. As such, several PGOs organized events in cooperation with DOWA to advocate for women's rights and roles on the occasion of International Women's Day (Faryab, Jawzjan, Kunduz, Bamyān, Daikundi and Khost). ASGP has been instrumental in providing support to these events and strengthening the capacity of the PGOs to communicate with the media. Different types of publications are used for engaging citizens in provincial affairs. Many provinces now prepare an annual report, sometimes referred to as the 'Annual Governance

and Development Report’, describing accomplishments and activities by the provincial government bodies.

A provincial Yearbook is another publication, with consolidated data and information on the province and detailed accounts of line departments’ accomplishments (published in Herat, Nangahar, Laghman, Kunar, Daikundi, Kandahar and Zabul and under preparation in Urozgan and Nimroz). In addition to these publications, Herat went ahead and published ‘Herat Vision in Practice’, highlighting development progress to date and setting out a vision for the next 20 years. Kunduz, too, has prepared a comprehensive report on past achievements and future directions, the essence of which was broadcasted on TV. Kandahar used the Yearbook to produce a TV documentary for expanding outreach to citizens.

Public communication through these means contributes to increasing citizens’ understanding of the roles of state institutions and, at the same time, fostering a sense of common identity throughout the province or region cutting across social or ethnical backgrounds.

Provincial accountability forums have been held in Herat, where it has become a tradition for the PGO and PC to hold the event jointly. This is an innovative political accommodation to establish relationships between the PGO (the executive head) and the PC (the oversight body), that are characterized by collaboration and mutual respect, and which also support the entities’ roles of providing checks and balances. In Bamyan, ASGP facilitated a critical evaluation of the annual reporting conference that was held at the end of 2012, reviewing issues raised by the citizens and confirming actions to be taken by the respective line departments, reinforcing downward accountability of provincial government officials.

Provincial strategic and development planning

Indicator 2. 7 No. of provinces with PSP and PDP completed

Seven provinces have so far worked on Provincial Strategic Plans (PSPs) with the technical guidance from IDLG and the assistance of ASGP (Herat, Balk, Bamyan, Laghman, Nangahar and Helmand and Takahar, with the latter two currently in the final stage). The PSP sets out frameworks for annual development planning and budgeting at the provincial level. Nangahar took particular care to ensure consistency between the PSP and the annual Provincial Development Plan (PDP).

The PSP has served to unify the efforts of the Governors and line departments at the provincial and district levels for systematic situation assessment and planning. This is a step forward in realizing the single, harmonized subnational planning system, agreed in principle among IDLG and the Ministry of Economy (MoEc) and Ministry of Finance (MOF). The six other provinces will follow this lead in preparing the next year’s PDP in 2013.

Efforts are in progress in parallel to increase the likelihood of implementing projects identified in the PDPs. (Currently the PDP is not backed up by a budget and certainty of implementation except for sectors supported by the provincial budgeting initiative led by MOF.) In March, Balkh organized a development conference to present and discuss the PSP and PDP, with the participation of the central government leadership, generating renewed interest in provincial priorities. Other provinces are planning a similar event. Databases to keep track of implementation of PDP projects have been prepared in 12 provinces and are

being used regularly in review meetings of the Provincial Development Committees (PDCs). This is a notable improvement from the previous paper-based tracking system.

In the meantime, preparations for the PDPs 2014 have started. In Herat, a task force consisting of the PGO, Department of Economy (DOEc) and two UNDP projects, ASGP and the National Area-Based Development Programme (NABDP), have met to prepare for joint district profiling, which will feed into both the Annual District Development Plans (ADDPs) and PDP.

ASGP also has facilitated discussions on district-level development. In the North, public hearing meetings led by the District Governor were held in six districts: Dawlat Abad, Balk and Dehdadi in Balkh province and Khaja Dokoh, Qarqin and Khamab in Jawzjan province. The District Governor gave an overview of the district and presented a vision and future directions, to which citizens responded with their own issues and concerns. It is expected that the outcomes of the public hearings will enrich the district-level planning exercise. In the West, the Badghis PGO organized a district network event with District Development Assemblies (DDAs) and district departments, brainstorming priorities for community and district development.

Public Financial Management in PGOs & DGOs

Indicator 2.8 No. of PGOs with 80% or more of LOA advances liquidated on time in each quarter

The PGO being able to plan, spend and liquidate the LOA advance properly and within the specified time frame is a proxy indicator to measure their procurement and financial management capacity. Regrettably, it has not been possible for any PGO to liquidate the advance by the end of the first quarter, as none has received advance for 2013 yet. This is because extending the validity of the provincial LOAs beyond 2012 was affected by delays in finalizing the Annual Work Plan (AWP) of the project and working with IDLG and subnational partners to adjust the LOA staff posts needed for each province.

In Q1, ASGP has successfully reengineered the financial management of the LoA funds, as the LoA salary budget component, which is the main cost part of the LoAs, now has been, separated from the operational budget of the provincial LoA management. It is expected that the separation of LoA salaries from the disbursement of provincial operational budget advance processing will contribute to a reduced time for payments of outstanding salaries to LoA staff.

In the meantime, LOA staff in the provinces supported the PGOs' role in organizing provincial procurement committees (as per the Procurement Law of 2009 and a subsequent instruction from MOF), asset management and budget management (i.e. management of a budget allocated by the government through IDLG).

Asset inventories have been established in 11 provinces in total till end of Q1, 2013. The preparations of LOA work plans & budgets for 2013 were mostly led by ASGP and LOA staff but PGO Tashkeel staff were deeply involved in some provinces, contributing to their gaining practical experience in planning and budgeting, which is a core government function.

PCs' knowledge sharing through forums and female member networks

Indicator 2.9 GDCLCA's page on the IDLG's website with relevant information on all the PCs operational

Preparations are underway to develop the web page of IDLG's General Directorate of Coordinating Local Council Affairs (GDCLCA) with information on the features, activities and outputs of all the PCs across the nation. A technical specialist will be recruited soon for the task.

Establishing the Southeast PC Forum, the last of the seven PC Regional Forums has been planned for April 2013, for Paktika, Paktiya, Khost and Ghazni Provinces. The Forum will provide opportunities for the PC members of the same region to share development experiences, set out common directions and agree on cooperative arrangements.

PC rules & procedures and public communication

Indicator 2.10 No. of PCs holding monthly internal meetings following the rules & procedures

ASGP provided support to GDCLCA to organize the elections of the PC administration boards as per the procedures defined in the PC Law and rules and procedures. ASGP also assisted GDCLCA on the draft amendment to the PC Law, which had been sent back to IDLG for addressing comments of the Cabinet's legal committee. ASGP contributed to the drafting and finalization of the District Coordination Council Policy by IDLG and Ministry of Rural Rehabilitation and Development (MRRD) as well.

A total of 27 PCs had held internal meetings following the PC rules and procedure at least every month as of the end of 2012, largely in line with the requirement of the PC law. Data collection and updating is in progress. The PCs still require training on the rules and procedures introduced by IDLG in 2007. A refresher training session was held for the PC Kunar on the rules and procedure.

The PCs have engaged in a number of events or tools to reach out to citizens with the aim of receiving their feedback on provincial activities and government responsibilities. Meetings are held under different titles such as 'public awareness meeting' and 'accountability forum', but they all serve the purpose of PC members listening to the voices of citizens and eliciting feedback on provincial or regional priority issues. PCs also serve as a link between district-level Tashkeel staff and stakeholders and provincial departments (e.g. in Baghlan). The PC of Daikundi established a PC Information Centre with ASGP support, providing the public with easy access to PC-related information. In addition, PC magazines are common tools of communication used in Herat, Ghor, Balkh and other provinces.

The PCs, led by the respective internal committees, continue to play mediation roles in identifying and resolving local disputes on family and property-related issues, filling in the prevailing vacuum of formal justice institutions in the locality or working as a 'go-between' with local communities and the justice sector. The PC in Jawzjan, for example, helped resolve a dispute over a land ownership among three villages. The same PC also facilitated the marriage of a young couple, whose families' initial opposition to their marriage drove the

couple away from their homes, and the boy into police custody for six months. The PC hosted their wedding ceremony.

PC oversight of local service delivery

Indicator 2.11 No. of PCs conducting oversight meetings completed with minutes/reports at least every quarter

24 PCs had conducted oversight meetings for a total of more than 500 times across the country during 2012. Data collection and updating is in progress. The PC of Herat is perhaps one of the most active PCs; the newly elected PC chairman has developed an annual strategy and plan, the PC organized ten visits to the districts to meet elders and monitor public service delivery and organized other events. The PCs of Bamyan and Daikundi continued to hold public gatherings and town hall meeting through the mechanism of PC Monitoring Team (PMT), which serves both oversight and conflict mitigation purposes. The PCs of Ghor, Zabul and Urozgan conducted a meeting with key provincial departments as part of their oversight responsibility in the respective provinces.

Female members of the Ghor PC organized separate activities to monitor women-related public services as well as private activities. The Balkh PC conducted a two-day accountability forum with the line departments, attended by about 1,100 participants from a range of social segments and the line departments. The forum canvassed a number of issues, including insufficient coordination among sectorial departments, problems in the security sector such as extortion by police, and a lack of transparency in education and health sectors. The same PC is currently categorizing the issues and plans to follow up with the relevant organizations and share a report with citizens.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 1,319,673 was spent for this output. For more details, please look at Annex 2 on page 32.

Below is a snapshot of where ASGP’s provincial component is in relation to its annual targets after Q1:

Table Five Provincial Component: Annual Work Plan Progress

Indicators	2012 Baselines	2013 Annual Targets	Q1 Results	Comments
2.1 Percentage of <i>Tashkeel</i> staff positions filled in the PGOs & DGOs	PGOs: 81% DGOs: 72%	PGOs: 90% DGOs: 80%	Data collection & updating in progress. Data will be available in Q2.	On track
2.2 Percentage of female <i>Tashkeel</i> staff out of all currently employed <i>Tashkeel</i> staff in the PGOs & DGOs	PGOs: 3% DGOs: 0%	PGOs: 5% DGOs: 1%	Data collection & updating in progress. Data will be available in Q2.	On track
2.3 Percentage of <i>Tashkeel</i> staff who have received training (any kind of structured training for any duration) on the Office Manual in the PGOs & DGOs	PGOs: 59% DGOs: 46%	PGOs: 100% DGOs: 70%	Data collection & updating in progress. Data will be available in Q2.	On track
2.4 No. of PGOs and DGOs with a separate toilet facility for female staff	PGOs: 8 DGOs: 3	PGOs: 15 DGOs: 5	PGOs: 8 DGOs: 3	On track
2.5 M&E system for provincial & district governance established	GOFORGOLD system development but not utilized at all	The M&E system established and shared with IDLG	M&E system for provincial & district governance almost complete. Initial discussions with IDLG in progress.	On track
2.6 No. of citizen service centres established and operational	4 PGOs	6 PGOs	4 PGOs	3 more PGOs are preparing the citizen service centres

Indicators	2012 Baselines	2013 Annual Targets	Q1 Results	Comments
2.7 No. of provinces with PSP and PDP completed	PSPs: 7 PDPs: 33	PSPs: 17 PDPs: 34	PSPs: 7 PDPs: 0	Preparations to roll out PSP in about ten provinces underway. Initial processes of PDPs 2014 have started.
2.8 No. of PGOs with 80% or more of LOA advances liquidated on time in each quarter	0	34	0	LOA amendments for 2013 have been delayed due to a delay in AWP and finalization of LOA staff list.
2.9 GDCLCA's page in the IDLG website with relevant information on all the PCs operational	GDCLCA does not have a webpage	GDCLCA's webpage is operational with updates on all the PCs	The TOR for a technical specialist finalized and the recruitment has initiated.	On track
2.10 No. of PCs holding monthly internal meetings following the rules & procedures	27 PCs	34 PCs	Data collection & updating in progress	On track
2.11 No. of PCs conducting oversight meetings completed with minutes/reports at least every quarter	24 PCs	34 PCs	Data collection & updating in progress	On track

OUTPUT 3: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014

The first quarter of 2013 saw programme delivery for the Municipal Component of ASGP across a range of municipalities. ASGP worked in 19 provincial and 6 district municipalities in the first Quarter of 2013. Municipal support included human resources, organizational and institutional capacity development, and assistance to the design and implementation of streamlined service delivery. Another important focus of ASGP's Municipal Team was

public outreach and municipal information sharing capacities through workshop training of municipal Tashkeel staff and providing technical advice on methods of community engagement.

Capacity development needs assessment and plans developed and implemented for municipalities



Indicator 3.1 Municipalities with CDPs implemented.

During the first quarter of 2013 ASGP support for capacity development focused at national and subnational levels.

At the national level, the recruitment of LOA staff for municipalities was undertaken jointly by IDLG, the General Directorate of Municipal Affairs (GDMA) and ASGP, which increased the number of LOA staff in municipalities to 41. Then a two day orientation in Kabul, on municipalities' legal mandate, Public Administration Reform (PAR), revenue enhancement, service delivery and public participation, enhanced the capacity of all municipal LOA staff. . In addition, the LOA plan and budget for all 19 municipalities was finalized as input for the LOA extension in 2013. An LOA information database was also developed to improve LOA management and appropriate tracking of LOAs funds by UNDP.

At the national level, a partnership between ASGP and GDMA provided guidelines for municipal public feedback systems. ASGP provided technical assistance to GDMA in the design of guidelines, and a TOR for establishing Municipal Advisory Boards was drafted. The first ever municipal advisory board was piloted in Charikar city to facilitate citizens' engagement in municipal governance.



At the subnational level ASGP has contributed to capacity development plan (CDP) implementation in municipalities. ASGP also funded the provision of equipment in certain municipalities, introduced systems for enhanced service delivery and led training workshops for Tashkeel staff.

During the first quarter of 2013, several municipalities acknowledged the support of UNDP/ASGP. The Mayor of Jalalabad expressed his appreciation for ASGP's support to his municipality during the visit of UNDP delegates. The Mayor of Mehtarlam expressed his appreciation of ASGP support during the visit by GDMA delegates to his municipality.

[View of PABX system in Jalalabad Municipality \(Photo credit: ASGP\)](#)

The Municipalities of Faizabad, Nili, Bamyan, Panjsheer and Jalalabad, including the Nahia offices of Jalalabad and the district municipalities of Torkhundi and Kohsan of Herat, and Balkh of Balkh, were provided with office equipment to enhance their capacities to deliver municipal services to their citizens. Phone and internet networking systems were established in Sheberghan and Jalalabad's municipal departments to enhance interoffice communication.

Work continued on the establishment of a training centre in Jalalabad to serve eastern municipalities, which was 90% completed at the end of Q1. ASGP's municipal team also assisted Jalalabad Municipality to establish a training resource group, comprised of Islamic and academic scholars from private and the government universities to help manage the training resource centre.

For strengthening institutional capacity building, ASGP support led to the formulation of plans for different municipalities, including the Capacity Development Plan and annual action plan for Herat, Mazar, Saripul, Maimana, Sheberghan, and Aybak; the capacity assessment of Balkh and Khoja Sabzposh district municipalities for CDP formulation; the draft Nahia development for Nahia 8 of Mazar; gozar profiles and development plans for several gozars in different Nahias of Jalalabad City and Sheberghan. ASGP's municipal team assisted Tashkeel staff to prepare a four-year municipal report for Bazarak, a governance management plan for Farah, Nili and Bamyān City. Separately Nili municipality was supported technically by ASGP staff to help prepare monthly reports for their PGO.

As a result of intra-provincial municipality network, Mazar municipality assisted the Tashkeel staff of four district municipalities of Balkh to prepare their 1392 (2014) annual budget, and prepare the complete gozar and Nahia boundaries of Mazar.

Human resource capacity development initiatives included the mobilization of 6 interns in Herat municipality after a transparent recruitment process; legal awareness training for 25 municipal staff in Faizabad; and computer as well as training in IT engineering programmes for Mazar Municipal officials. Other training workshops included orientation for newly recruited municipal Tashkeel staff in Bamyān, where staff learnt about effective office, filing and archive management. In Torkham and Ghani khail, workshops on effective waste management resource utilization occurred.

Re-organization; Public Administration Reform; well-functioning administrations

Indicator 3.2 Restructuring initiated in # of municipalities.

ASGP embedded staff at GDMA have worked closely with GDMA Tashkeel staff to strengthen planning capacities in areas of municipal service delivery including municipal restructuring and mapping processes for municipalities. This included coordination of the pay and grading implementation in municipalities, and work with relevant organizations in Kabul, and the provision of technical advice at the municipality level. This support at local level included a joint training workshop with the Civil Service Commission on Public Administration Reform, Planning and Reporting, preparation of the new ToRs of municipal offices in Mazar-e-sharif. Similar workshops were also held for new municipal staff in Jalalabad, Herat, and Panjsheer.



PAR, Planning and Reporting Workshop in Mazar-e-Sharif
(Photo credit: ASGP)

Support public outreach, information sharing and networking for staff.

Indicator 3.3 No. of e-governance applications set up.

Public information systems and public awareness of municipal services was another area in which municipalities were supported by ASGP. This included municipal information systems, and citizen access to municipal information and participation in municipal decision making and e-governance.

The technical and financial support of ASGP resulted in enhanced capacity of Herat municipality to produce and disseminate public awareness audio and video messages through the broadcast studio constructed within the municipality. ASGP also supported the production of the 4th and 5th issues of municipal monthly newsletters, for Nili; municipal monthly and quarterly newsletter in Mazar; and a municipal website and monthly E-newsletter template for Farah. Information upLOADing to municipal websites continued in Herat, Mazar, Jalalabad and Kunduz, and notice boards were installed in Mazar (2) and Bamyan (1) for municipal publications and information. ASGP's support to these municipal initiatives improved citizens' access to municipal information. In Sheberghan municipality 250 youth (boys and girls) established youth advisory group for municipality, including a signed Memorandum of Understanding with Sheberghan municipality. In addition, a public awareness campaign was organized, in which 80 students from six girls and boys high schools voluntarily call on citizens on their responsibilities toward their city. Most important, the intra-provincial network of municipalities was established in Saripul, where the mayors committed to support each other and share knowledge.



Mayor of Herat opening the production studio
(Photo credit: ASGP)



Youth Participation in Public Information Campaign in Sheberghan (Photo credit:ASGP)

ASGP technical assistance saw the preparation by municipal Tashkeel staff of audio and video clips describing municipal services in Bamyan, Nili, Faizabad and Jalalabad. A one day workshop was conducted for Mullahs and other influential Islamic scholars titled 'Mullah's/scholars Role in the Beauty and Construction of your City'. In Nili more than 100 Mullahs participated, and many of the participants including messages in their Friday prayers to congregations about the importance of keeping the city clean, information on accessing information from the municipality and other useful public information. Best practice was shared by eastern municipalities in a workshop for municipal staff held regionally in Nangarhar.

Strengthen financial management, revenue improvement action planning

Indicator 3.4 Percentage of municipalities with revenue enhancement plan and % of increase in municipal revenue from its own sources

Supported by ASGP, Bamyan Municipality established better revenue management from its local community, as citizens in Shahrak –s- Safa for the first time paid their Safayi tax, resulting in the collection of 38558AFN (USD 720) from residential properties and the collection of 5,388,823 AFN (USD 100, 725) annual safayi tax from Government Properties. In Nili, ASGP staff, working with the municipality, called a community meeting where local religious scholars and elders expressed public support for the collection of safayi taxes, ahead of the first ever collection of safayi in the province. In Mazer the survey and registration of

government property has led to increase in regular source of revenue, and in Mazar and Maimana business permit revenue increased over the previous year. In Farah, focus continued on implementation of revenue measures and an M&E framework.

ASGP technical support aimed at helping municipalities identify the potential of Small Home-based Economic Development Projects. In Bamyan the implementation of economic development projects growing out of this initiative saw job opportunities for over 90 families occur around the revitalization of embroidery handicrafts designed to tap into Bamyan's small tourism industry.



Product of Small Economic Development Project in Bamyan (Photo credit: ASGP)

Support to formulation of effective office document systems can play a significant role in effective financial and revenue management. Nili and Bazarak municipalities were technically assisted in preparation of their 1392 Budgets and Tashkeel, and Bazarak and Bamyan revised their revenue enhancement strategies with ASGP technical assistance. Bamyan printed their plan while the municipal revenue profiles were updated for Nili, Bamyan, Jalalabad, and Panjsheer. To ensure greater efficiency, the revenue monitoring and evaluation frameworks were developed with ASGP assistance.

Human resource capacity building, with an emphasis on revenue measures, remained a focus area for ASGP support. Training for municipal officials on property tax mapping (achievements, challenges and future interventions) was held in Mazar, Bazarak, Jalalabad, Bamyan, and Nili.

Delivery of improved services, enterprise development and increased participation in municipal governance and development

Indicator 3.5 No. of municipalities with minimum service standards and No. of Municipal Advisory Boards established.

Service delivery improvement remained a major focus area for ASGP's municipal component during the first quarter of 2013. The interventions in this field included engineering support, small scale physical projects and initiatives for citizens' engagement in municipal governance.

The customer service centre in Mazar was completed in the first quarter, which will lead to improved municipal service delivery by the time it is opened in the second quarter. In the engineering field, ASGP supported comprehensive training for all municipal and Nahia engineers and project monitors, to improve building and road construction practices.



Monitoring of Customer Service Centre Construction (Photo credit: ASGP)

ASGP supported the implementation of several small service delivery projects in a component sharing approach with municipality and gozar organizations. These included;

- **Nili** - road graveling and water supply aimed at citizens' access to proper roads infrastructure and clean water. Developing self-help concepts during a

public education event titled “Beautiful City, Healthy Citizen”, that saw over 100 stakeholders participating.

- **Bamyan**- helping the municipality apply for funds to construct 20 small bridges in 4 Nahias of the city aimed at improving citizen access.
- **Jalalabad** - Installation of over 75 waste receptacles in different locations of the city to ensure better waste management. The municipality and Abdul Wakil High School made a commitment to fund the establishment of a Small Park inside the school using a self-help approach. This plan was facilitated by ASGP’s municipal staff.
- **Faizabad** - introduction of self-help concepts to motivate the municipal management to express a commitment for the construction of a room for archives.
- **Mazar-e-Sharif** – Mapping, designing, sketching and drawing of the infrastructure and service delivery projects including two epigraphs of two famous poets (Raba-e-Balkhi, and Naser Khesraw Balkhi).
- **Maimana** - Road graveling and side walk improvement aimed at citizens’ access to proper roads infrastructure and urban facilities



Installed receptacles in Jalalabad City
(Photo credit: ASGP)

GDMA was assisted in designing a guideline and terms of reference for the establishment of a municipal advisory board. This was modeled on an ASGP initiative in 2012 which saw the first ever municipal advisory board established in Charikar Municipality. The members of this municipal advisory board were directly elected by their local communities.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 280,121 was spent for this output. For more details, please look at Annex 2 on page 32.

Below is a snapshot of where ASGP’s Municipal Component is in relation to its annual targets after Q1, 2013.

Table Six Municipal Component: Annual Work Plan Progress

2013 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
3.1- 17 of targeted municipalities have CDP: 25 municipalities with CDPs implemented.	3.1 25 municipalities (19 provincial and 6 districts) have CDPs published and implementation ongoing in 50% of them	2 more CDPs	CDPs	Work is ongoing for completion of others
3.2 None of the municipalities are restructured; only restructuring plan approved: Restructuring initiated in # of municipalities with female employees.	3.2 Restructuring initiated in 10 of 19 targeted municipalities with 10% female workforce.	10	PAR implementation started in 8 municipalities	The implementation is now fully led by IDLG HR & CSC. ASGP role

2013 Baseline	2013 Annual Targets	Q1 Planned	Q1 Actual	Comments
			ties	in municipalities is to facilitate job orientation to municipal current and newly recruited staff.
3.3 Four municipalities have functional website and 20 public awareness campaigns organized: # of e-governance applications set up.	3.3 Five municipalities have functional website with certain e-governance applications set up.	Five websites, five campaigns	Four campaigns	Delay in recruitment of information management specialist within ASGP
3.4. 85% of targeted municipalities have revenue enhancement action plan and 50% reflected increase in revenue: % of municipalities with revenue enhancement plan and % of increase in municipal revenue from its own sources.	3.4. 100% of targeted municipalities have revenue enhancement action plan and 20% increase in revenue from sustainable sources. (the baseline for 20% increase would be the previous year's revenue of municipality)	25%	20%	Delay in recruitment of LOA staffs; delay in approval of ASGP plan and budget.
3.5 No minimum service standards formulated for service delivery, neither any MAB established. 800 established GOs: # of municipalities with minimum service standards and # of GOs and MABs established.	3.5 Minimum service standards formulated and introduced for 10 targeted municipalities and MABs established in 10 of targeted municipalities.	Minimum service standards 2 MABs	1 MAB	Delay in recruitment of service delivery specialist.

III. GENDER SPECIFIC RESULTS

ASGP has supported several results on gender equality and mainstreaming across its components. These results are outlined in the component tables and indicators, although the measures below represent several ASGP highlights for Q1.

During Q1, ASGP supported IDLG's pioneering initiative to beat workplace harassment in all subnational entities, through support to an Anti-Harassment Policy Guideline for its employees. The Guideline identifies various forms of gender harassment and outlines investigative and disciplinary procedures.

According to IDLG's capacity and institutional director Aarya Nijat, one of the 87 national technical staff at IDLG central supported by UNDP/ASGP, the guideline is a first for

Afghanistan. ‘No other Government or NGO entity has an endorsed, signed statement and guideline on anti-harassment’

As Nijat led the research and drafting of the Policy Guideline, ASGP provided financial, technical and capacity development support. ASGP’s capacity development advisor provided information on international best practice, and ASGP’s seven regional teams will also assist IDLG’s Tashkeel staff to lead presentations and learning sessions on the new Policy Guideline, and incorporate it into their own capacity development work with Tashkeel and technical staff in Kabul and in the provinces.

ASGP support to IDLG’s institutional and organizational capacity development also contributed to greater gender equality through its support to merit-based recruitment for Deputy Governors and District Governors.

More than 50 percent of Afghanistan’s 373 District Governors and nearly all 34 Deputy Provincial Governors are now recruited through a transparent and competitive process lead by the Government of Afghanistan and supported by ASGP.

This transparent and competitive process can benefit women, because it contrasts with the earlier practice of appointments on the basis of political affiliation that Deputy and District Governors say favors male candidates.

In January 2013, at an oath-taking ceremony in Kabul, Sayra Shakib Sadat became Afghanistan’s sole female District Governor, among 61 new District Governors and 15 Deputy Provincial Governors appointed through a merit-based recruitment process.

ASGP activities also contributed to gender equality at an individual level. For example, ASGP-supported internship schemes in provinces and municipalities to support female university students to gain experience in government and increase their chances of securing government jobs.

Information on the range of ASGP’s governance and capacity development activities and results can be found throughout the Q1 report.

IV. PARTNERSHIPS

ASGP expanding partnerships with national partners, work with civil society, and relationships with donors, continued to positively affect the programme work during Q1. ASGP continued its productive and positive relationships with all Government of Afghanistan partners at the national and provincial level. At the joint UNDP-IDLG project board meeting on April 3, held at IDLG, H.E. Deputy Minister of Policy and Technical Affairs called ASGP ‘the best single partner IDLG has had.’ On the ownership and partnership between ASGP and IDLG, he said that ‘ASGP helped IDLG establish or grow most of its key functions, ASGP advisors helped us with a lot of our key achievements, and ASGP support is, in my opinion, one of the main reasons why capacity of Provincial Governors Offices has increased so much in the last few years.’

ASGP continues to work with civil society, including media, women’s groups, shuras, and democratically entities such as Provincial Councils and grassroots, democratically-elected municipal, community and neighborhood organizations. ASGP attempts to involve these actors in effective and inclusive governance processes, including governance and planning

processes and forums, public accountability and reporting forums, and public outreach and media engagement campaigns.

ASGP welcomed Finland as a new donor partner to ASGP during Q1, and secured additional commitments from its current donors Japan and Switzerland .

V. ISSUES

Issues that could have an effect on the project include the following:

- **Resource mobilization for IDLG**

Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, IDLG is currently unsustainable.

The mitigation strategy includes measures to diversify sources of salary and resource support to IDLG, such as the in principle approval of Ministry of Finance for the Multi Donor Special Account for IDLG, and ASGP efforts to educate donors and stakeholders about the central role of IDLG in subnational governance.

- **The Letter of Agreement modality**

A Letter of Agreement (LOA) between UNDP, IDLG, each PGO, and some Municipal Offices empowers governance institutions to take the lead in implementation of specified ASGP activities. The agreement attempts to devolve decision making, especially to the provincial level, and also ensure that UNDP partners follow stringent financial and operational practices. However, the LOA has yet to become an efficient instrument to systematically support activities, and delays in advances and liquidation are common.

The mitigation strategy includes ASGP-led education to all partners about the Standard Operating Procedures (SOP) for the LOA, and an emphasis on the need for adherence to the SOP. ASGP has recruited a national trainer, another national operations specialist, and an international consultant to clarify and promote the rules and procedures defined by UNDP/ASGP and IDLG.

- **Insecurity**

The fluctuating security situation continues to affect project delivery in some areas, exacerbated by the reduction of UNAMA and UNHAS flights and UNAMA facilities.

The mitigation strategy involves greater remote management, led by the UNDP Country Office, and via enhanced internet facilities linked with the PGOs, DGOs and PCs, for areas where security-cleared flights are unavailable and road missions are not allowed. The Southeast region, some provinces in the West and South and Nooristan as well as many of the districts fall under the category.

Please refer to the full risk and issue log in the annex for a comprehensive account of issues, and of risks that could affect the achievement of the project results either negatively or positively.

VI. RISKS

- **Implementation of Central and Provincial LOA**

The challenges surrounding the implementation of the LOA risks undermining project results, and. The most negative aspect of this risk includes delays in payment of salaries, due to financial and operational requirements and procedures.

The mitigation strategy includes ASGP-led education to all partners about the Standard Operating Procedures (SOP) for the LOA, and additional recruitment and programmatic emphasis on clarification and promotion of the rules and procedures defined by UNDP/ASGP and IDLG.

- **Donor earmarking**

During Q1, several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.

The mitigation strategy includes UNDP/ASGP advocacy toward donors and stakeholders about the value of support that is not earmarked, and is aligned with GoA and development goals. At the same time, ASGP's Annual Work Plan attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver development and governance results across all provinces.

The above risks constitute major risks and mitigating strategies, identified in this quarter. Although risks, identified in earlier report, have not changed substantially and are not included here.

Please refer to the full risk and issue log in the annex for a comprehensive account of risks that could affect the achievement of project results either negatively or positively.

VII. LESSONS LEARNED

- **ASGP and IDLG Promotion of LOA rules and procedures**

UNDP/ASGP and IDLG has improved the efficiency and effectiveness of the LOA through additional recruitment.

The lessons learned that will be incorporated into the future of the project include ASGP's recruitment and deployment of additional human resources, which helped ASGP educate partners about the Standard Operating Procedures (SOP) for the LOA. During Q1 ASGP recruited a national trainer, another national operations specialist, and an international consultant to clarify and promote the rules and procedures defined by UNDP/ASGP and IDLG. The team will continue to work with the broader ASGP operations and communications team, and ASGP's regional governance teams, to educate partners regarding the LOA.

- **Donor and stakeholder coordination is increasingly important to programme delivery and ASGP and GoA strategy**

UNDP/ASGP and IDLG has significantly improved donor and stakeholder coordination, which has enable ASGP to clarify programme delivery and strategy for 2013. ASGP has identified several factors that worked well.

The lessons learned that will be incorporated into the future of the project include: monthly and consistent meetings at the management, technical and field level between key donors and stakeholders in subnational governance, including the EU, DFID and USAID, and between subnational governance programmes including the Asia Foundation and the National Democratic Institute, as well as with IDLG and ASGP partners at the subnational level. Engagement with the Asia Foundation, which operates the Performance Based Governance Fund, and with the National Democratic Institute, which also supports Provincial Councils, is especially important in the context of the closure or suspension of both programmes. During Q3, ASGP will be the only programme to support PGOs throughout Afghanistan, and by September ASGP will be the only programme to support Provincial Councils throughout Afghanistan.

In addition, during Q1 UNDP/ASGP closely supported the development of the policy and TORs of District Coordination Councils, which would create a single entity at the district level. ASGP will continue to work with all partners to support the policy, including IDLG and its partnership with MRRD, and UNDP's NABDP.

VIII. FUTURE PLAN

Taking into account results and outcomes, and the issues, risks, and lessons learned, ASGP has the following future plans across its components and programme strategy.

Support to IDLG in the coming quarters will emphasize capacity development initiatives, including coaching and mentoring and regular monitoring of coachee capacities. And ASGP, in close partnership with IDLG, will hold a series of orientation and training sessions for provincial LOA staff, for two days in each region, and with thematic sessions of two to three days in Kabul. A Provincial Strategic Planning review and training workshop with PSP Specialists (LOA staff) will be the first of the thematic training sessions.

ASGP will continue to work with IDLG and subnational partners on improving the efficiency and effectiveness of the LOA modality. This includes an emphasis on the roles and procedures defined by UNDP/ASGP and IDLG, including the recruitment, reporting lines, and performance of the LOA staff.

With the completion of the LOA amendments and the provision of the next advances, the PGOs/PCs and municipalities will accelerate implementation of a range of ASGP activities as per the work plans and budgets, including outstanding issues of recruitment, and orientation for newly recruited staff. ASGP will extend its support to district municipalities, as per commitments to GDMA and donors. And an M&E system with a total of approximately 40 indicators will be rolled out to assess progress on subnational governance and ASGP's contribution.

ASGP will continue to support the development of DCCs, in partnership with IDLG, and with UNDP/NABDP and other donors and stakeholders, and will continue its work at the district level.

The DCC policy, supposed to be established over the next two years, envisages a close partnership between the DCC and the Office of the District Governor, to ensure that development addresses prioritized needs, and among the DCC, DGO and the Office of the Provincial Governor, to ensure that provincial and district entities and priorities are appropriately aligned. As ASGP is the only national programme to support the PGO and DGO, as well as the PC and other subnational entities, support to the DCC policy and linkages between established subnational governance entities and processes, is of key importance to ASGP's future plans.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for the period January to March 2013 for (ASGP II)

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses(h)	Closing Balance I=(e+f+g-h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available ResourcesN=(i- j - k - m)
AusAid	1,000,000	1,000,000	708,771	1,926	293,155	-	-	4,756	288,399	6,640	-	-	-	281,759
European Union	16,019,908	15,810,203	10,878,009	10,736	4,942,930	-	-	572,574	4,370,356	324,047	-	209,705	-	4,046,309
Finland	271,370	-	-	-	-	271,370	-	-	271,370	-	-	-	271,370	-
Italy	2,565,924	2,565,924	2,173,338	(11,100)	381,486	-	-	3,852	377,634	-	-	-	-	377,634
Japan	4,989,196	4,989,196	1,433,068	-	3,556,128	-	-	583,390	2,972,738	374,379	-	-	-	2,598,359
SDC (Switzerland)	3,835,636	3,835,636	3,798,831	18,530	55,335	-	-	-	55,335	-	-	-	-	55,335
Sweden (SIDA)	17,277,644	3,756,010	-	-	3,756,010	-	-	670,986	3,085,024	6,846	-	13,521,634	-	3,078,179
UNDP (CCF)	4,558,025	4,180,609	4,180,609	-	-	377,416	-	44,751	332,665	-	-	-	-	332,665
UNDP (Core Fund)	2,442,493	952,623	933,311	-	19,312	1,489,870	-	294,745	1,214,437	10,962	8,350	-	-	1,195,124
Grand Total	52,960,197	37,090,201	24,105,937	20,092	13,004,356	2,138,657	-	2,175,055	12,967,957	722,873	8,350	13,731,339	271,370	11,965,363

Note:

i) The Opening balance for 2013 accounting period is not available due to the UNDP Certified Financial Statements for the 2012 are under the review, and verification of UN board of auditors.

Therefore, all figures in the above statement are provisional.

ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: EXPENSES BY OUTPUT

The Interim Donor Report for the period January to March 2013 for (ASGP II)

Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Delivery Rate	Remarks
Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	4,072,714	339,497	8%	
Sub-total Output 1	4,072,714	339,497	8%	
Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	10,440,946	1,319,673	13%	
Sub-total Output 2	10,440,946	1,319,673	13%	
Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	2,854,363	280,121	10%	
Sub-total Output 3	2,854,363	280,121	10%	
Output 4: (Atlas ID 78993): ASGP management and technical support cost	1,260,692	235,764	19%	
Sub-total Output 4	1,260,692	235,764	19%	
Grand Total	18,628,714	2,175,055	12%	

Note:

ANNEX 3: EXPENSES BY DONOR

The Interim Donor Report for the period January to March 2013 for (ASGP II)

Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Delivery Rates
AusAid	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	420,938	4,756	1%
Sub-Total		420,938	4,756	1%
European Union	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	352,212	-	0%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	3,072,103	394,487	13%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	253,545	-	0%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	865,309	178,087	21%
Sub-Total		4,543,169	572,574	13%
Italy	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	107,000	3,852	4%
Sub-Total		107,000	3,852	4%
Japan	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	1,354,405	297,612	22%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,333,229	280,121	21%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	14,659	5,657	39%

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Delivery Rates
Sub-Total		2,702,293	583,390	22%
Sweden (SIDA)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,853,216	-	0%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	5,486,500	618,966	11%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,267,589	-	0%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	380,724	52,020	14%
Sub-Total		8,988,029	670,986	7%
UNDP (Core Fund)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,489,870	294,745	20%
Sub-Total		1,489,870	294,745	20%
UNDP (CCF)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	377,416	44,751	12%
Sub-Total		377,416	44,751	12%
Grand Total		18,628,714	2,175,055	12%

ANNEX 4: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
1	Low capacity and insufficient number of qualified staff in the Provincial Governors Offices, District Governors Offices, Provincial Councils and Line Ministerial Departments in all 34 provinces of Afghanistan to efficiently implement ASGP deliverables.	28 Feb 2011	Organizational	Impact=3 Probability=5	To train and mentor the Subnational government Tashkeel staff via ASGP Letter of Agreement embedded staff, and work with Civil Service Commission to develop special arrangements to attract qualified staff, particularly in lesser developed provinces, including civil servant relocation (eg civil service relocation grant). Assist IDLG and PGO/DGO in a better selection process of recruitment of competent LOA staff supporting the PGO,DGO and PC.	Regional Teams & ASGP Kabul	Regional Teams	Q1 2013	Decreasing.
3	Inadequate monitoring and evaluation practices	March 2011	Capacity/Organizational	Impact=3 Probability=3	ASGP is working with IDLG to develop a consistent template for M&E, identifying appropriate indicators, and consistent methods for measuring success.	ASGP Kabul/IDLG	Regional Teams	Q1 2013	Improving.
6	Women may be prevented from joining civil service due to lack of qualifications, local cultural traditions,	March 2011	Societal/Organizational	Impact=5 Probability=5	Support women and gender mainstreaming at IDLG and subnational entities and improve coordination with DOWA, and women's groups and CSO. Work with Female Provincial Councillors' Networks established	Regional Teams	Regional Teams	Q1 2013	Reducing

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATE D	STATUS
	harassment and inadequate accommodating working conditions.				in six regions and the female advisory groups at provincial, district and municipal level to improve work environment for female civil servants.				
7	Regular unavailability of PC members for sessions, limiting the degree of representation and contributions to meetings, policy making, planning and oversight of development programmes.	15 Aug 2011	Organizational	Impact=3 Probability=4	Actively engage PC's in provincial strategic and development planning, provincial recruitment and M&E efforts. Develop and implement PC-specific indicators to systematically monitor their performance and publish the results to promote positive competition across the PCs.	Regional Teams/ASGP Kabul	Regional Teams	Q1 2013	Same.
8	Due to the long-term nature of ASGP's capacity development focus (individual, organizational, institutional), stakeholder concerns over UNDP/ASGP	Feb 2011	Planning/Visibility/Societal	Impact=2 Probability=2	Support local PGO/DGO and municipal stakeholder communication activities and plans to ensure stakeholders remain informed on ASGP and subnational partners' progress toward results and outcomes. Increase ASGP regionalization, including national and international staff in the provinces.	Regional Teams	Regional Teams	Q1 2013	Reducing.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATE D	STATUS
	deliverables may materialise if progress is not consistently communicated to stakeholders.								
9	De-concentration of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption.	March 2011	Organizational/Planning	Impact=3 Probability=2	The Standard Operating Procedure has been rolled out.	Regional Teams/ASGP Kabul/IDLG	Regional Teams	Q1 2013	Slightly improving.
10	Attempts to strengthen the actual role and the mandated oversight powers of provincial councils, by strengthening their oversight function, may cause resistance among provincial Subnational	Quarter 1, 2011	Political	Impact=2 Probability=4	Encourage Subnational government entities, especially PGOs, ministerial line departments, and DGOs, to collaborate with the PCs within the regulatory framework (eg PC Provincial Monitoring Teams' overseeing of the performance of SNG entities. Stress that oversight is not necessarily adversarial. Develop Capacity Development Plans for PC members including a well-defined introduction to the	Regional Teams	Regional Teams	Q1 2013	Reducing

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
	governance entities.				mandate of the PCs and the expectations for the assigned oversight roles within the framework of SNGP.				
11	Implementation of programme activities may be adversely affected by lack of international UNDP staff presence in the region as well as insufficient availability of qualified local staff.	June/July 2011	Security	Probability=5 Impact=5	Establish six regional offices with qualified international staff and national specialists. Hire qualified local staff and provide training in order to implement activities in NER.	Regional Team	July 2011	Q1 2013	Improving, following implementation of HR plan
12	Political interference in LOA staff recruitment can adverse impact the quality and commitment of the recruited LOA staff.	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA staff should be closely monitored and strong oversight mechanism need to be put in place	RPM	North		Reducing
13	Popular legitimacy and effectiveness of Provincial Councils may suffer significantly,	Second half of 2010	Political	Impact=5 Probability=1	Encourage the government to appreciate the PCs' roles in improving accountability and advocating for the interests of citizens. Actively engage PC in provincial strategic planning and M&E efforts.	ASGP Kabul/IDLG	RPM/ASGP Kabul	Q1 2013	Improving.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
	unless the Provincial Councils are empowered to make a meaningful contribution in policy making, planning and monitoring / evaluation of development programmes.								
14	Effectiveness of Provincial Councils is likely to be adversely affected by insufficient capacity of councillors' and inadequate internet access/ICT equipment.	Second half of 2010	Organisational	Impact=5 Probability=5	Develop and implement a capacity development programme and mobilize support and resources for the PCs.	Regional Team and ASGP Kabul	RPM/ASGP Kabul	Q1 2013	Improving.
15	LOA staff may not be able to optimally meet their deliverables according to terms of references if	12 Jan 2012	Management	Impact=3 Probability=4	Necessary office and support equipment to be provided.	ASGP & IDLG	15 th Apr 2012		Improving.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATE D	STATU S
	their offices are not fully equipped, due to delays on processing of LOA Work Plan.								

ANNEX 5: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MN GT RESPONSE	OWNER	STATUS
1	Delay in salary payments to LOA staff	Dec. 2011, 2012	LOA staff in Kabul and provinces face delays due to operational and financial rules and processes specified between UNDP and IDLG. Impact = 5 Priority = 5	Greater education re. the SOP, and engagement between UNDP and IDLG management, technical, and field staff.	ASGP Kabul & Regional Teams	Reducing
2	Quality of LOA staff	Jan 2012	Some LOA staff are not adequately qualified. Training must be provided on a range of subjects including planning, reporting and basic office procedures. In particular in-depth training on procurement and financial management is crucial. Impact = 3 Priority = 3	Largely resolved in Q3, although training is on-going. The new SOP provided a thorough recruitment process, involving UNDP, IDLG and provincial inputs. TOT for LOA staff in the North & West were held in Q4. On-the-job training and coaching by ASGP staff is underway.	ASGP Regional Teams	Reducing
3	Lack of office equipment for LOA staff	Jan & June 2012	LOA staff are unable to do the job without basic office equipment including computers. Impact = 3 Priority = 3	Partially resolved. The LOA provides for essential office equipment.	ASGP Regional Teams	Reducing
4	Parwan PGO lacks adequate space, equipment, and staff, especially in HR department (due to a complex attack, 17 PGO staff were killed and the premises were	Aug 2011, updated in Apr. and Dec 2012, March 2013	The building required construction and PGO initiated discussion with IDLG and donors to find resources for the construction and refurbishment of the PGO and recruitment of new LOA staff Impact = 2 Priority = 2	Partially resolved. LOA staff recruited in Q4 and ASGP provided equipment etc to Parwan PGO.	ASGP Kabul and Central	Reducing

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MN GT RESPONSE	OWNER	STATUS
	destroyed).					
5	Provincial Councils lack basic office facilities and internet access	Throughout 2012	PCs are generally disadvantaged in receiving government budget allocations. Most of the PCs do not have internet access, which affects their capacity. Many of the PCs are in buildings without regular electricity supply. Impact = 4 Priority = 4	LOA and donor commitments support PCs.	ASGP Kabul & Regional Teams	Reducing
6	Weak coordination among PGOs , DGOs, PCs and line departments	2010	The current centralized structure of the government creates constraints on the roles of the PGOs, DGOs and PCs for discharging their responsibilities as per the policy and law. Impact = 3 Priority = 3	Improving (ASGP facilitates PGOs and DGOs coordinating/leadership roles and PCs' oversight responsibilities.)	ASGP Kabul & Regional Teams	Reducing
7	Low capacity and inadequate number of qualified staff in PGOs , DGOs, PCs and line departments	2010	The project addresses capacity development at several levels, including individual capacities. However, the civil service's incentives contribute to a persistent relative lack of capacity at the subnational level. Impact = 4 Priority = 4	Improving, especially in PGO, DGOs, and PCs. The project increasingly focuses on training Tashkeel staff.	ASGP Kabul & Regional Teams	Reducing

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MN GT RESPONSE	OWNER	STATUS
8	Lack of trainings and workshop on AWP, LOA fund utilization and SOP and other financial , procurement procedures and management	April ,May and June 2012	Organizational Impact = 4 Priority = 4	Conduct training and learning opportunities to support staff.	Regional Teams/IDLG	Reducing
9	An overall issue for ASGP is the probability of funding shortfall in provinces, especially ones not receiving Transition funding support in 2013, due to shortfall in projected donor funding contributions.	October, November, December, 2012	Financial Impact = 3 Priority = 4	ASGP has been consistently trying to broaden the donor pool, as well as explore opportunities to attract additional funding from existing donors through a pro-active approach.	ASGP Kabul, regional teams	Reducing
10	Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, maintaining the IDLG current staffing level is unsustainable	February 2012	Operational Impact = 3 Priority = 4	UNDP is working with donors and the Government of Afghanistan to address financial sustainability, which remains a problem in all Afghan ministries. The Ministry of Finance-led unification of civil service salaries or the Capacity Building for Results salary scales should inform UNDP and donor support to IDLG in the long term.	ASGP Kabul, IDLG	Reducing