

Afghanistan Sub-national Governance Programme II (ASGP II)

Annual Progress Report – 2011



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Acronyms

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

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

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Foreword

Salaam-Aleikum,

It gives me great pleasure to present the UNDP's Afghanistan Subnational Governance Programme's Annual Progress Report for 2011. ASGP is uniquely placed to strengthen the subnational governance that the Government of Afghanistan and the international community recognize is key to the peace, stability and development of the country and its people.

Since September 2011 and my appointment as Chief Technical Advisor, I have accelerated ASGP's work across its key core objective of strengthening the democratic state and government institutions' capacity to govern, and ensuring quality public service delivery at the subnational level through advocacy, policy advice and capacity development.

ASGP fully accords with the Afghanistan National Development Strategy and UNDP policy, including the internal strategic review of UNDP Afghanistan in December 2011. That review affirmed that ASGP was 'directly linked and vital for the [2014] transition' because 'a stronger emphasis at the provincial level' would 'help balance a capital-centralized development model'.

The review also described ASGP as a 'strong platform for promoting strong governance at the sub-national levels' and affirmed the programme's provincial approach. Key to that provincial approach are several dedicated ASGP regional offices that work with some 230 capacity development staff and resources across Afghanistan's 34 provinces and their governors, deputy governors and municipalities.

At the same time, I have comprehensively addressed constructive suggestions from all stakeholders. ASGP's relations with our central government partner the Independent Directorate for Local Governance are warm and constructive. Moreover, I have approved a comprehensive human resources plan that I am confident will deliver ambitious and far-reaching results.

All stakeholders and donors welcome these positive changes. ASGP's professional relationships with our partners in the European Union, Switzerland, Australia, and Italy are fundamental to the success of our programme, and I am pleased to welcome Japan as an additional partner. Japan's support augments ASGP's work in 22 provinces and municipalities under transition in which the need for strong subnational governance is most urgent. I am also satisfied that dialogue with several other donors not currently funding ASGP will advance our shared desire for the effective subnational governance so crucial to the enduring peace, stability and development of the Afghan people.

Globally, the UNDP builds Empowered Lives and Resilient Nations. In turn, Afghanistan's subnational governance programme builds responsive provinces, sustainable municipalities, and empowered local governance. These imperatives inform the presentation of our Annual Report, which includes highlights of ASGP's results in subnational governance and development across four specific outputs, and outlines our strategic direction through to 2014.

I welcome your comments on this publication and on any aspect of the Afghanistan Sub-national Governance Programme.

Christopher Carter

Chief Technical Advisor

Afghanistan Subnational Governance Programme

Executive Summary

Effective subnational governance is a fundamental part of Afghanistan's development agenda. The international community recognizes that the capacity of Provincial Governors' Offices and Councils, District Governors, and municipalities is the key to peace, stability and development of the Afghan people.

The core objective of the Afghanistan Subnational Governance Programme (ASGP) is to strengthen the democratic state and government institutions' capacity to govern and to ensure quality public service delivery at the subnational level through advocacy, policy advice and capacity-development.

ASGP supports the Government of Afghanistan's (GoA) subnational governance policy and reform agenda through its central partner the Independent Directorate of Local Governance (IDLG), and through a network of Provincial and District Governors' Offices, Provincial Councils and municipalities. ASGP's central office in Kabul provides dedicated support for capacity development of IDLG through a technical and policy advisory team and provides competency based staffing to IDLG itself.

The ASGP is aligned with the goals and objectives of the Afghanistan National Development Strategy. The programme specifically supports the Strategy's pillar of Good Governance and Rule of Law, which requires that government machinery is restructured and rationalized to ensure a fiscally sustainable public administration and civil service functions are reformed to reflect core functions and responsibilities. In close partnerships with other United Nations agencies, the programme supports progress towards the realization of the overall United Nations Development Assistance Framework Outcome 2, which focuses on creating a more effective, accountable and representative public administration at the national and subnational levels, with improved delivery of services in an equitable, efficient and effective manner. ASGP's strengthens subnational governance and development across four specific outputs. The key results of ASGP in 2011 across these outputs are:

1) National systems, procedures and legal frameworks to implement, coordinate and monitor subnational governance policy are in place.

ASGP supported key IDLG directorate to ensure comprehensive support to subnational governance entities' capacity development. Moreover, ASGP supported the development of vital subnational policy, such as the Subnational Planning and Finance Framework and the Subnational Governance Policy Implementation Framework to guide, respectively, IDLG, Ministry of Finance, and central government on subnational funding and fiscal devolution, and to support subnational governance in the context of the transition.

Added to that, comprehensive technical support on sub-national legislation, such as the Provincial Council Law, Provincial Assembly Regulation and Provincial Councils activities and oversight regulation, the Municipalities' Law and the Law on Positive Discrimination Against Women.

2) Provincial and district governors' offices have the capacity to manage provincial and district governance, development and security strategies in accordance with the Afghanistan National Development Strategy by 2014.

Twenty-two provincial governor offices formulated Provincial Development Plans, and 25 offices formulated capacity needs assessment and capacity development plans.

ASGP supported provincial deputy governors and district governors through LoA staff and workshops on subnational governance policies. In addition, numerous orientation workshops on subnational policies, rules and procedures for newly recruited District Governors, and Provincial Deputy Governors were held.

3) Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014.

ASGP assisted the PCs through the conduct of trainings for Provincial Council members to develop necessary expertise to support strategic and annual planning and budgeting. A regional PC forum for coordination and knowledge sharing across the Northeastern and Central Regions, and regional PC Female Networks was established.

PC monitoring teams were established across half of Afghanistan, with an oversight role in assessing the delivery of public services to the population at provincial and municipal levels.

Provincial council forums were supported in the eastern, central and western regions, to establish sectorial and thematic partnerships with provincial and district governors' offices, line ministries and departments, municipalities and district shuras and civil society organization in order to improve planning, and share knowledge exchange and sharing of resources.

ASGP launched high-level provincial council conference, including IDLG and key government stakeholders, to initiate dialogue and recommendations on governance, development, and security, and on the provincial council legislation. The initial conference was in May in Herat, with a follow-up in September.

4) Democratically elected municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014.

Revenue Enhancement Action Plans, Strategies, and five-year forecasts in 16 provincial and 18 district municipalities were developed.

ASGP contributed to programme to increase annual revenue for 31 municipalities, compared to 13 municipalities in 2010. Cumulative revenue increase is \$5.24 USD M, over ASGP activity expenditure of USD 700,000.

Sixteen municipal core strategies- annual work and capacity development plans, and complementary communication and governance plans were developed. The 16 Capacity Development Plans were specifically developed for Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Farah, Jalalabad, Mehtarlam, Kandahar, Sari Pul, Aybak, Chighchiran, Faizabad and Tarin Kot Municipalities. The public communication and participatory governance plans and strategies were also developed in nine municipalities (Mazar-I-Sharif, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Jalalabad, Mehtarlam, and Nili). Implementation of these plans has already commenced.



Three hundred fifty eight elected Gozar Organizations, Mullahs networks in nine municipalities, and Women and private sector advisory groups in four municipalities were supported.

ASGP introduced an innovative and empowering policy mechanism in 2011 that promotes Afghan leadership and ownership. The LoA between UNDP and IDLG, or Central LoA, supports key IDLG directorates responsible for developing and implementing key strategies and policies prepared as part of the NPP⁴. The LoA between UNDP, IDLG and the Provincial Governors' Offices, or Provincial LoA, empowers the Provincial Governors' offices financially and programmatically to promote effective governance at the subnational level.

The Provincial LoA supported all 34 provincial governors offices from the last quarter of 2011, via provincial accounts run in accordance with a comprehensive standard operating procedure and memorandum of understanding. Devolution and decentralization are fundamental principles of the Provincial Letters of Agreement (LoA) signed with all governors offices, and instituted in the third quarter of 2011. The provincial LoA mandated the participatory, transparent, and merit-based management of 230 capacity development staff and budgets in provincial and district governors' offices, and empowered the offices with greater responsibilities for promoting good governance and development.

ASGP was also subject to two external reviews. An independent evaluation review of ASGP criticized the programme and the relationship with the UNDP's Country Office, including the Country Office's "micro-management, reactive and ever changing priorities on the part of Country Office management; over-emphasis on centralised and delayed decision making; inability to hire and retain good staff; delayed procurement and complicated procedures.

A new Chief Technical Advisor (CTA) was appointed in September 2011. The CTA, Mr. Chris Carter has comprehensively addressed constructive suggestions from all stakeholders. ASGP's relations with our donors and the programme's central government partner, IDLG, are warm and constructive. The UNDP Country Office have approved a comprehensive human resources plan that should deliver ambitious and far-reaching results.

The UNDP's internal strategic review of UNDP Afghanistan in December 2011 affirmed that ASGP is 'directly linked and vital for the [2014] transition' because 'a stronger emphasis at the provincial level' would 'help balance a capital-centralized development model'. The review also described ASGP as a 'strong platform for promoting strong governance at the subnational levels'.

ASGP will become even more crucial as Afghanistan approaches the 2014 *Integral* (Transition). As international donors withdraw, effective subnational governance and the capacity of Provincial Governors' Offices and Councils, District Governors, and municipalities will become even more critical to the peace, stability and development of the Afghan people.

Context

Afghanistan, Subnational Governance, and ASGP

Effective subnational governance is a core part of Afghanistan's development agenda. The Government of Afghanistan and the international community increasingly recognize that the capacity of Provincial Governors' Offices, District Governors, Provincial Councils and municipalities is the key to peace, stability and development of Afghanistan and its people. The 2011 Loya Jirga and Bonn Conference on Afghanistan reaffirmed the strengthening of governance and development as priority issues, and the 2012 Chicago and Tokyo Conferences are expected to reinforce these objectives.

Afghanistan's diverse and dispersed population demands localized, robust and responsive subnational institutions and processes. The core objective of ASGP is to strengthen the democratic state and government institutions' capacity to govern and to ensure quality public service delivery at the subnational level through advocacy, policy advice and capacity development.

ASGP strengthens subnational governance through its support to provincial and district governors' offices, provincial councils, municipalities, and the programme's central partner, the IDLG. ASGP's Kabul office supports IDLG's capacity development through a technical and policy advisory team and competency based staffing. The programme's Kabul-based staffs work with regional teams to support capacity development across provincial, municipal and district entities.

ASGP's first phase focused on developing the institutional structures and capacities at the subnational level from 2006-2010, supporting the IDLG and subnational capacity development at certain provincial, district and municipal levels.

ASGP II and Afghanistan Development

ASGP is accelerating and expanding capacity development assistance through 2014, promoting responsive provinces, sustainable municipalities, and empowered local governance throughout the programme's second phase. ASGP supports a provincial approach that foregrounds Afghan leadership and ownership in accordance with UNDP and Government of Afghanistan objectives.

In 2011, ASGP introduced the innovative and empowering 'Letters of Agreement' policy. The Provincial Letter of Agreement (LoA) supported all provincial governors offices from the last quarter of 2011, via provincial accounts run in accordance with a comprehensive standard operating procedure and memorandum of understanding (MoU).

The LoA between UNDP, IDLG and the Provincial Governors' Offices, or Provincial LoA, empowers the Provincial Governors' offices financially and programmatically to promote effective governance at the subnational level. The Central LoA between UNDP and IDLG supports key IDLG directorates responsible for developing and implementing key strategies and policies prepared as part of the National Priority Programme for Local Governance (NPP4).

ASGP is aligned with the ANDS. The programme specifically supports the Strategy's pillar of Good Governance and Rule of Law, which promotes the rationalization of government machinery to ensure a fiscally sustainable public administration, and the reform of civil service functions to reflect core functions and responsibilities.

ASGP, in close partnership with other United Nations agencies, supports the United Nations Development Assistance Framework Outcome Two, which focuses on creating a more effective, accountable and representative public administration at the national and subnational levels, with improved delivery of services in an equitable, efficient and effective manner.

ASGP works toward four key outputs:

1. National systems, procedures and legal frameworks to implement, coordinate and monitor subnational governance policy are in place.
2. Provincial and district governors' offices have the capacity to manage governance, development and security strategies in accordance with the ANDS.
3. Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development.
4. Municipalities have the institutional and organizational framework (under public administration reform) and capacity to collect revenue and deliver basic services.

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

In the First Quarter of 2011

Legislation was developed for effective regulation of sub-national governance. Legislative bills addressing general local governance, as well as fine-tuned bills concerning provincial, district, municipal and village level governance were drafted. IDLG, with ASGP support, drafted legislation that was submitted to the relevant Ministries for consideration. By the end of 2011, the bills had been vetted, and were transmitted to Parliament. ASGP Legal continues to monitor this process and provides assistance as needed.

Vital policy issues were addressed in these bills, and frameworks were developed to address subnational needs in line with the NPP.

As a preliminary matter, three core frameworks were developed, that formed the basis of ASGP's relationship with IDLG, and ASGP's relationship with local governance in general:

The "*Sub-national Planning and Finance Framework*" was developed to guide IDLG and the MoF on issues relating to funding of local governance. Moreover, a technical committee comprising of experts from the MoF and IDLG was formed to work out the implementation plan for the provincial planning and budgeting.

A second framework entitled the "*Sub-national Governance Legal Framework*" was developed with the establishment of the "*Sub-national Legislative Committee*". This committee will discuss potential legislation, at the national level, that will strengthen and support local governance; and a third framework entitled "*Sub-national Policy Implementation Framework*" was adopted. The latter framework will guide sub-national governance development in light of the drawdown of international

forces, and help ensure a smooth transition to Afghan governance and security arrangements.

In the Second Quarter

ASGP, as per the Annual Work Plan and the Produce output no.1, continued its support to IDLG, both in terms of funding expert recruitment for IDLG, the PGO's and Municipalities. Additionally, ASGP funded embedded experts at the IDLG and in the regions.

Under agreements reached with the IDLG, and subject to the final approval of the SOP for use of the LoA Fund, all experts assigned to PGOs, DGOs and Municipalities will be recruited under a new selection panel board that includes PG, IDLG and ASGP panelists. These imbedded experts salaries will be administered and distributed by the PGO finance office, and paid for by the ASGP Tranche payments to the PGO bank accounts.¹

Furthermore, in line with the AWP and Product output no.1, IDLG and ASGP determined that more attention needs to be provided to the PCs, and to involve them in the development of legislation that will govern them. Subsequently, a conference was organized in May 2011 in Herat to launch a dialogue between the Central Government and PCs on the PC law.²

In this respect, IDLG and ASGP agreed to a second PC conference, scheduled for late summer, as a follow up to the Herat Conference but also where two new themes would be introduced to the PC chairpersons:

- 1) The role of the PCs in "*Nezarat*" (oversight); and
- 2) The importance of Public Outreach to sub-national governance and the Role of the PCs.

The expansion of the PC role, by reanimating sectoral and thematic provincial oversight committees for education, health, infrastructure, security and justice, will be accomplished from now on by LOA.

ASGP staff also convened public forums that resulted in agreements that were made public over the broadcast media.

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

In the Third Quarter

ASGP had an international team of technical experts based at IDLG working full time to support ASGP's Afghan Government partner in building effective national systems, procedures and legal frameworks. Highlights of this on-going capacity development and specific technical support during this quarter included;

- An IDLG delegation led by the Deputy Minister (Policy), IDLG undertook an exposure visit to India from 15th to 23rd September 2011. The visit and various activities related thereto enabled

¹ For the immediate future. ASGP anticipates working with the national government to develop a transition plan whereby these experts, as needed, will be funded by the Afghan government.

² Strengthening the role of the PC's will be a central theme of ASGP's work with IDLG during 2012

IDLG to revive and activate the MoU signed by IDLG in 2008 with different government entities and training institutes in India. They included the Indian Institute of Public Administration (IIPA), the New Delhi; National Institute of Rural Development (NIRD) Hyderabad; and the National Institute of Smart Governance (NISG), Hyderabad for bilateral capacity development support for strengthening local governance in Afghanistan.

- Sixteen trainers of IDLG underwent a training of trainers (ToT) program from 19th to 24th September 2011 at New Delhi, India. The ToT resulted in developing the training skills of the existing trainers and helped develop a pool of trainers in IDLG who can further transfer skills to other trainers in the provinces.
- In collaboration with the National Institution Building Project (NIBP) of UNDP, a two-week training course on “Local Administration” was organized for 14 participants from IDLG at the Gyeonggi Human Resource Development Centre, South Korea. The course resulted in enhancement of the understanding of the participants of the strategies for decentralization and governance reforms, core issues of public policy and challenges of local administrative system for providing good governance.
- The conceptualization and execution of training programs for the Tashkeel staff of the directorate on Local Councils in IDLG was supported. Furthermore, with the help of HR and learning unit of CIDD, IDLG was supported in finalizing the training plan for the fourth quarter. Some standard forms such as trainer assessment forms were prepared and used to evaluate the training programs on procurement and financial management. The results of the assessment were used to incorporate improvements in the conduct of training programs in future. A template was also developed and shared with the training unit for reporting on the training programs conducted by the training unit. A learning session was conducted for the training unit that increased in their understanding for the need for such templates and various components.
- ASGP legal worked with a local engineering firm to prepare a proposal for complete internet connectivity for the PGOs. This will directly feed into the bigger E-Governance objective of IDLG. During the fourth quarter, these discussions were refined to include solar powered computer systems in the PGOs or PCs, supported by non-satellite internet that would allow connectivity “off the grid” and reduce the potential for insurgent disruption.³ ASGP is legally assisting the IDLG in seeking USG financial support for this programme. IDLG is preparing a priority schedule for provincial implementation, with the intent of installing systems in every province.
- IDLG was supported in preparing and finalizing the capacity development sub-components under the NPP for Local governance. Background discussions were held on the first draft of the strategic vision on the role of IDLG in supporting sub national governance in the transition process in Afghanistan, with IDLG being identified as a key stakeholder in the process. For its part, ASGP will seek to continue its supporting role for as long as needed, and it remains relevant.
- Steps were taken to operationalize the provincial LoAs during this quarter. These provincial LoAs were signed between IDLG, UNDP and PGOs earlier this year and are an important step towards establishing mechanisms for financial devolution of authority (as well as accountability) to the sub national governments. Based upon an agreed quarterly plan, documentation was completed and funds were transferred to 19 provincial LoA bank accounts.⁴

³ The concept of “internet resource rooms” for community use was discussed in this context as well

⁴ For 2012, a new SOP for LoA was developed and proposed by ASGP.

In the Fourth Quarter

ASGP embedded staff with the IDLG continued supporting the ongoing process supporting the establishment of LoAs' Modality.

- The last Provincial LoA was signed in November 2011. At the end of 2011, 34 different bank accounts had been created (one for each PGO) and funds were transferred to all the accounts during the last quarter of 2011
- A draft "Standard Operating Procedures" (SOP) was prepared for use of funds under the Provincial LoA. This was the result of two days of round-table discussions in early December. The Draft SoP was shared with IDLG and will be finalized in the first part of 2012.
- ASGP also supported training programmes conducted by the training unit of CIDD for staff of PGOs, DGOs and IDLG.
- Three-phase orientation sessions for 20 capacity development (CD) Specialists and HR staff of PGOs. The result of this training programme was enhanced capacities of the CD specialists becoming the CD resource persons in respective provinces of posting, contributing towards developing sustainable CD systems.

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

In the First Quarter

- ASGP supported IDLG in developing planning and technical committees for planning and budgeting and the 'Fiscal Asset Management Work Plan for 2011 was drafted and approved by IDLG and DGHR.
- LoAs were signed with 30 PGs delegating authority to the PGOs to recruit staff, manage project budgets through Task Order staff, and take additional responsibility for promoting good governance and development. Several Orientation workshops were conducted on relevant sub-national policies, rules and procedures for newly recruited District Governors, (66), and Provincial Deputy Governors (14). ASGP II continued funding Provincial Advisors, and spearheaded the recruitment of additional 50 advisors for 20 provinces further strengthening the planning and operational capacity in the provinces. The programme assisted in developing the "Fiscal and Assets Management Work Plan for 2011" that was approved by IDLG DGHR.

In the Second Quarter

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

Areas of work:

- Provincial Governance and Development Strategy and Action Plan
- Information System established with Governance and Development Profiles.
- Organizational Capacity Development with capacity development Strategy and Plan agreed upon

- Provincial Governance and Development Monitoring System in place with monitoring and impact assessments completed, and a regular schedule of future assessments established.
- Provincial Aid Coherence achieved
- Public forums convened by ASGP to build on past achievements and lessons learned
- PGO /PC LoA staff oriented to the LoA process, with ASGP staff starting to develop a SoP for LoA staff and management.
- PCs effectively started providing Public Oversight, Public Accountability, *and Nezerat*⁵
- Public Outreach, Milestones, Precedents, and Historic Agreements, were publicized in the media, thus raising awareness towards ASGP, IDLG, and the concept of government decentralization.

In the Third Quarter

ASGP regional teams led by international regional managers and supported by a team of national staff, provided technical advice to PGOs. These teams were based in Herat, Mazar-i-Sharif, Uruzgan, Kunduz, Bamyan and Kabul. Except for the staff based in Uruzgan all regional teams provided support for a number of adjacent provinces in addition to their regional base. Security constraints meant that ASGP regional teams had difficulties in travelling in some of the more insecure eastern provinces adjacent to Pakistan.

Regional Support Teams;

- Central Region: *Kabul, Kapisa, Panjsher, Parwan, Wadak, and Logar.*
- Central Highlands Region: *Bamyan and Daikundi.*
- Eastern Region: *Nangarhar, Lagman, Kunar, and Nuristan.*
- Northeastern Region: *Kunduz, Baglan, Takhar and Badakhshan.*
- Northern Region: *Balkh, Samangan, Faryab, Jawzjan and Sari Pul.*
- Western Region: *Herat, Farah, Ghor and Badghis*
- Southern Region: *Kandahar, Nimroz, Zabul Helmand and Uruzgan.*

Some of the highlights of the quarter included:

- Samangan, Faryab, Sari Pul, Jawzjan and Balkh Provinces have developed socio-economic profiles and situational analysis (North Region)
- As a result of the workshop on Public Outreach and Communication Strategy for all Eastern Region provinces, ASGP developed a draft communication strategy;
- The Governance Management Plan is operational in Bamyan and Daikundi Provinces;
- ASGP/IDLG developed The Five Year Provincial and District Development Plan for Maydan Wardak Province;
- Training on Public Procurement was held for the selected staffs of all Eastern Region Provinces and Uruzgan;
- ASGP and IDLG developed a draft Provincial Coordination and Provincial Capacity Development Plan for Kunar Province
- A “Good Governance in Asadabad City” workshop hosting 50 participants, including youth, PC members and PGO representatives, was held in Kunar Province;

⁵ Again, this area will be a priority for 2012, with ASGP working on strengthening the link between municipal governments and the national government by way of the Provinces.

- IDLG and ASGP cooperated in finalising LoA plans and budgets for all Central, South West, North and Northeast Region provinces;
- All Arghandab District officials received a training on basic administrative procedures and management;
- The draft annual plan for 1391 year has been completed for all five North Region Provinces;
- The sectorial plans for five sectors – Education, Health, Economic Development & Private sector, Agriculture & Rural Development and Infrastructure & Natural Resources were developed for Herat Province;
- The Basic Management Training and SNG Policy program were conducted for DGO staff in Zahari District – Kandahar Province
- HR Information database for Dand and Arghandab districts of the Kandahar Province and for Kandahar, Nuristan, Balkh, Jawzjan, Samangan, Sari Pul and Faryab Provinces were established
- The year-book committee for year 1391 was established; members were oriented and the action plan was prepared for Uruzgan Province
- A monthly magazine / news bulletin was produced for the first time in Bamyan province
- The monthly magazines for PGO of Balkh, Samangan, Sari Pul and Jawzjan Provinces were published
- The monthly magazine for PC of Sari Pul, Samangan, Jawzjan and Faryab Provinces was published
- Capacity needs assessment reports for PGO's and PC's of all six Central Region were drafted
- Capacity needs assessment and draft capacity development plans for PCs of all Northeast Region provinces were completed
- Capacity Development Plans (CDP) and strategies for Jawzjan, Sari Pul, Faryab, Samangan, Herat and Farah provinces have been completed.
- The provincial communication strategies and outreach plans for Balkh and Samangan Provinces have been drafted
- The ICT training and capacity development workshop was held in Faryab Province supporting 30 DGO and line department staff
- The final draft of the Provincial Governance and development report / year-book has been developed for Herat province
- The provincial monitoring team is in place in Bamyan, Daikundi, Laghman and Kunar
- A Citizen Information Centre was established in Jawzjan Province
- District Development Assemblies (DDA) and a District Authorities Forum took place in Herat to discuss development priorities and better coordination among the Provincial Development Council and DDAs
- On-the-job coaching to LoA staff in Farah, Badghis and Ghor on how to conduct Capacity Development Assessment and capacity development plans for Badghis and Ghor Provinces was provided
- A Training program on facilitation skills development and capacity development approach was conducted for PGO staff and LoA of all Western Region and Uruzgan Provinces
- Capacity Development Plan for Badghis and Farah Provincial Council was developed

In the Fourth Quarter

- Training on Public Procurement was organized for selected staff of all East Region Provinces and Uruzgan/
- Provincial Coordination and Provincial Capacity Development Plan was developed for the Kunar Province
- A “Good Governance in Asadabad City” workshop hosting 50 participants including youth, PC members and PGO representatives was organized in Kunar Province.
- The Basic Management Training and SNG Policy program were conducted for DGO staff in Zahari District – Kandahar Province. Thus contributing to developing the basic governance capacities in the DGO.
- Human Resources Information database for Dand and Arghandab districts of the Kandahar Province and for Kandahar, Nuristan, Balkh, Jawzjan, Samangan, Sari Pul and Faryab Provinces were established
- The ICT training and capacity development workshop was held in Faryab Province supporting 30 DGO and line department staff
- The provincial monitoring teams are now in place in Bamyan, Daikundi, Laghman and Kunar Provinces
- A Citizen Information Center has been established in Jawzjan Province
- District Development Assemblies (DDA) and District Authorities Forum took place in Herat to discuss development priorities and better coordination among the Provincial Development Council and DDAs

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

In the First Quarter

The main highlights were the:

- Initiation of the ASGP developed “Provincial Councils Capacity Building Needs Assessment Survey” throughout Afghanistan. Additionally, a related Capacity Building Matrix for the provincial councils to enhance their human and programmatic capacity was produced and utilized.
- ASGP facilitated a workshop promoting gender equality through the effective participation of women in the decision making process by sharing of knowledge and lessons learnt through creating a network for female provincial councilors.
- A workshop focusing on accountability through public outreach was also held under the heading “Strengthening Accountability at the Local Level” in Herat.
- Additionally, ASGP worked with IDLG on launching the “Provincial Councils’ Magazine”, focusing on work performance issues within the P.C’s, achievements realized, awareness raising and lessons learned from challenges experienced by the PCs.

In the Second Quarter

- A *Good Governance Management Plan* was developed in Dari, and it is in place and ready for use in Bamyan Province;
- Samangan, Faryab, Sari Pul, and Jawzjan PGO (Northern Region) received training from ASGP in conducting public opinion research that will be used in future Provincial Development Plans.
- ASGP also established a *Provincial Development Planning* facilitators team in Herat, and designed sectorial based planning intervention, leading to the annual PDP and establishing a provincial governance and development network (comprising of DGOs/DDAs and provincial sectorial departments, with ASGP support).
- An Information System was established with Governance and Development Profiles developed including a provincial project database (in beta version) for all PGOs, that allows them to keep records from all projects within the province, organized by sectorial and district, for the Central Region of Afghanistan.
- ASGP assisted the PGO ITC unit (Bamyan Province) in creating official user IDs for PGO staff in order to bring smooth networking facilities in communication system.
- A human resources database with details on all staff, as well as on training programmes, and on development projects was completed in the Northern Region. A database on key development indicators was completed in Faryab and Jawzjan. (Northern Region) The database is used to keep track of projects being implemented in the Northern Region. The data base collates existing data with each sub-national governmental department and other agencies including CSOs. It is an extensive database, with an extensive number of development indicators.
- A database on financial approvals/ transaction on PBGF was established for the PGO of Faryab Province and a database on the status of infrastructure at PGO and DGOs in Faryab was completed (Northern Region). The databases are being maintained by the TO Staff, with assistance from IDLG/ASGP.
- District governance and development profiles were completed in Jawzjan Province (Northern Region), and Organizational Capacity Development with capacity development Strategy and Plan was developed.
- ASGP assisted CBWG in developing the Capacity Building Strategy Plan in close consultation with the CB department of the PGO (Bamyan Province). Organizational Capacity needs assessments have been completed in all the PGOs and DGOs.
- ASGP also developed action plans for all capacity building working groups in five PGOs in the northern region.
- Parwan LoA staff developed an inventory monitoring system for timely management of Parwan PGO's inventory of government property.
- All the five provinces have completed the PGO Governance Plan in Northern Region; Faryab Province has established a monitoring team within the PDC, supported by an ASGP task order establishing the Monitoring systems (Northern Region);
- Provincial Governance and Development Monitoring concept and action plans have been developed for the Western Region as well as in Herat, Ghor, and Badghis.
- Provincial Aid Coherence was achieved through participation and facilitation by Letter of Agreement Staff in Kunar Province, the PGO.
- A Governance Coordination Group and prepared a draft plan for the governance coordination working group (Eastern Region). The objective of this new mechanism is to accelerate the implementation of governance activities, and enhance coordination among local administrations and the international community. It also aims at mobilizing resources for

- improving governance systems, and enhancing the leadership role of government.
- ASGP Central Region supported the organization of the UNDP Provincial Board Meeting in Kapisa Logar and Wardak Provinces in June 2011.
- ASGP assisted in establishing four UNDP Provincial Boards in the Northern Region. The Provincial boards are essential in communicating to programme and project stakeholder's information on UNDP undertaken activities better coordinating provincial development interventions create synergies and decrease the risk of overlapping/duplication of activities among various development stakeholders in the provinces. Furthermore, the board meetings ensure that dialogue is established with local stakeholders to facilitate better implementation.

Public forums convened by ASGP:

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

PGO/ PC LoA staff orientations:

- In Bamyān Province, ASGP briefed TO staff on their role within PGO in implementation of the ASGP programme, how to keep synergy of activities with ASGP, and how to facilitate activities inside PG Office.
- In the Central Region provinces, meetings were held with all LoA staff to update them of recent developments in ASGP programme, including the LoA staff assessment.
- In Northern Region, performance review training was completed for TO staff and TOS reports were generated and reviewed on a monthly basis, TOS staff are now sharing in weekly Skype conferencing initiated with two Provinces within the Q 2 reporting period.
- In the Western Region, orientation meetings were held with TOS of Ghor and Badghis Provinces, with the introduction of the Capacity Development Assessment tool, and the Provincial Governance Reports. Additionally, ASGP helped conduct a performance evaluation of the Herat TOS
- In the North Eastern Region, two days of orientation meetings with the LoA staff took place at the UNDP Kunduz Office, covering LOA staff from the four North Eastern Region provinces. The aim of the meeting was to explain in detail the ASGP programme, the modalities of the LoA signed with each province, the LoA implementation arrangements, as well as a review of the need for building the capacities of the PGO/PC/DGO.

Provincial Councils effectively providing Public Oversight, Public Accountability (Nezerat):

- The Monitoring and Evaluation Plan of the PC plan was finalized for Bamyān Province. ASGP intends to make the plan a document for the PC and for use by the ASGP programme in general.
- A three-day workshop for Female Provincial Councilors on Public Outreach and Communication was organized in the Central Region from 6th to 7th June 2011. 22 female provincial counselors participated. During the first and second day of the workshop presentations were made on public outreach, and the steps on how to develop a public outreach plan; as an exercise, a public outreach plan was developed and presented to all participants.

- ASGP coordinated three PC public quarterly accountability (Quarterly Jirga, Tribune) events for Samangan, Balkh and Sari Pul PCs. It resulted in better public understanding of how the PC's function and increased public confidence in the PC and its members.
- ASGP (Western Region) assisted in organizing the National Level PC conference with 120 PC members, ministerial and civil society organizations (led by IDLG) to review the Provincial Council Law of 2005 and suggest amendments thereto, and ideas for a new law. The PC of Herat who hosted the event supported it.
- The Provincial Women's Development Council in Herat was established jointly with UNDP/GEP. The committee will address women related needs and challenges at provincial and district level. The committee consists of representatives from DDAs, PC members, PGO, and selected line departments. The Women Affairs Department, Provincial Governor's Office, and the PC will jointly lead this process.
- ASGP developed a PC community outreach – district/community visit programme through use of media, primarily broadcast, to cover provincial events, forums. This will increase visibility of the PC's and public awareness.
- ASGP in the Eastern Region organized a three-day workshop on Public Outreach and Communication Strategy from 6-8 June. 20 participants from PC and PGO of Laghman Province attended. Two draft communication strategies were developed for the PC and PGO. Action plans were also developed for PC members and PGO line departments to visit districts.
- In June 2011, 1000 magazines (Nangarhar monthly based publishing) were delivered to Nangarhar PC management team for distribution to the public. The magazine is a communication tool to disseminate information on PC activities and achievements.
- Balkh and Sari Pul PGO completed the third issue of their PGO monthly magazine (Northern Region). Jawzjan Province completed printing and distributing the second newsletter for the PGO.
- A Public Communication Advisory Committee was established in the Northern Region provinces to implement the provincial communication strategy outreach plan.
- The PC Rapid Assessment tool and methodology was introduced to the LoA staff for all North Eastern Region provinces. Rapid Assessments were conducted with PCs for all four NER offices during the month of June.
- ASGP assisted Bamyan province establish Information Systems with Governance and Development Profiles for PGO ITC unit and created official users ID's for PGO staff for a smooth networking and communication system.

In the Third Quarter

- ASGP helped establishing a PC forum in the Eastern Region
- PC female network was established in the Eastern Region.
- PC forum was established in the Western Region
- PC female network was established in the Western Region
- PC female network for the central region was also established
- A PC national conference was conducted in Kabul with all the PC chairs, deputies and secretaries to discuss common issues and fixes.
- Assessments of the PCs were completed in 70 % of the provinces
- ASGP held a training for GALA staff in managing conferences and workshops

- PCs members have been oriented to their roles and responsibilities through a workshop held by ASGP on 4-6 July 2011 in east, west, and northeast regions
- A public accountability programme was conducted by the PC of Herat and funded by ASGP.
- A magazine and newsletters have been prepared and published for the west, north, east and central regions detailing the activities of the PC's.

Municipal Unit- 2011 Annual Accomplishments

Output 4: *Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014*

The year 2011 embraced further shining moments of ASGP's partnership with local municipalities enhancing their capacities in ensuring good governance and improved service delivery in major urban centers, especially the ISAF designated Transition cities.

Closely collaborating with municipalities through local governance driven approach of implementation, ASGP continued to support core areas in revenue enhancement, stability and administration. Visible and distinctive results during 2011 include: 1) increased revenue potential by creating new sources of revenues in two municipalities. Furthermore, in Maimana: a printing press was procured and installed. In Mahmood Raqi: a parking station was built for vehicles; 2) ASGP supported the enhancement of capacities to apply new revenue management tools including tax mapping, monitoring and evaluation schemes, business registration; 3) as well as support was provided to enhance the municipal capacities to plan, manage, control, collect and report revenues through a number of initiatives including:

- *Formulation of Revenue Enhancement Action Plans and Strategies plus a five-year forecast* in 16 provincial and 18 district municipalities (Kunduz, Mahmood Raqi, Charikar, Farah, Chighchiran, Sari Pul, six districts of Kunduz, Herat, Mazar-I-Sharif, Qala-e-Naw, Nili, Panjshir, Sheberghan, two districts of Laghman, ten districts of Nengarhar, Jalalabad, Mehtarlam, Bamyan, and Maimana) as a master plan to guide the efforts of municipal administrations and donors toward financial adequacy as a requisite for responsive and sustainable service delivery;
- *Business registration surveys* in 11 municipalities (Mazar-I-Sharif, Sheberghan, Sari Pul, Maimana, Qala-e-Naw, Asadabad, Chighchiran, Aybak, Kandahar, Faizabad, and Farah) as means of business inventory and registration that registered 36,978 businesses in total and defined the income potential from the source that significantly helps avoid losses and misuse of income.

"The survey findings revealed a major loss in our existing collection schemes. Survey results documented 4720 businesses but until now, revenue collection is from 620 businesses only which amounted to only 13% of the existing potential.

I am so pleased being aware of this issue to limit revenue loss. Fortunately, now I have a database classifying different categories of businesses. This would not be possible without ASGP because we were not able to do it," says, Mr. Issaqzai, Mayor of Farah

- *Tax mapping* as means of property inventory and census, valuation and identifying the tax payable in six municipalities (Jalalabad, Kunduz, Herat, Sheberghan, Maimana and Mazar) and property registration in another three cities (Farah, Tarin Kot and Chighchiran) that registered 5,690 properties in total;
- *Increased field presence* to expand coverage and control through: 1) setting up of field offices of Nahias (municipal districts) and provision of equipment including transportation facility (motorcycles) to Nahia Offices in eight municipalities (*Panjshir, Mazar-I-Sharif, Kunduz, Maimana, Kandahar, Farah, Sheberghan, Bamyan*)



Figure 1: View of business registration survey in Aybak

and; 2) clarified and enhanced role of Nahias in the collection of revenues

- *Operational improvements* including quarterly revenue targets, due dates for tax payment/collection, direct payments to bank, strengthened inter-governmental coordination for tax collection, increased public awareness, field inspections and periodic visits to Nahias;
- *Improved control over municipal properties and land; and enhanced individual capacities* in tax mapping, building public-private partnerships, business registration and permit management, strategy development for revenue enhancement, information management, database application, revenue monitoring, evaluation and reporting; Further, awareness of municipal tax rules and regulations including sub-national governance policy increased.

A stop to illegal use of municipal properties in Maimana:

- 1) *A municipal building was restored from Police Department and re-utilized as a revenue source. "Police Dept. used it for 7 years without any payment, but now pays 240,000 AFN " 4848" USD a year)*
- 2) *An ISAF contractor used municipal land to dispose ISAF waste for years. The contractor was summoned and now the contractor pays 1000 USD per month as land use fee*

Most noticeably, 31 municipalities in different regions achieved an increase in revenue up from 7 to 489% derived from regular income sources whereas in 2010 only 13 municipalities had achieved increases in revenue generation. The increased revenue is amounting to 5,237,203 USD in the SY 1389 over the previous year, which is a remarkable result considering ASGP's expenditures in supporting this, amounting to approx. 700,000 USD.

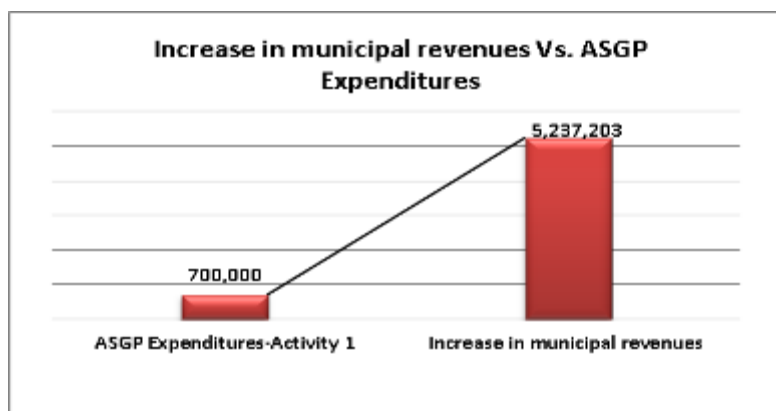


Figure 2: Comparison of increase in municipal revenues from 31 municipalities with ASGP's expenditures

The year 2011, was the year where an assessment of public-private partnerships in preparation for development of a guideline and strengthening peer-to-peer education in the area of tax mapping under the umbrella of the inter-municipal cooperation schemes was put in place with ASGP's support.

Consider the Revenue Enhancement and Management Manual, a local language-version of it was developed and approved by the IDLG to be widely circulated as a key guide for capacity development.



In 2010, the organizational restructuring proposals for municipalities were submitted to the Office of Administrative Affairs (OAA) for approval. During 2011, these proposals secured approval from the OAA and 11 municipalities (Herat, Mazar-I-Sharif, Kandahar, Jalalabad, Lashkargah, Kunduz, Faizabad, Mehtarlam, Bamyan, Panjshir, Ghazni) were selected by the IDLG and IARCSC for the first phase of implementing new organizational models plus new pay and grading system. This selection aims at supporting the transition process.



With the recent political developments under the transition process in the country, cities gained more significance and political focus and municipal institutional and organizational capacity development. As a requisite for the success of the Transition, it became a distinct and immediate requirement. Aligning with the country requirements, UNDP-ASGP applied a new implementation mechanism through LoA that entrusted 11 mayors with the authority to lead ASGP efforts, ensuring a responsive and dedicated support to their capacity development.

Municipal capacity constraints are many. Among others, the key ones include absence of adequate plans and strategies, insufficient basic office and IT equipment, unclear delineation of functions among municipal units, lengthy and complicated business processes, limited municipal coverage and control,

insufficient functional and technical capacities, limited and poor quality services, manual and poor information management, symbolic inter-governmental relationships. ASGP, in line with its mandate, supported certain areas to develop new and more efficient working practices that culminated in the production of key results as follows:

- *Increased access to technology, office and work facilities, modern expertise and working practices that resulted in enhanced institutional and organizational effectiveness and efficiency* in 11 municipalities (Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Jalalabad, Mehtarlam, Panjshir, Bamyan, Kandahar, Herat, and Farah). This was realized with ASGP's inputs such as experts, office and IT equipment, engineering tools like theodolite and total station, internet set up and connectivity, PABX installation and networking for ease of intra-municipal communication and electronic information sharing and office procedures automation by deployment of databases for correspondence, revenue, business registration, visitors and meeting, and petitions and applications. Databases for Aid Coherence and Assets were also devised. Take the e-governance. Website of Mazar-I-Sharif was developed with some e-governance applications. Apart from the afore-mentioned, under the Task Order with IDLG, nine district municipalities and ten provincial municipalities were also provided with computers.
- *Increased municipal leadership and institutional capacities to develop profiles, plans and strategies for diverse aspects of municipal governance and development.* Key achievements included: 1) Capacity development plans in 16 municipalities (Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Farah, Jalalabad, Mehtarlam, Kandahar, Sari Pul, Aybak, Chighchiran, Faizabad and Tarin Kot); 2) Public communication and participation plan and strategy in nine municipalities (Mazar-I-Sharif, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Jalalabad, Mehtarlam, Nili); 3) Annual work plans in 16 municipalities, governance management plans in 16 municipalities; 4) Draft infrastructure development plans in six cities; 5) Gozar profiles and development plans for 198 Gozars in 10 municipalities (Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Bamyan, Herat, Farah, Panjshir, Mehtarlam and Jalalabad); 6) Nahia Development Plans for two Nahias in Jalalabad; 7) school-based plans for outreach and cleaning for 93 schools in 13 cities; and lastly 8) Local policy on Gozar Organizations, Nahia Council and municipal governance and development commission in seven municipalities (Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Bamyan, Herat and Jalalabad).

These plans have strategically positioned municipalities enabling them to lead the efforts of multiple actors toward a unified municipal vision, something that is happening for the first time in the history of these cities.

- *Inter-governmental synergies in place through strengthening relationships and interface.* In this connection, municipal partnerships were built with eight universities in eight municipalities and with 93 schools in 13 cities from North to South and East to West. A number of coordination schemes ranging from joint technical committees to combining government institutions with

peoples' forums to bilateral agreements were also put in place. Furthermore, inter-municipal cooperation was introduced and initiated through establishing intra-provincial networks of municipalities in six provinces (*Kunduz, Balkh, Nengarhar, Laghman, Faryab and Jawzjan*) and the regional network in the north.

- *Clearer and complementary operations of municipal units replacing ambiguity, interference and overlaps.* Supported by ASGP, 11 municipalities (*Sheberghan, Maimana, Kunduz, Herat, Bamyan, Chighchiran, Farah, Sari Pul, Aybak, Qala-e-Naw and Faizabad*) put in place functional clarity among various units and staff through development of job descriptions, delineations and administrative boundaries, which significantly helped avoid overlaps and ensure increased productivity.
- *Effective information management and knowledge management schemes are in place.* This was realized through an improved filing system, archive improvement and installation of databases in 12 municipalities, where provision of filing cabinets and computers as basic equipment for this purpose was an integral part. Furthermore, a monthly reporting system was introduced in eight municipalities to promote culture of office reporting system and common understandings in the interest of the public. As for knowledge sharing and management, five municipalities (*Maimana, Mehtarlam, Jalalabad, Bamyan and Panjshir*) were equipped with their very first meeting facilities, which in turn enabled and promoted on a monthly basis recurrent knowledge sharing meetings.
- *Closer to people; more administrative control and quicker response.* With ASGP's support, municipalities of Sheberghan and Maimana, after decades of operation, set up their first field offices in Nahias through procurement and installation of pre-fabricated offices and essential office and IT equipment including transportation means (motorcycles). In Farah, Nahia offices were relocated to a field location. This arrangement has increased the access to the population, and in turn, enhances control and responsiveness. Before this relocation, the Nahias operated from the central municipal building, which was not in line with the existing philosophy of enhancing access better servicing the population.
- *Access to young professionals' service.* Under the partnership with Balkh University, three interns were mobilized in Mazar-I-Sharif municipality to work closely with the Departments of Construction, Planning and Culture and supplement their capacities. In addition, 50 volunteer students of the Engineering faculty came together in a program and extended their support to review the status of road construction in Mazar-I-Sharif City. At the Nahia level, a group of young architects was established in Mazar-I-Sharif to supplement the engineering capacity and improve housing conditions in Nahia's jurisdiction in a low-cost solution.
- *Regional facility for municipal capacity development in place in Mazar-I-Sharif.* A training facility with a fully equipped computer lab was established in Mazar-I-Sharif to facilitate and fast track capacity development process in Mazar-I-Sharif municipality and through Mazar-I-Sharif for all

northern municipalities. It is the first time a municipality owns its facility to use for human resource development.

- *Initially re-engineered business processes and service cycles.* As present, business processes are lengthy and complicated; further, not in writing to ensure uniformity of operations and customers' understanding. As a response, ASGP mapped, analyzed and initially re-engineered business processes and service cycles of Mazar-I-Sharif Municipality.
- During 2011, ASGP introduced and implemented new approaches to knowledge management such as regional and intra-provincial networks and visits, monthly knowledge sharing meets which strengthened peer-to-peer education.
- Supported by ASGP, municipalities applied various techniques and methodologies to improve delivery of services and increase customer satisfaction. To begin with: 1) nine municipalities formulated a five year plan for cleaning and greening, articulating realistic targets 2) As specific for solid waste management, municipalities were enabled to think and plan beyond waste collection to move to reduction, recycling and disposal 3) Take the immediate response to waste problems. Door-to-door waste collection, registered waste collection, school & university-based waste management and installation of receptacles in 19 municipalities addressed indiscriminate waste dumping 4) ASGP inputs also included provision of Zaranj motorbike as waste carriers 5) besides that, self-help was promoted in four cities.

Distinctive results are reduced waste collection points, cleaner living and learning environments, service at doorsteps, reduced threat to individual and environmental hygiene, increasing credibility of municipal government in the public perception resulting in improved tax collection, positive changes in attitudes of citizens and community contributions in road gravelling and cleaning operations. 6) 5,000 information booklets entitled "Clean City, Healthy Citizen" were published and distributed in order to promote advocacy in the community and to increase their understanding of municipal governance and effective solid waste management,

- In order to introduce a more customer-oriented service culture: 1) 17 municipalities implemented a number of initiatives to orientate their operations with key principles seeking and ensuring customers' comfort and satisfaction. 2) With ASGP's support, 13 municipalities established hotline service for customers' education and complaints registry; 8 municipalities strengthened their public complaints addressing system by installing complaints boxes 3) Mazar-I-Sharif municipality designed its customer service center (one stop shop) and completed the bidding process. 4) Sheberghan Municipality established a city address system through the PPP modality to ensure comfort of visiting citizens; 10 municipalities improved their facilities to adequately ensure the comfort of customers through provision of visitor chairs, water dispenser, office signs and direction boards. 5) 17 municipalities conducted customer satisfaction surveys to review their performance from customers' perspectives and centered their capacity development targets around these findings.

- For inclusive and effective municipal governance and development, ASGP in 2011 focused on various levels of intervention to promote participation or engagement in municipal processes. The interventions targeted neighborhoods (Gozar), Nahias, schools, universities, religious leaders, private sector stakeholders, INGOs, civil society organizations, women, youths and media.

The visible results were 1) 358 elected Gozar Organizations and 12 Nahia Councils in ten cities that are actively engaged in decision making and implementation and promoting representation. 2) Municipal governance and development commissions was achieved in two cities that combine peoples' forums with technical forums at the city level for synergy development and responsive services to the urban population. Moreover, 3) 93 school-municipal committees were created with elected mayors in 17 cities and eight university-municipal committees with elected mayors, that serve as good means of advocacy and civic education to create a development and environment-friendly community and that enhance youths' role in municipal governance through their insights and skills enhancement. Also, 4) Mullahs' networks were established in nine municipalities to religiously educate citizens to effectively fulfill their civic responsibilities. In addition, 5) private sector and women advisory groups were set-up in four municipalities to engage private sector in development and ensure women-responsive services. Moreover, 6) Media advisory group was established to increase and widen communication for more transparent operations 7) A consultative board in Aybak was established as well as a citizen-government commissions in Farah and Chighchiran to collect public views and jointly oversee cleaning and greening operations. Lastly, 8) A partnership was established with the civil society organizations on civic education in Mazar-I-Sharif. These structures not only strengthened democratic, accountable and transparent governance, but also promoted advocacy, volunteerism and stakeholders' contributions in various aspects.

- Supported by ASGP, citywide public awareness campaigns entitled "*Youths' Call for Healthy Environment*" were conducted by schoolchildren in Jalalabad and Mehtarlam aiming at raising awareness on effective solid waste management and promoting citizens' participation in the process.
- During 2011, 13 municipalities (Mazar-I-Sharif, Mehtarlam, Mahmood Ragi, Asadabad, Sheberghan, Herat, Maimana, Kholm, Taloqan, Kunduz, Farah, Aybak, Faizabad) were supported by ASGP to increase accountability to citizens as well as consultations with them. In this exercise, municipalities held a public tribune to report annual and quarterly accomplishments to audience of over hundreds. Further, the opportunity served to secure first time public approvals for municipal plans. In Herat, the mayor, Mohammad Salim Taraki outlined the purpose of the event as follows: "*It is your right to know about the results of your tax payments and how the municipality used public money. Thanks to ASGP for shortening the gap between the municipality and the people through such significant interventions*"

- ASGP also supported municipalities to publicly disclose municipal information through e.g. boards in Maimana. Added to that, municipality-civil society debates in Mazar-I-Sharif, magazines in Mazar-I-Sharif, Jalalabad, Mahmood Raqi and Herat. Furthermore, annual accomplishment reports in Maimana, Kunduz, Panjshir, Bamyan, Herat, Farah, Mehtarlam, Lashkargah, Qala-e-Naw, Mahmood Raqi, Nili, Sari Pul, Asadabad, Tarin Kot, Maidan Shahr and Faizabad, Radio/TV talk shows in Sheberghan, Maimana, Kunduz, Qala-e-Naw, Mehtarlam, Lashkargah and Mahmood Raqi and website in Mazar-I-Sharif (www.Mazar-m.gov.af) . These tools also served to raise awareness on certain municipal aspects.
- ASGP maintained focus on enhancing individual capacities in municipalities as an integral part of the support. In this connection, trainings were designed and delivered. These ranged from tax mapping and revenue strategy development, to development, capacity development and governance management planning. Moreover, ASGP also focused on promoting a public service excellence programme, public-private partnerships, outreach, partnership building, network development, self-help promotion, integrated reporting, database application and policy and legal awareness and performance management.
- In Kabul, the work of the ASGP municipal governance and development pillar has been integrated with IDLG's General Directorate of Municipal Affairs (GDMA) in a mix of structural support and thematic collaboration. The operating processes of GDMA were re-engineered, finalized and published. Newly recruited staff of GDMA was trained in result-based management, key functions and basic customer service skills. GDMA was also equipped with a knowledge resource facility storing all knowledge products, knowledge sharing plus monthly reporting mechanism and increased internet connectivity and equipment. Further, a Memorandum of Understanding was prepared and signed with Ministry of Urban Development Affairs to accelerate assistance to municipalities
- As for the sustainability of the interventions, ASGP's experiences were shaped into key knowledge products to encourage the adoption of these practices across Afghanistan. These products include guidelines for Gozar Organizations and Nahia councils, annual accomplishment reporting, network development, concept on university-municipality partnership for internship, research and development and youths' engagement for environmental advocacy and civic education. This period also experienced the finalization of the guidelines on the creation of school-municipal committees.

Challenges/Risks/Issues

Some of the main challenges, which were experienced in 2011, included:

The well-known challenge of Afghanistan's high threat level by Armed Opposition Groups that creates continual security concerns to UNDP ASGP II project staff, LoA and Afghan local governance counterparts at the provincial level.

- International aid workers are frequently targeted, as well as national colleagues, whose association with UNDP make them also a target for threats, extortion, kidnapping for ransom or assassination by AOGs with varied make-ups and agendas. Having secure premises, and limiting the footprint and thus the exposure to physical risk of ASGP (UNDP) contract holders is singularly the largest challenge to overcome. Thus, safety and security concerns of UNDP staff members, at times prevented ASGP international staff members to visit provinces, with a volatile security situation. Hence, impeding the implementation of activities requiring the presence of e.g. regional managers, especially in locations where it frequently is not possible to insure MOSS and MORSE compliance, guaranteeing the security and safety of the UNDP staff.
- Fast track recruitment procedures have been initiated for UNDP Afghanistan, in order to fill a number of vacant positions, which it has not been possible to fill in order to be optimal operational across Afghanistan, as per expectations of Afghan counterparts as well as donors.
- Individual ASGP staff members are currently assuming the workload meant to be shared by one to three additional staff in their unit. It is therefore to be expected that many opportunities are not addressed, and important items are shelved or fall through the cracks, not for any fault of diligence or industry by almost all of the ASGP staff.
- The well-known difficulties in locating qualified staff to apply to work in Afghanistan are further complicated by the institutional reticence to follow through one signing new staff contracts once hiring managers have recruited promising candidates and after recruitment panels have completed selection processes.

In response to this, a mitigating strategy is being considered that would rely on less international and national UNDP contract holders, and rely more on using ASGP regional and provincial offices as training and M&E centers rather than as implementing offices. This strategy is placing a larger share of the workload of capacity and institutional development on the LoA staff, funded by ASGP II but on IDLG contracts. LoA experts are receiving training-of-trainers (TOT) capacity development work as required, deploying additional LoA staff subject to the availability of financial resources for as long as necessary, or as long as possible, with the

teshkeel salaries staff of the subnational governance bodies as the ultimate target beneficiaries of capacity development skills, transferred by the higher qualified LoA staff.

- Aid Coherence, Databases and E-Governance remain a challenge for ASGP, and there has been a general agreement that spread sheets in different formats with data collected in different ways and separate provinces needs to be replaced by a unified data management system. Moreover, is being an enterprise resource planning system, accessible to authorized users, i.e. the acquisition by government decision makers to reliable data regarding all funding, past, and present surveys and events related to development and service delivery, could be propelled to a new quantum level. It is envisaged that ASGP II will launch a feasibility study for E-Governance system for IDLG, PGO, DGO, and municipalities during the coming year
- A key challenge for UNDP and IDLG in 2012 is to develop a jointly agreed upon results-based-plan for UNDP funding of core IDLG salaries. Once, this agreement has been made between the parties, it will positively contribute to an ASGP Annual Work Plan (approved by IDLG and UNDP) and the overall GoIRA priority goals for local governance for the year of 2012. Considering UNDP's limited funding availability as well as, IDLG's needs ASGP's and donors' expectations in terms of enhanced accountability, transparency and sustainability, results based efficiency and effectiveness, and donor expectations in terms of expected results set.

Implementation Arrangements in 2011

Technical Assistance and Management Support

The approach of ASGP II in 2011 was to support the sub- national and provincial, and municipal entities, develop their capacities in the process, continuously ensuring local ownership through participatory consultations and interactions in defining the achievement of joint GoIRA/IDLG/UNDP/ASGP priorities, scheduling, targeting and delivery of these.

ASGP II adopted a cautious approach and increased its presence through embedding of advisors at sub-national levels. In 2011, ASGP has been operating seven regional offices across the country, promoting close cooperation with the PGOs & DGOs and PCs as well as with municipalities.

IDLG and Provincial Council Focus-as part of that new focus of ASGP staff members have also been embedded with IDLG to assist with capacity development with the IDLG. Furthermore, an ASGP staff member will be embedded in the Provincial Council Department of IDLG. In addition, ASGP has been looking at the funding feasibility of enhancing staff resources and technical capacity directly with PCs. An initial programme in 15 PCs will be trialed to determine the level of support that would be most effective in enhancing governance capacity and performance of PCs in 2012.

In practice, ASGP II is ensuring the sustainability of sub-national ownership by engaging all relevant identified stakeholders. In 2011, engagements were made at the central level and with the 34 provinces in defining priorities, scheduling of activities, and in the delivery of outputs through the LoA modality⁶.

This arrangement is allowing partner municipalities to recruit their staff, manage project budgets and take responsibility for delivery of expected outputs. It is expected that activities undertaken within the scope of the LoA can be initiated swiftly as the LoA establishes clear accountability and responsibilities for all parties involved ASGP's assistance to the municipalities through the ASGP Municipal Unit is also based on the LoA modality. Hence, 11 LoAs were signed with ASGP partner municipalities during the year 2011.

ASGP II in numbers:

ASGP has been providing technical assistance and management support to the IDLG and to the provinces and municipalities through direct support inter alia:

- A. Kabul based ASGP II project headquarters;
- B. Embedded experts in IDLG , Kabul, PGO, PC and Municipalities in provinces;
- C. Regional offices;
 - ✓ **Central Region** based in Kabul covering Kabul, Kapisa, Panjsher, Parwan, Maydan Wadak, Logar provinces (6)
 - ✓ **Central Highlands Region** based in Bamyan covering Bamyan, Daykundi Provinces (2)
 - ✓ **Eastern Region** based in Jalalabad covering Nangarhar, Laghman, Kunar, Nuristan provinces (4)
 - ✓ **North eastern Region** based in Kunduz covering Kunduz, Baglan, Takhar, Badakhshan provinces (4)
 - ✓ **Northern Region** based in Mazar-I- Sharif covering Balkh, Samangan, Faryab, Jawzjan, Sari Pul provinces (5);
 - ✓ **Western Region** based in Herat covering Herat, Farah, Ghor, Badghis (4);
 - ✓ **Southern Region** based in Kandahar covering Kandahar, Nimroz, Zabul, Helmand*, Uruzgan*provinces (5)
 - ✓ **South eastern Region**⁷ (Out of day-to-day coverage, but supported by local LoA staff. ASGP is allocating an international Desk Officer in 2012): Khost, Paktia, Paktika, and Ghazni Provinces (4).

⁶ The *LoA modality* enables the Provincial Governor Offices/municipalities in initiating and encourages a pro-active engagement in the recruitment process of staff for the PGOs; efficiently, manages project budgets, and access funds in bank accounts opened by the PGO. Implementing the LoA is made possible through two delegated LoA staffs, authorized by the Governor/Mayor and UNDP to access funding for PGOs and Municipalities and for the PGO/municipality take ownership and responsibility in an accountable and transparent way for use of funding of activities implemented for developing the capacity of the PGOs and municipalities. This in areas of " *Policy, Public Administration Reform and Process Management, Human Resources Management and Learning, Development and Management skills, Information Technology and E-Governance, and Representative Democracy*" in line with agreements made with IDLG and UNDP.

⁷ Unfortunately, ASGP was not fully operational, with periodic support provided, and strengthened in the latter part of 2011 through local LoA staff in eight provinces (Nimroz, Helmand, Zabul, Paktia, Khost, Paktya, Nuristan, Ghazni) due to the unstable security situation found in those areas. In 2012, to enhance operations further across Afghanistan. It is expected that two international desk officers (P4 level) will be appointed, responsible for developing and monitoring governance support programmes in these nine provinces. These officers, based in Kabul, but travelling, as security permits, will be responsible for organizing the training and ongoing monitoring of national staff, funded by UNDP, working in subnational structures in all nine of these provinces.

- In 2011, ASGP provided capacity development training as well as funding support to activities conducted by PGOs and PCs; and supported the recruitment of nearly 200 expert national staff to work within the PGOs as advisors. A total of 378 LoAs staffs are funded by UNDP/ASGP, as part of its support to the IDLG at the central, regional, provincial district and municipal support in 2011
- ASGP supported the establishment in Central Region (Kabul), Western Region (Herat) and North Eastern Region (Kunduz) female provincial councillors' network in covering all the provinces in these three regions as part of the implementation of the SNG Policy on gender mainstreaming in local governance supporting women's participation. Added to that, women advisory groups have been established in four cities to encouraging the voicing of female stakeholders on municipal issues.
- One regional and six intra-provincial networks on SNG Policy, in line with ASGP's mandate of supporting capacity development of district municipalities (inter municipal cooperation + peer to peer education) via provincial municipalities has been established supporting the implementation of ASGP's objectives.
- One regional municipal training center facility in Mazar-I-Sharif focusing on capacity building consisting of eight PCs and a training room to be used by municipalities in the northern region is operational.

Moreover, on a daily basis, ASGP II worked closely with Afghan counterparts, the IDLG and PGOs and DGOs as well as the municipalities, in the design of programme and project deliveries including the Provincial Development Plans, operational manuals, training and capacity development programmes. LoA staffs, funded by ASGP II were also used in strategic planning exercises in a number of provinces, and as a means of freeing resources at Afghan counterparts' governance entities for strategic planning activities.

Another approach of intervention, which was frequently used in 2011, was the conduct of workshops jointly organized by ASGP and IDLG, which were followed-up by implementing the lessons from the workshop into day-to-day support to government officials. For example, LoA staffs recruited in 2011 received induction trainings on the Sub-National Governance Policy (SNGP).

ASGP did also undertake numerous briefing sessions to sectoral line ministerial staffs government officials at provincial, district and municipal levels on the implications of SNG policies, and how these based on the principles of good governance are expected to impact the works of the PGO and municipalities.

ASGP's assistance for national level activities, including initiatives related to capacity development, supports the development of policies for planning, and monitoring assistance, is provided based on the "Letter of Agreement" modality between UNDP and IDLG.

This new arrangement introduced during the first quarter of 2011, facilitates, national ownership, by allowing IDLG taking the lead, while UNDP provides value-added technical assistance through transfer

of knowledge, expertise and human advisory capacity. The LoA modality is enhancing local ownership of activities undertaken within its scope.

During 2011, local LoA staffs, assisted by ASGP regional offices, became an essential tool/cornerstone in reaching out, developing capacity at provincial and district levels, even on municipal matters where ASGP/UNDP staff was not able to operate due to security concerns, e.g. in the southern region of Afghanistan and several provinces and districts in the border region of Pakistan.

New future Implementation Initiatives at ASGP Emphasizing Communication and Training

A Communications and Training Component will be established by ASGP in 2012. This component will have newly recruited national and international staff expected to develop training modules and better information systems to improve ASGP's outputs and reporting processes to donors and Afghan partners. Training programmes will be rolled out across Afghanistan to train national staff already embedded in provincial and municipal governance structures.

The Training and Communications component will also be responsible for developing a Knowledge Management Tool Box, which will include an interactive web portal to better facilitate public, national and donor information access about the work ASGP is carrying out in all of ASGP's components.

Lessons Learnt in 2011

- ✓ In 2011, it has proved important to work together closely with IDLG at the central level, by sharing information to avoid any duplication of efforts between ASGP II and IDLG. Therefore, regular and frequent information sharing meetings are taking place and emphasis has been made on embedding ASGP colleagues with the IDLG in Kabul to ensure that implementation of activities occur in consultation with the IDLG. Emphasis has been made to ensure that support to Pillar I (Central Level; Pillar II PGO/DGO and PCs) has been strengthened through the presence of ASGP advisors, ensuring efficient and effective planning and liaison between UNDP ASGP and IDLG is taking place
- ✓ The "Task Order Staff modality" was out-phased and replaced with "Letter of Agreement Staff modality" as of the second half of 2011. The recruitment and placing of LoA staff has been an experience starting to bear its fruits. ASGP II is seeing that the programme is strengthening its cooperation with the PGOs, DGOs and municipalities in the provinces by increased LoA staff supported by ASGP regional offices. In particular, in areas (Southern Region and Provinces bordering Pakistan with a relative volatile security situation LoA staff have proved valuable in undertaking capacity development training activities of governance entities (e.g. related to Information and Information Computer Technology (ICT) trainings as well as approaches to enhanced office management needs).

Added to that, specialist LoA staffs, with specialized skills, related to M&E and engineering, have proved valuable in undertaking oversight visits to provincial and district infrastructure development programmes, thereby alleviating the burden of the Tashkeel staff allowing these to allocate human resources contributing in the continued provision of essential public services delivery.

- ✓ During the second and third quarter of 2011, ASGP regional offices have enhanced their interaction through the deployment of LoA staff. This is to advocate and ensure that this valuable specialist human resource remains committed to delivering as per agreed their terms of references, in order to both meet the agreed upon local governance development and services priorities as well as ensure that objectives and outputs agreed for ASGP with IDLG at the central level are also adhered to.

The regional ASGP offices have established frequent interactions (advisory/monitoring, often weekly, if not daily), through meetings, as well as through introductory briefings to LoA staffs on the SNGP as well as ASGP's mandate, *modus operandi*, linked to the NPP. This has proved conducive in ensuring that ASGP overall outputs and products (capacity development, and planning tools and products), supporting sub-national governance have been adopted, replicated and implemented across provinces and municipalities.

- ✓ A benefit of ensuring closer interaction with LoA staff, has allowed ASGP in better assessing the actual utilization of the potential of skills and capacities held with the LoA staff, furthering the room for mutual enhanced cooperation between UNDP and the local counterparts as per ASGP's mandate.
- ✓ At times, it has been challenging to ensure that the approximately 200 embedded LoA staff in provinces and municipalities have access to regular trainings based on specific individual needs of LoA staff. Capacity Needs Assessments have been conducted across 25 provinces and 16 municipalities in 2011, to better suggest and tailor trainings and assess the procurement needs of required ICT equipment and other logistic services to optimally support the counterparts at sub-national level.

Hence, ASGP's fielded staff have spent substantial time during the QII and QIII identifying such gaps and assist in devising required trainings, as well as take initiatives to ensure the procurement of necessary IT equipment.

- ✓ Continuation of the deployment of Provincial Monitoring Team (PMT) is essential. The establishment and implementation of provincial monitoring teams led by PC members have been found to be very effective in efficiently tracking the progress and problems of development projects and as a means of voicing the opinions and concerns of the local population.

The positive experiences achieved with PMT deployment has encouraged ASGP to continue supporting the deployment across the remaining provinces in the future in 2012, in the remaining approximately 50% of provinces, where such teams have not yet been established as of end 2011.

- ✓ It has been widely accepted that in order to ensure ownership, PGOs need to determine their own capacity development needs and articulate themselves, with the support of LoA staff, their own capacity development plan.

Thus, ASGP has supported this process during 2011 with more than 25 plans completed, and intends during 2012, to the extent possible also support the finalization of such plans in

provinces, where up to date capacity development plans and provincial development plans have not yet been produced. This is mainly due to a volatile security situation, and a general weaker presence of GoIRA sub-national governance entities.

- ✓ Promoting national ownership with the IDLG, ASGP have shifted the ownership of the training materials to the IDLG Human Resources Department, supported by an ASGP Capacity Development Advisor. As a new policy, all manuals are now being vetted, improved and stored for use by IDLG and ASGP, in TOT capacity development for LoA staff, or for direct training sessions aimed at *Teshkeel* sub-national governance staff or PC members.
- ✓ ASGP's inability to provide significant capital funds has been a constraint. The availability of such funds would greatly reinforce efforts to strengthen the effectiveness and credibility of new governance processes because they would allow ASGP to provide resources to assist in realising the outputs to such processes at the provincial level. ASGP remained without the capacity to fund even small-scale infrastructure projects, or to purchase certain assets of undertaking "on-the-job" training facilitating the capacity development in the delivery of basic services. Thus, ASGP cannot fully demonstrate the benefits of improvements in governance or link them explicitly to development.

There is a need to consider a way to ensure that capital funds are made available in the coming quarters in order to demonstrate the benefits of good governance and linkages to development. ASGP intends further conducting consultations with potential donors interested in supporting e.g. a Provincial Development Fund (PDF) in 2012. A specific focus might be on provinces elected to be part of in the Transition Phase, where the GOIRA is taking over full security control upon the withdrawal of the ISAF.

- ✓ Inadequate understanding levels of the concept and implications of "Good Governance"; as well as the objective of ASGP II by members of the PGO's. Since ASGP Central introduced the concept of ASGP to its beneficiaries, PGO, PC and municipalities, at the beginning of this year, not all stakeholders immediately understood and were aware of the purpose and the objectives of the ASGP II.

Thus, ASGP regional offices have undertaken numerous briefings targeting sub-national institutions through the embedded LoA staffs, on the principles of "Good Governance", the objectives of the Afghanistan Sub-national Governance Policy (SNGP) and the National Priority Programme III (established as an outcome of the 2010 Bonn Conference).

- ✓ PCs and district *shuras* are not provincial extensions of the legislative branch of government. They do not have the constitutional authority to make laws. As representatives of the public, they do have an important advisory, oversight and consultative role, which are only made apparent and manifest when there is solid media coverage to the public, of the debates, oversight assessments and other discussions that occur at the PC level and district shura level.

Hence, encouraging public outreach, public awareness, public participation in democracy needs to be accelerated by less reliance on print materials (i.e. magazines, posters, calendars) and

more sophisticated usages of the broadcast media. Practically all Afghans have access to radio, and most to TV. Thus, ASGP intends to establish a communication strategy, with more emphasis especially on local radio but also TV, in order to support local governance at provincial and municipal levels.

The Pathway Forward

UNDP and the GoA recognize that effective subnational governance is a core part of Afghanistan's development agenda and key to the peace, stability and development of the country and its people. ASGP is expanding our deliverables throughout 2012, in line with the strategic review of UNDP Afghanistan, ASGP's retreat, and our engagement with key stakeholders. Our expansion and acceleration is occurring across all four outputs, and also includes a greater emphasis on training, reporting and communications.

Output one – ASGP and the Independent Directorate of Local Governance

A close and constructive relationship with our GoA partner, IDLG, is of crucial importance to ASGP. In 2012, ASGP resources are committed to two priority tasks in partnership with IDLG:

- (1) Completion of the National Priority Programme 4 (NPP4) process and its alignment with ASGP's deliverables.
- (2) Providing technical and capacity support to allow IDLG to allocate staffing resources and institutional capacity that are sustainable and no longer so dependent on substantial donor funds for core activities and responsibilities.

ASGP is enhancing its technical support to IDLG to aid these two priority tasks, with the placement of two additional ASGP staff, one in the Municipal Directorate and one in the PC Directorate. These staff will be based full time at IDLG. We will also review what other technical support may be needed at IDLG as our GoA partner evolves toward a more sustainable structure. To help enhance IDLG's coordination and leadership role in subnational governance ASGP will work with IDLG in exploring the feasibility of developing a Local Governance Resource Centre there.

ASGP is committed to a close relationship and partnership with IDLG based on constructive and regular dialogue, regular discussions and strategy on programmatic issues has been arranged. In 2012, ASGP helped IDLG begin its review of our current funding support. In 2011, ASGP provided salaries to 187 IDLG staff and a total funding support package of over \$2.9 million annually. Both ASGP and IDLG recognize that such a support package is ultimately neither desirable nor sustainable.

Effective communication between ASGP, IDLG and donor partners is fundamental in building trust and understanding. ASGP has committed to regular monthly meetings among IDLG's senior management and donor partners and stakeholders that support IDLG. Such commitments ensure more effective planning and help build communication and understanding.

Outputs two and three: ASGP, Provincial and District Governors' Offices and Provincial Councils

ASGP has implemented a range of new initiatives to strengthen our provincial approach in 2012. These include:

- (1) The appointment of a new international position (P5) to lead the Provincial component at ASGP (confirmed from May 2012).
- (2) The recruitment of several additional regional managers (P4), including coverage of the central/eastern and southern regions (advertised February 2012). These regional managers will be responsible for providing leadership and technical assistance to LoA staff working in subnational governance in these regions.
- (3) Summary of Procedures (SOP) in Dari and Pashto and English on recruitment, training and monitoring of LoA national staff working in PGs, PCs and Municipal Offices.
- (4) Completion of the technical and procedural details and full implementation of the Provincial LoAs between UNDP and each of the 34 provinces. This will include the SOPs relating to provincial bank accounts negotiated and signed with all 34 Provincial Governors.
- (5) Extending current training activities for LoA staff.
- (6) Greater technical and financial support to Provincial Councils.

As part of that new focus, an ASGP staff member will be embedded with IDLG to assist with capacity development in their PC Department. In addition ASGP will look at the feasibility of enhancing staff resources and technical capacity directly with PCs. We will trial an initial programme in 15 PCs to determine the level of support which would be most effective in enhancing governance capacity and performance of PCs in 2012.

ASGP promotes subnational capacity development throughout Afghanistan, including staff and resources to provincial Governors' Offices funded through the provincial LoA. This mechanism has boosted Governors' Offices by as many as eleven staff per office in each province. However the insecurity in nine provinces during parts of 2011 has meant that our resourcing of LoA staff and programmes there has not been accompanied with our usual comprehensive and active support (Nimroz, Helmand, Zabul, Paktia, Khost, Paktya, Nuristan, Ghazni and Panjsher). An international (P4) has been appointed to develop and monitor governance support programmes in the majority of these provinces, and another appointment is pending that will cater to the remaining areas. Both officers will be responsible for organizing the training and ongoing monitoring of national staff, funded by UNDP, working in subnational structures in all nine provinces.

Output four: ASGP and Municipalities

ASGP's municipal component directly supports 12 Afghan municipalities and will double this direct support programme this year. A new work stream will be resourced to introduce E-governance facilities

to assist Afghan municipalities to strengthen governance processes and practices. E-governance resources will also allow municipal best practice to be shared across Afghanistan's cities. In partnership with our central government partner, IDLG, ASGP will help explore potential twinning arrangements between Afghan municipalities and international partners, with a focus on regional neighbors.

New Initiatives at ASGP

A Communications and Training Component will be established at ASGP in 2012. This component will have newly recruited national and international staff expected to develop training modules and better information systems to improve ASGP's outputs and reporting processes to donors and Afghan partners.

Training programmes will be rolled out across Afghanistan to train national staff already embedded in provincial and municipal governance structures. The Training and Communications component will also be responsible for developing a Knowledge Management Tool Box which will include an interactive web portal to better facilitate public, national and donor information and access about the ASGP's work across all outputs.

Reporting

ASGP reporting to donors and GoA partners is a major focus for our new Training and Communications component. Deliverables include:

- (1) Establishment of an interactive web portal for ASGP
- (2) Responsibility to ensure that all significant knowledge products and communication to Afghan partners are in Dari and Pashto as well as English
- (3) Timely production of reports to donors and Afghan partners
- (4) Provide communication resources, templates and media strategies for Afghan partners at the provincial and municipal level.
- (5) Promote a focal point for public information about the work ASGP is doing across Afghanistan.

In November UNDP Headquarters in New York sent a Strategic Review Mission composed of very senior UNDP staff to Afghanistan to map the pathway forward for UNDP's work here over the next three years. The mission, in its final report, concluded that ASGP is a 'strong platform for promoting strong governance at the subnational levels' and 'directly linked and vital for the transition'. All ASGP staff recognize the importance of the work we have been entrusted to do, in partnership with the GoA, to develop subnational governance capacity. ASGP will continue to accelerate and expand our deliverables throughout 2012 and strengthen the subnational governance key to the peace, stability and development of Afghanistan and its people.

Financial Section ASGP II,

Table 1 Expenditure by Income (2011)

Donor	INCOME			EXPENDITURES			BALANCE	Remarks
	Total Commitment (a)	Total Received (b)	Total Receivable c= (a-b)	Total Cumulative Expenditures Dec 2010 (d)	Total Expenditure(Jan-Dec 2011) (e)	Total Expenditures f= d+e	Total Received minus Total Expenditures g=(b-f)	
AusAID	2,000,000	1,000,000	1,000,000		319,852	319,852	680,148	
DFID (UK)	37,760,000	9,600,000		3,309,100	6,290,900	9,600,000	-	
SDC (Switzerland)	3,835,636	3,835,636	-	556,017	1,875,843	2,431,860	1,403,776	
Italy	1,965,924	1,965,924	0	-	1,589,901	1,589,901	376,023	
European Union	16,022,425	15,810,203	212,222	-	2,685,930	2,685,930	13,124,273	
UNDP	15,000,000	15,000,000	-		-	-	15,000,000	
Total	76,583,985	47,211,763	1,212,222	3,865,117	12,762,426	16,627,543	30,584,220	

Note

- i) Expenditure reported for 2011 is actual. From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December every year will be submitted no later than 30 June of the following year.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

Table 2. Expenditure by Major Outputs (2011)

Project Output	2011 Budget (AWP)	Total Expenditure (Jan-Dec 2011)	Delivery Rate*
Component I, Support to IDLG:			
ACT 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNG are in place by 2014.	2,895,627	2,297,667	
<i>General Management Services (GMS) Fee</i>	202,694	160,837	
Sub-total Component I.	3,098,321	2,458,503	79%
Component II, Support to Municipality:			
ACT 1: Municipal revenue increased and revenue management capacities enhanced.	2,299,071	483,566	
ACT 2: Well-functioning municipal administration and improved governance and development planning and management.	1,050,500	208,218	
ACT 3: Delivery of improved services and increased participation in municipal governance and development processes.	3,633,000	500,440	
<i>General Management Services (GMS) Fee</i>	250,208	94,603	
Sub-total Component II.	7,232,779	1,286,828	18%
Component III, Support to PGO/DGO:			
ACT 1: Provincial and District Governors' Offices have the capacity to manage provincial and district governance, development and security in accordance with ANDS.	21,738,194	5,249,456	
ACT 2: Provincial and District Councils have the capacity to represent citizen interests and monitor sub-national governance.	967,700	453,747	
<i>General Management Services (GMS) Fee</i>	854,413	399,224	
Sub-total Component III.	23,560,307	6,102,427	26%
Component IV, Management Cost:			
ACT1: ASGP management and operational support contribute to the successful delivery of programme results.	2,943,359	2,515,593	
ACT2: Strategic Advice Provided to the Senior Management of IDLG to Strengthen Subnational Governance and Planning.	1,061,664	56,181	
ACT3: UNDP premises are fully equipped, operational and able to serve ASGP.	639,689	152,215	
<i>General Management Services (GMS) Fee</i>	348,842	190,679	
Sub-total Component IV.	4,993,554	2,914,668	58%
Grand Total	38,884,961	12,762,426	33%

Table 3 Expenditure by Donor (2011)

Donor	Project Output	2011 Budget (AWP)	Total Expenditure (Jan-Dec 2011)	Delivery Rate*
AusAid	Component I, Support to IDLG:	70,000	74,231	
	Component III, Support to PGO/DGO: ACT 1	821,000	222,386	
	Component III, Support to PC/DC: ACT 2	39,000	2,311	
	General Management Services (GMS) Fee	65,100	20,925	
Sub- total		995,100	319,852	32%
DFID	Component I, Support to IDLG:	1,251,661	810,942	
	Component II, Support to Municipality: ACT 1	107,341	222,901	
	Component II, Support to Municipality: ACT 2	389,122	120,352	
	Component II, Support to Municipality: ACT 3	569,882	290,624	
	Component III, Support to PGO/DGO: ACT 1	6,102,000	2,307,393	
	Component III, Support to PC/DC: ACT 2	179,544	56,459	
	Component IV, Management Cost: ACT 1	2,063,721	1,756,867	
	Component IV, Management Cost: ACT 2	965,664	39,436	
	Component IV, Management Cost: ACT 3	429,189	265,366	
	General Management Services (GMS) Fee	844,069	420,559	
Sub- total		12,902,193	6,290,900	49%
EU	Component I, Support to IDLG:	340,000	579,992	
	Component II, Support to Municipality: ACT 1	-	34,806	
	Component II, Support to Municipality: ACT 2	50,000	59,681	
	Component II, Support to Municipality: ACT 3	273,118	7,950	
	Component III, Support to PGO/DGO: ACT 1	2,618,194	1,348,864	
	Component III, Support to PC/DC: ACT 2	537,090	266,796	
	Component IV, Management Cost: ACT 1	156,667	201,976	
	Component IV, Management Cost: ACT 2	60,000	10,150	
	General Management Services (GMS) Fee	282,455	175,715	
Sub- total		4,317,524	2,685,930	62%
Italy	Component I, Support to IDLG:	944,666	558,596	
	Component III, Support to PGO/DGO: ACT 1	860,000	775,996	
	Component III, Support to PC/DC: ACT 2	168,700	85,998	
	Component II, Support to Municipality: ACT 1	160,902	61,652	
	Component II, Support to Municipality: ACT 3	10,000	2,233	
	General Management Services (GMS) Fee	150,099	105,425	
Sub- total		2,294,367	1,589,901	69%
SDC	Component I, Support to IDLG:	289,300	273,905	
	Component II, Support to Municipality: ACT 1	404,418	164,209	
	Component II, Support to Municipality: ACT 2	611,378	28,185	
	Component II, Support to Municipality: ACT 3	-	199,633	

	Component III, Support to PGO/DGO: ACT 1	837,000	594,818	
	Component III, Support to PC/DC: ACT 2	43,366	42,182	
	Component IV, Management Cost: ACT 1	722,971	556,749	
	Component IV, Management Cost: ACT 2	36,000	6,595	
	Component IV, Management Cost: ACT 3	210,500	(113,151)	
	General Management Services (GMS) Fee	220,845	122,719	
Sub- total		3,375,778	1,875,843	56%
UNDP	Component III, Support to PGO/DGO: ACT 1	10,500,000	-	
	Component II, Support to Municipality: ACT 1	1,628,571	-	
	Component II, Support to Municipality: ACT 3	2,800,000	-	
	General Management Services (GMS) Fee	71,429	-	
Sub- total		15,000,000	-	0%
Grand Total		38,884,961	12,762,426	33%

Results and Impact

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the Sub National Governance Policy (SNGP) are in place by 2014		
1.1 Drafting all necessary laws and associated rules of procedure and guidelines under the area of authority of IDLG.	Provincial Council Law, District Council Law, Local Administration Law, and Municipal Law, and Law of Village Council Law	80
1.2 Development of key institutional, organizational and individual capacities in IDLG.	Capacity score 2.1	60
1.3 Capacity Development of Policy unit of IDLG with respect to its key functions and capacities.	SNGP published: IDLG Capacity Development Policy Unit is capable of conducting training needs assessments; IDLG is capable of implementing trainings in line with need assessment requirements	70
1.4 Meetings of inter-ministerial coordination / implementation structures to review progress of SNGP implementation.	Composition defined	40

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
1.5 SNG policy awareness for key staff of PGOs and DGOs and members of PCs/ DCs	Introductory orientation conducted and implementation of policy supported	40
1.6 SNG policy awareness for citizens regarding roles and responsibilities of sub national authorities	Design public awareness campaign and support to media campaign provided	10
1.7 Capacity Development of IDLG with respect to key capacities related to sub-national finance and planning	Planning and Budgeting Manuals; System for tracking allocations	50
Output 2: Provincial and District Governors' Offices (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance and development in accordance with ANDS by 2014		
2.1 Strengthening PGOs and DGOs to fulfill their roles and responsibilities	80% PGOs and 25% DGOs restructured	70
2.2 Introduction of functioning modern administrative management systems in PGOs and DGOs	80% PGOs and 25%DGOs implement OM	50 achieved, due to insufficient budget availability, SOP implementation and LOA funding with inadequate staffing in some provinces where ASGP provides technical assistance to the PGOs and DGOs.

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
2.3 Establishing performance measurement systems for subnational governance for all provinces and government institutions	Minimum service standards defined	25
2.4 Establishing interaction mechanisms for effective interaction between sub-national government and public to improve access to information	Provincial information service centres established	15 (only completed in the Northern Region provinces)
2.5 Provincial Strategic Planning (PSP) and Provincial Development Planning (PDP) guided by the PSP	20% of provinces apply provincial strategic planning;10% have annual development plans based on PSP	50 %
2.6 Strengthening public financial management at sub-national level to make it fully compliant with applicable laws and MOF procedures	Training in internal audit, AFMIS implemented	20% improved, IDLG and ASGP with close coordination of provincial stockholders conducted several training programmes in financial management and auditing during 2011 (and procurements) to the PGOs and DGOs Finance & Admin Department staff, including representatives from PCs and Municipalities in eastern, western,

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
		central and a few southern region provinces, .
Output 3: Provincial and District Councils have the capacity to represent citizens' interest and monitor sub-national governance by 2014		
4.1 Establishing Knowledge sharing system for Provincial and District Councils	Action Plan developed for PC and DC information Centres Platform to be operational	15 %
4.2 Capacity Development of PCs and DCs so that they are compliant with rules of procedure and conduct public outreach	Training for PC members, and compliance with rules of procedure and conduct of outreach activities	20 %
4.3 Strengthening PCs' and DCs' oversight over local service delivery: strategic and annual budgeting & planning; M&E for service delivery; etc. Training for PC members	Training for PC members, to develop necessary expertise to support strategic and annual planning and budgeting	15 % (PC members were involved in Provincial Development Plan development in several provinces)
Output 4: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014		
Activity Result	Brief Description of Results	% of Progress Rate/Delivery

Activity Result	Brief Description of Results	% of Progress Rate/Delivery
5.1. Improving capacity of municipalities to generate own source revenues	Revenue generation improved in 35% of municipalities; 50 municipalities have revenue enhancement strategies	95
5.2. Improving municipal capacities to apply minimum service standards	Manuals guidelines and procedures prescribed; one stop shop designed	70
5.3. Organizational restructuring of municipalities to improve service delivery	Restructuring proposal approved; capacity development plans prepared; Access to modern work facilities increased	100
5.4. Strengthen outreach programme	Public participation and communication programme or strategies developed; community-based governance structures established; customer satisfaction surveys conducted	100
5.5 Strengthening modern office management systems	Operating Manual developed; office management systems improved	80
5.6 Creation and maintenance of a functional website and e-government applications	Generic municipal website designed and functional	100

Annex II: Policy and Knowledge Products

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: 2011

Support to IDLG

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
1	Sub-national Planning and Finance Framework	IDLG Policy Unit	MOF, IDLG	June 2011	N/A
2	Sub-national Governance Legal Framework for the establishment of the Sub-national Legislative Committee	IDLG Policy Unit	IDLG	June 2011	N/A
3	Sub-national Governance Policy (SNGP) Implementation Framework	IDLG Policy Unit	IDLG	September 2011	N/A
4	Letters of Agreement (LOAs) between UNDP, IDLG and Provincial Governors Offices (PGOs) for 34 provinces	ASGP	IDLG, PGOs	April 2011	N/A
5	Best practices documents for conducting training programmes by IDLG - Quality control measures embedded in training unit of IDLG; Database for trainees; Standard template for reporting on training activities	ASGP CDA	IDLG	July 2011	N/A
6	Training material for Procurement and Financial Management trainings for PGOs & DGOs for the purpose of enhancing capacities of PGO & DGO	ASGP CDA and CIDD	MOF, ACSI of IARCSC	August 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
	staff in these areas				
7	Capacity Development components under NPP framework for Local Governance	ASGP CDA	CIDD IDLG	September 2011	N/A
8	Report on exposure visit of the high level delegation from IDLG to counterpart ministry in India and counterpart organization of a Provincial Council, namely a 'Panchayat'	ASGP CDA	IDLG	October 2011	N/A
9	MoU for Capacity Development cooperation between IDLG and National Institute of Rural Development (NIRD) India	ASGP CDA, IDLG CIDD	AIRD, MRRD	October 2011	N/A

Provincial level

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
1	Jawzjan PC Newsletter- PC Public Outreach and Reporting to the Citizens	Jawzjan PC, and UNDP/ASGP North	Yes	January, 2011	900
2	Formulated Annual Solid Waste Management Plan for the Municipality of Kunduz	Kunduz Municipality	With technical support from ASGP	February, 2011	0
3	Municipal Information Board for Kunduz and Faizabad Municipalities	ASGP	Municipality	February, 2011	0
4	Balkh PC Monthly Newsletter – PC Public Outreach/ Reporting	Balkh PC and UNDP/ASGP North	Yes	February, 2011	885
5	Samangan PC Monthly Newsletter	Samangan PC and UNDP/ASGP North	Yes	February and March, 2011	650
6	Balkh Monthly Newsletter	PGO authors committee	Yes	March 20, 2011	1,638
7	Samangan Monthly Newsletter	PGO authors committee	Yes	March 20, 2011	1,062
8	Samangan Public Accountability and Hearing (Tribune) Event Report	UNDP/ASGP North	Yes	March, 2011	150
9	Samangan PC Quarterly Magazine Publication	Samangan PC and UNDP/ASGP North	Yes	March, 2011	1,100
10	International Women's Day Report	Consultant	PGO, PC, Female participants, Youth	March, 2011	290
11	Municipal Newsletter for Kunduz and Faizabad Municipalities	ASGP	Municipality	March, 2011	0
12	Walase Hendara Independent Social Magazine of Nangarhar Provincial Council	Nangarhar Provincial Council	Provincial, LoA staff Line ministries department.	End of March, 2011	1,255
13	UNDP Quarterly Regional Newsletter (Second Quarter)	ASGP West	Western Region/UNDP projects	April 2011	08

⁸ In-house

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
14	Provincial Governance and Development Magazine	Herat PGO led/ASGP	PGO Herat and Provincial stakeholders	April 2011	1,000
15	Provincial Council –Peoples’ Voice	Herat PC Led/ASGP	PC members/local stakeholder	April 2011	1,000
16	Provincial Governance and Development Magazine	Farah PGO led/ASGP	PGO Farah and Provincial stakeholders	April 2011	1,000
17	Annual Public accountability Week Report	Herat PGO led/ASGP	PC members/Local stakeholder	May 2011	2,500
18	Nangarhar Provincial Council (PC) Monthly Magazine (Walase Hendara) Publication	Nangarhar PC and UNDP/ASGP East Region	Provincial, LoA staff Line ministries department	June 2011	1,255
19	Kandahar PDP for 2011 & 2012	PGO and ASGP South	Yes	26 June 2011	372
20	West-UNDP Projects’ Newsletter	Regional Project Manager and Regional Governance specialist	Coordination meeting with other projects	July 2011	0
21	PGO Monthly Newsletter – PC Public Outreach for Balkh, Jawzjan, Samagan, Sari Pul and Faryab,	PGO, PC and UNDP/ASGP	Partial	July 2011, August 2011 and September 2011	2,000 ⁹
22	Capacity Assessment on Reporting Practices for Provincial Administrations in Kabul, Kapisa, Logar, Panjsher, Parwan and Maydan Wardak	ASGP and LoA staff	PGO staff	20 August 2011	0
23	Publication of Quarterly Magazine of Herat PGO (Good Governance)	Herat PGO/LoA staff	Partial	August 2011	1,000
24	Nangarhar Provincial Council (PC) Quarterly Magazine Publication & Reporting to the Citizens of Nangarhar, Kunar and Laghman	Nangarhar, Kunar and Laghman provincial council (PC) and ASGP Eastern Region	Provincial council (PC) members and local stakeholders	Between August 2011 and September 2011	1,200
25	Workshop Report on the Second Central Region Female PC Meeting on Outreach Activities, Including Draft Outreach Plans	ASGP	Yes	25 September 2011	0

⁹ USD 2000 Per Publication

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
26	Facilitation Manual for ToT For LoA staff	Regional Project Manager and Regional Governance specialist	No	September 2011	0
27	Sari Pul Capacity Development Strategy for Sari Pul, Samangan, Jawzjan, Faryab	PGO/UNDP/ASGP	Yes	September 2011	2,000 ¹⁰
28	Balkh Provincial Public Communication Strategy for Balkh, Samangan, Jawzjan	PGO/UNDP/ASGP	Yes	September 2011	2,000 ¹¹
29	Developed Five Sectoral Profiles (PDP Process)	PDP planning team/ technical supported by Regional Governance specialist	Several Sectoral meetings conducted	September 2011	2,000
30	Finalization of Herat Governance and Development Report (Herat Yearbook)	Herat PGO led by Provincial Governance and Development specialist/ Yearbook Committee	Stakeholder and Yearbook Committee meetings	September 2011	2,500
31	Citizen Charter	Line Departments, PGO	Yes	29 September, 2011	2,344
32	Capacity Development Plans for PCs of Kabul, Kapisa, Logar, Panjsher, Parwan and Maydan Wardak	ASGP and LoA staff	PC members	30 September 2011	1,600
33	Capacity Development for Provincial Governor Offices of Maydan Wardak and Parwan	ASGP, LoA staff and PGO	PGO staff	30 September 2011	1,600
34	Logar Provincial Development Plan Finalized with Support of ASGP and UNAMA. All Sectors have been Reviewed and have Finalized Their Provincial Sectoral Plans.	ASGP and UNAMA	Sectors representatives and PC members	10 October 2011	0
35	Sari Pul PC Quarterly Magazine Publication	Sari Pul PC and UNDP/ASGP North	As relevant	October, 2011	900
36	Jawzjan PC Newsletter- PC Public Outreach and Reporting to the Citizens	Jawzjan PC, and UNDP/ASGP North	As relevant	October, 2011	1,200
37	Provincial Governance and Development Magazine	Herat PGO led/ASGP	PGO Herat and Provincial stakeholders	November 2011	0
38	Provincial Governance and Development	Farah PGO/Led/ASGP	PGP Farah and	November 2011	0

¹⁰Per strategy developed

¹¹ Per strategy developed

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
	Magazine		provincial stakeholders		
39	Provincial Council Good Governance Magazine	Herat Provincial Council	Provincial Council/ASGP	November 2011	0
40	Provincial Development Planning	Herat	PGP Herat, Ghor, Farah , Badghis and provincial stakeholders	November 2011	0
41	Daikundi Provincial Monitoring Team Questionnaire	PC, PGO technical & economic depts. and key line departments,	Yes	November 11/2011	96
42	Provincial and District Development Plan of Maydan Wardak is Finalized. ASGP has Provided Technical Support through Orientation Meetings with Local Authorities, Provincial Stakeholders and Civil Society Organizations, Local Stakeholder Representatives.	PGO and ASGP	CSO, PGO, DGP, PC, Int. Stockholders and local citizens	20 November 2011	2,591 ¹²
43	Kandahar Yearbook production	KDR-PGO and ASGP South	Yes	December 2011	3,770
44	Database ACCESS for provincial Development projects in every Sector is Finalized and Installed within Four Provinces (Parwan, Panjsher, Maydan Wardak and Kabul)	ASGP and LoA Staff	PGO staff	12 December 2011	200
45	Capacity Development Plans for PCs of Parwan and Maydan Wardak	ASGP, PC member and LoA staff	PC members	15 December 2011	200
46	UNDP Quarterly Regional training Workshop training Report (Fourth Quarter)	ASGP West	Western Region/UNDP projects	December 2011	0
47	Provincial Annual Governance and Development Report	ASGP West	PGO Western Region	December. 2011	0
48	Bamyan News Bulletin Publication of the Second edition	PGO	As relevant	December 30/2011	1,354

¹² The estimated cost for translation and publication is USD12,000. to translate and publish the PDDP in three languages for all users

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
49	Balkh PGO Monthly Newsletter –	Balkh PGO and UNDP/ASGP North	As relevant	December, 2011	0 ¹³
50	Balkh PC Quarterly Magazine Publication	Balkh PGO and UNDP/ASGP North	As relevant	December, 2011	1,650
51	Jawzjan PGO Newsletter- PC Public Outreach and Reporting to the Citizens	Jawzjan PGO and UNDP/ASGP North	As relevant	December, 2011	0 ¹⁴
52	Samangan PC Monthly Newsletter	Samangan PC and UNDP/ASGP North	As relevant	December, 2011	1,500
53	Samangan PGO Newsletter	Samangan PGO UNDP/ASGP North	As relevant	December, 2011	1,750
54	Sari Pul PGO Monthly Magazine	Sari Pul PGO and UNDP/ASGP North	As relevant	December, 2011	2,645
55	Sari Pul Capacity Development Plan PC	PC/UNDP/ASGP	As relevant	December, 2011	0 ¹⁵
56	Samangan Capacity Development Plan PC	PC/UNDP/ASGP	As relevant	December, 2011	0 ¹⁶
57	Jawzjan Capacity Development Plan PC	PGO/UNDP/ASGP	As relevant	December, 2011	0 ¹⁷
58	Balkh PC- Civil Society Network Operating Guideline	PC/UNDP/ASGP	Yes	December, 2011	0 ¹⁸
59	Balkh PGO- Civil Society Network Operating Guideline	PC/UNDP/ASGP	Yes	December, 2011	0 ¹⁹

¹³ Not printed

¹⁴ Not printed

¹⁵ Not printed

¹⁶ Not printed

¹⁷ Not printed

¹⁸ Not printed

¹⁹ Not printed

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
60	Balkh PGO- University Partnership Operating Guideline	PGO/UNDP/ASGP	Yes	December, 2011	0 ²⁰
61	Jawzjan PGO- Civil Society Network Operating Guideline	PC/UNDP/ASGP	Yes	December, 2011	0 ²¹
62	Jawzjan PGO- University Partnership Operating Guideline	PGO/UNDP/ASGP	Yes	December, 2011	0 ²²

²⁰ Not printed

²¹ Not printed

²² Not printed

Policy and Knowledge Products

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

Year: 2011

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
1	Report of Programme and Policy Procedures Assessment in Municipal Area	ASGP	23 municipalities	17 January 2011	N/A
2	Revised GDMA Capacity Development Programme	ASGP	GDMA, IDLG	17 January 2011	N/A
3	Dari Version of Revenue Improvement Action Planning Manual	ASGP	Municipalities and GDMA	25 January 2011	N/A
4	GDMA Customer Satisfaction Survey Report	ASGP	31 municipalities	31 January 2011	N/A
5	Concept on Municipal-University Partnership	ASGP	Regional office & municipalities	1 February 2011	N/A
6	Municipal Revenue Assessment Forms	ASGP	ASGP Municipal Unit	2 February 2011	N/A
7	Generic Visitors and Meetings Database	ASGP	GDMA	13 February 2011	N/A
8	Concept on Municipal Public Reporting and Participatory Planning	ASGP	GDMA and municipalities	13 February 2011	N/A
9	Generic Petition and Application Database	ASGP	GDMA	16 March 2011	N/A
10	Capacity Assessment Questionnaire/ Checklist for a Comprehensive Assessment of Municipalities as Pre-requisite for Developing Capacity Development Plan	ASGP	ASGP, GDMA and municipalities	Second Week of April 2011	N/A
11	Pashtu Translation of Information Booklet for School Children in Solid Waste Management	ASGP	N/A	Third Week of April 2011	N/A
12	Template for Municipal Governance Management Plan	ASGP	ASGP with UNDP	Fourth Week of April 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
13	Tarin Kot Municipal Annual Accomplishment	Co-authored by Municipality and ASGP	Municipality of Tarin Kot	First Week of May 2011	N/A
14	GDMA-IDLG Website Concept into a Proposal for Submission to IDLG Senior Management	ASGP and GDMA	GDMA and IDLG	Second Week of May 2011	N/A
15	Businesses Registration Form and Database	ASGP	ASGP with GDMA	Second Week of June 2011	N/A
16	GDMA-IDLG Process Mapping, Analysis and Re-engineering are Ready for Submission to Senior Management.	ASGP and GDMA	ASGP, GDMA and municipalities	Third Week of June 2011	N/A
17	Municipal Information Database in English, Dari and Pashto	ASGP	GDMA, and ASGP Provincial Specialist	Third Week of June 2011	N/A
18	LoA Action Plans and Budgets of Mazar-I-Sharif, Maimana, Sheberghan, Kunduz, Panjshir, Bamyan, Herat, Farah, Jalalabad, and Mehtarlam and the Mayors Briefed on the Way Forward	ASGP and respective Municipality	ASGP, GDMA, municipalities	Third Week of June 2011	N/A
19	ASGP Municipal Governance and Development Unit Newsletter	ASGP	ASGP	Fourth Week of June 2011	N/A
20	Revenue Comparison and Analysis of 36 Municipalities for the Years 1389 and 1390	ASGP	Municipalities	Fourth Week of June 2011	N/A
21	Letters of Agreement Signed between ASGP /MGDU and Municipalities of 11 Cities	ASGP-municipalities	Municipal Managements	July 2011, August 2011 and September 2011	N/A
22	Concept of Intra-provincial Network of Municipalities	ASGP	ASGP, IDLG and GDMA	August 2011	N/A
23	Draft Concept of Municipal Website	ASGP	ASGP, Municipalities	September 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
			and GDMA		
24	Assets Management Database Designed	ASGP	ASGP and Municipalities	September 2011	N/A
25	GDMA business Process Guidebook Finalized and Published	ASGP-GDMA	GDMA & ASGP	November 2011 & December 2011	408
26	Municipal Website Design and Application	ASGP-Municipality	ASGP & Municipalities	November 2011 & December 2011	N/A
Center					
27	Revenue Enhancement Action Plan and Strategy (Dari)	ASGP	Panjshir Municipality	January 2011	N/A
28	6 Gozar Profiles	ASGP	Panjshir Municipality	January 2011	N/A
29	Revenue Enhancement Action Plan and Strategy of Bamyān Municipality	Municipality with technical support of ASGP	PGO, PC, citizens' representatives, business community, donor community	18 March 2011	612
30	Municipal Newsletter and waste Collection Schedule in Maidan shahr	Municipality with TA of ASGP Embedded staff	Municipality	Fourth Week of May 2011	N/A
31	Municipal Governance and Development Plan of Mahmood Rāqi	Municipality and ASGP	Municipality	Fourth Week of May 2011	N/A
32	Municipal Public Complaints Mechanism through Installation of Complaints Box in 4 Public Areas in Mahmood Rāqi, and One with "Hotline Telephone Service 0797048433" in Maidan Shahr	ASGP with TA of embedded staff in Municipality	Municipality and public	Third Week of June 2011	N/A
33	Annual Accomplishment Report of Mahmood Rāqi	Co-authored by Municipality and ASGP	Municipality of Mahmood Rāqi various offices	Fourth Week of June 2011	N/A
34	Revenue Enhancement Action Plan and Strategy for Mahmood Rāqi and Charikar,	ASGP – Municipality	Municipality, PGO, PC and citizens	June 2011 and July 2011	N/A
35	Annual Accomplishment Report of	ASGP – Municipality	Municipality	July 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
	Mahmood Raqi				
36	Municipal Governance Development System for Mahmood Raqi	ASGP – Municipality	Municipality	August 2011	N/A
37	Annual Accomplishment Report of Panjshir	ASGP – Panjshir Municipality	Municipality	27 November 2011	408
38	Capacity Development Plan (English, Dari)	ASGP – Panjshir Municipality	Municipality	18 December 2011	1,000
39	Public Participation & Communication Strategy and Action Plan (Dari)	ASGP – Panjshir Municipality	Municipality	December 2011	N/A
40	Municipal Governance Development System for Bamyan	ASGP-Municipality	Municipality	August 2011	N/A
41	Annual Accomplishment Report of Nili Municipality	ASGP-Municipality	Municipality	September 2011	500
42	Capacity Development Plan of Bamyan Municipality	ASGP-Municipality	Municipality, ASGP, PGO, PC, DoWA, Citizens	September 2011	N/A
43	School based cleaning and greening Plan for SMCs in Nili	ASGP – Municipality	Municipality and SMC members	October 2011	N/A
44	Revenue Enhancement Action Plan and Strategy for Nili	ASGP – Municipality	Municipality	October 2011	N/A
45	A Draft 5-year infrastructure Development and management Action Plan Bamyan	ASGP-Municipality	Municipality	November 2011	N/A
46	Gozar Profile and Development Plan for 19 Gozars Prepared	ASGP-Municipality	Citizens of 3 Nahia from different Gozars	November 2011 and December 2011	N/A
47	Annual Accomplishment Report for Bamyan	ASGP – Municipality	Municipal officials	December 2011	N/A
48	Capacity Development Plan of Bamyan	ASGP – Municipality	Municipality, stakeholders and citizens	December 2011	N/A
West					
49	Revenue Enhancement Strategic Plan	ASGP-Farah Municipality	Farah Municipality	May 2011	N/A
50	Action Plan for District	ASGP-Farah Municipality	Farah Municipality	May 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
51	Action Plan for Revenue Department	ASGP-Farah Municipality	Farah Municipality	May 2011	N/A
52	Municipal Customer Satisfaction Survey in Herat, Cheghcheran, Farah and Qala-e-naw	ASGP through embedded staff	Citizens	May 2011	N/A
53	Capacity Assessment of Herat, Cheghcheran, Farah and Qala-e-naw Municipalities	ASGP through embedded staff	Municipality, PGO, DoWA and citizens	Second Week of May 2011	N/A
54	Complaint Resolving Mechanism through Installation of Complaint Box in Cheghcheran	ASGP embedded staff	Municipality and citizens	Third Week of June 2011	NA
55	Municipal Governance Development Plan for Cheghcheran, Farah, Qala-e-naw, and Herat	ASGP-Municipality	Municipality management	July 2011 and August 2011	N/A
56	Municipal Website Design and Application	ASGP-Farah Municipality	Farah Municipality	July 2011	N/A
57	Development and Municipal Approval of Job Descriptions in Herat Municipality	ASGP – Municipality	Municipalities	July 2011	N/A
58	Annual Accomplishment Report of Farah and Herat	ASGP – Municipality	Municipality	August 2011 and September 2011	N/A
59	Capacity Development Plan of Herat and Farah Municipalities	ASGP-Municipality	Municipality, ASGP, PGO, PC, DoWA, Citizens	September 2011	N/A
60	Municipal School Committee Training Report of Qala-e-Naw	ASGP	Municipality	September 2011	N/A
61	Annual Accomplishment Report	ASGP – Farah Municipality	Farah Municipality	September 2011	1,795
62	Revenue Enhancement Action Plan and Strategy for Cheghcheran, Qala-e-naw, Farah and Herat	ASGP – Municipality	Municipality, ASGP, PC, PGO, CSO	September 2011	N/A
63	TV show on Solid Waste Management in Qala-e-Naw	ASGP-Municipality	Municipality	October 2011	No cost
64	TORs for all Municipal Management	ASGP-Municipality	Municipality	October 2011	No cost

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
	Positions in Qala-e-naw and Chighcheran				
65	Monitoring and Evaluation Framework for Revenue Generation Prepared for Chighcheran	ASGP-Municipality	Municipality	October 2011	No cost
66	A Draft 5-Year Infrastructure Development and Management Action Plan Qala-e-naw	ASGP-Municipality	Municipality	November 2011	No cost
67	School-Based Cleaning and Greening Plan for SMCs in Chighcheran	ASGP – Municipality	Municipality and SMC members	November 2011	0 ²³
68	Capacity Development Plan Finalized and Published	ASGP – Herat Municipality	ASGP staff Municipality staff	November 2011 & December 2011	1,428
69	Revenue Enhancement Strategy Finalized and Published	ASGP – Herat Municipality	ASGP staff Municipality staff	November 2011 & December 2011	571
70	Communication and Public Outreach Strategy Finalized and Published	ASGP – Herat Municipality	ASGP staff Municipality staff	November 2011 & December 2011	490
71	English and Dari Versions Capacity Development Plan	ASGP-Farah Municipality	Farah Municipality	December 2011	1,061
72	A Draft Capacity Development Plan for Chighcheran	ASGP – Municipality	Municipality	December 2011	No cost
Northeast					
73	Annual Solid Waste Management Plan of Kunduz Municipality	Kunduz Municipality with technical support of ASGP	ASGP, inter-office communication	January 2011	N/A
74	Development and Municipal Approval of Job Descriptions in Kunduz	ASGP – Municipality	Municipalities	July 2011	N/A
75	Revenue Enhancement Action Plan and Strategy for Kunduz and 6 District Municipalities	ASGP-Municipality	Kunduz municipalities and PC	August 2011	1,020

²³ Cost covered as per the training sheet

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
76	Draft 3-year Strategic Plan for Construction Department of Kunduz	ASGP – Municipality	Municipality	September 2011	N/A
77	Monitoring and Evaluation Framework for Revenue Generation in Kunduz	ASGP	Municipality	September 2011	N/A
78	Public Participation and Communication Strategy for Kunduz Municipality	ASGP-Municipality	UNAMA, PC, University, DoWA, and PGO	September 2011	N/A
79	Capacity Development Plan of Kunduz Municipality	ASGP-Municipality	Municipality, ASGP, PGO, PC, DoWA, Citizens	September 2011	N/A
80	Annual Accomplishment Report of Kunduz Municipality	ASGP-Municipality	Municipality	September 2011	500
81	Monitoring and Evaluation Framework for Revenue Generation	ASGP-Municipality	Kunduz Municipality	September 2011	N/A
82	Jingle Clip	ASGP-Kunduz Municipality	Kunduz Municipality	November 2011	N/A
83	Financial Zoning of Valuation Properties Subject to Safayi Tax Prepared	ASGP-Maiman Municipality	ASG& Municipalities	November 2011	N/A
84	English and Dari Versions of Capacity Development Plan	ASGP-Kunduz Municipality	Kunduz Municipality	December 2011	N/A
85	Setting Conditions for Contracting Municipal Projects with Contractors	ASGP-Kunduz Municipality	Kunduz Municipality	December 2011	N/A
86	Determined Specifications for Construction Materials Used for Municipal Projects	ASGP-Kunduz Municipality	Kunduz Municipality	December 2011	N/A
North					
87	Updated Municipal Information for Mazar-I-Sharif	Municipality with TA of ASGP	Municipality	Fourth Week of April 2011	N/A
88	Updated Revenue Profile Aybak	ASGP through embedded staff	Municipality	Fourth Week of April 2011	N/A
89	Capacity Assessment of Maimana	ASGP	Municipality, PC, Dowa	First Week of May	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
			and public	2011	
90	Municipal Governance and Development Plan for Maimana, Shebeghan and Aybak	ASGP	Municipality	May 2011	N/A
91	An Action Plan for the Implementation of the MoU between the Municipality and Balkh University	ASGP and Municipality	Municipality and Balkh University	Fourth Week of May 2011	N/A
92	Information Board in Maimana	ASGP	Municipality	First Week of May 2011	N/A
93	Draft Revenue Enhancement Strategy Completed for Maimana	ASGP and Municipality	Municipality, PC, PGO and public	Fourth Week of June 2011	N/A
94	Business Processes/ Service Cycles of Mazar-I-Sharif	ASGP and GDMA	Municipality	Third Week of June 2011	N/A
95	Municipal Public Complaints Mechanism Through Installation of Complaints Box Sari Pul	ASGP through embedded staff	Municipality	June 2011	N/A
96	Capacity Development Plan	ASGP-Maimana Municipality	Municipality	4 July 2011	N/A
97	Development and Municipal Approval of Job Descriptions in Sheberghan and Maimana Municipalities	ASGP – Municipality	Municipalities	July 2011	N/A
98	Monthly Reporting System in Maimana, Sheberghan and Mazar-I-Shariff	ASGP – Municipality	Municipalities	July 2011	N/A
99	Municipality Annual Report for 1389	ASGP-Maimana Municipality	Municipality	August 2011	N/A
100	Installed Revenue Database and Encoded Data for the Years 1389 and 1390 Sari Pul	ASGP through embedded staff	Municipality	August 2011	N/A
101	Capacity Development Plan of Mazar-I-Sharif and Sheberghan Municipalities	ASGP-Municipality	Municipality, ASGP, PGO, PC, DoWA, Citizens	August 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
102	Gozar Organization, Nahia Council and Municipality Governance Development Council policy	ASGP-Municipality	Mazar-I-Sharif Municipality, Mazar-I-Sharif PC	August 2011	N/A
103	Terms of Reference for Municipality Investment Advisory Committee	ASGP	Mazar-I-Sharif Municipality	August 2011	N/A
104	Annual Accomplishment Report of Sari Pul	ASGP-Municipality	Municipality,	24 August 2011	N/A
105	Revenue Enhancement Action Plan and Strategy of Sari Pul	ASGP-Municipality	Municipality, ASGP, PGO, and PC	August 2011	N/A
106	Monitoring and Evaluation framework for Revenue Generation in Maimana and Sheberghan	ASGP	Municipality	September 2011	N/A
107	Revenue Enhancement Action Plan and Strategy	ASGP-Municipality	Municipality, civil society organization, ASGP	September 2011	N/A
108	MOU for Civil Society Organizations (CSO) Partnership with Mazar-I-Sharif Municipality	ASGP – Municipality	Civil Society Organizations and Municipality	September 2011	N/A
109	Policy on City's Technical Oversight Committee of Mazar-I-Sharif	ASGP-Municipality	Municipality	30 September 2011	0 ²⁴
110	Policy for Nahias' Technical Partners' Groups in Mazar-I-Sharif	ASGP-Municipality	Municipality and Nahia offices	24 September 2011	0 ²⁵
111	Communication and PublicOutreach Action Plan and strategy	ASGP, Municipality and Communication Committee	Public, civil society, Mazar-I-Sharif University, Municipality	October 2011	N/A
112	Capacity Development Plan	ASGP-Sheberghan Municipality	Municipality	15 December 2011	816 ²⁶

²⁴ There was no direct budget allocation for the product

²⁵ Ibid.

²⁶ Funded from LOA Budget

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
113	Communication Strategic Plan	ASGP-Sheberghan Municipality	Municipality	10 December 2011	102 ²⁷
114	Strategic Plan for Department of Construction	ASGP/Mazar-I-Sharif Municipality	Mazar-I-Sharif Municipality's Departments: Construction Revenue Finance Balkh Province Urban Development Affairs Department	30 December 2011	N/A
East					
115	Provincial Cleaning and Greening Committee Concept Developed and Implemented in Jalalabad, Mehtarlam and Asadabad	UNDP-ASGP Municipal Unit	PGOs and Municipalities of East	January 2011	N/A
116	Revenue Profile of Asadabad revenue	ASGP through embedded staff	Municipality	Third Week of April 2011	N/A
117	Customer Satisfaction Survey of Jalalabad Municipality	ASGP	Municipality, public, and PC	May 2011	N/A
118	Capacity Assessment Jalalabad Municipality	ASGP	Municipality, Dowa, PC and PGO	May 2011	N/A
119	Municipal Governance Management Plan Prepared for Jalalabad, Asadabad, and Mehtarlam	ASGP	Municipality	May 2011	N/A
120	Municipal Public Complaints' Mechanism Established through Installation of Complaints Boxes in Mehtarlam	ASGP with TA of embedded staff in Municipality	Municipality and public	Third Week of June 2011	Nil
121	Municipal Governance Development System	ASGP – Municipality	Municipality	July 2011	N/A

²⁷ Ibid.

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
	for Mehtarlam and Asadabad				
122	Annual Accomplishment Report of Mehtarlam and Asadabad	ASGP – Municipality	Municipality	August 2011	N/A
123	Monthly Reporting System in Mehtarlam	ASGP-Municipality	Municipality	August 2011	N/A
124	Capacity Development Plan of Jalalabad Municipality	ASGP-Municipality	Municipality, ASGP, PGO, PC, DoWA, Citizens	September 2011	N/A
125	Infrastructure Management Plan	ASGP - Municipality	ASGP - Municipality	November 2011	N/A
126	Capacity Development Plan	ASGP - Municipality	ASGP-Municipality	December 2011	1,909
127	REAPS	ASGP - Municipality	ASGP - Municipality	December 2011	61
128	Public Communication and Participation Strategy	ASGP - Municipality	ASGP - Municipality	December 2011	413
129	Jalalabad Magazine	ASGP - Municipality-Independent Contributors and Citizens	ASGP - Municipality-citizens	December 2011	1,219
130	Financial Zoning and Valuation of Properties Subject to Safayi Tax Prepared	ASGP - Municipality	ASGP - Municipality	December 2011	53
South					
131	Annual Accomplishment Report of Tarin Kowt (Uruzgan) and Lashkargah	Municipality and ASGP	Municipality different offices	17 April and third Week of May 2011 respectively	N/A
132	Customer Satisfaction Survey of Tarin Kowt Municipality	ASGP	Consultation with community representatives	8 May 2011	N/A
133	Capacity Assessment Tarin Kowt Municipality	ASGP	Municipality, PC, DoWA, community	8 May 2011	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholder Consultations	Date of Completion	Total Budget or Cost in USD
134	Production of a TV programme " City Voice" on Municipal Affairs in Lashkar Gah	ASGP through embedded staff	Municipality, RTA Lashkargah	Fourth Week of June 2011	N/A
135	Complaint resolving mechanism through Installation of Complaint Box in Qalat	ASGP through embedded staff	Municipality and public	Third Week of June 2011	N/A
136	Five Year Cleaning & Greening Plan	ASGP-Kandahar Municipality	Kandahar Municipality	November 2011	N/A
137	Five Year Cleaning & Greening Plan	ASGP-Kandahar Municipality	Tarin Kowt Municipality	November 2011	N/A
138	Capacity Development Plan (Dari Version)	ASGP-Kandahar Municipality	Kandahar Municipality	December 2011	N/A

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

Annex III : Training and Capacity Development Outputs

Project: Afghanistan Sub-national Governance Programme (ASGP) Year: 2011

Support to IDLG (Pillar I)

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Three phases of Orientation Session	CIDD, IDLG November / December 2011	Capacity Development Specialists and HR staff of Provincial Governor's Offices	20	The result of this training programme was development of capacities of the CD specialists who in turn can become the CD resource persons in their provinces. This will contribute towards developing sustainable CD systems in the provinces	20,000 USD approx.
2	Training for trainer (ToT)	September 2011 at New Delhi, India	IDLG master trainers	16	The ToT resulted in developing the training skills of the existing trainers and helped develop a pool of trainers in IDLG who can further transfer skills to other trainers in the provinces.	16,000 USD approx
3	Orientation program on general management	CIDD IDLG October 2011	Tashkeel staff of the general directorate of Local Councils (GDLCA)	15	Improved capacities of GDLCA staff in office management	Organized by IDLG

Provincial Level (Pillar II)

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Regional Orientation Workshop for Local Governance Technical Specialist (LoA Staff)	January 2011/Herat	Ghor, Farah & Badghis Provincial Municipality	18	LoA staff trained in developing an Action Plan, a baseline assessment, analysis and reporting.	6,337
2	Monitoring and Evaluation Training to Nangarhar Provincial Governor Office (PGO) and District Government Offices' (DGOs) Staff	From January 2011 to end of March 2011 in Nangarhar, Kunar and Laghman Provincial conference facilities	Provincial Government Offices (PGOs) and District Government Offices (DGOs) staff	300	Improved knowledge and skill on monitoring and evaluation and reporting system of Provincial Governance Office	0
3	LoA Orientation/Introduction to ASGP II and Planning Workshop	20 January, 2011 In UNDP compound	LoA staff, PC & Line ministries representatives	25	Improved knowledge of LoA Staff on ASGP Scope of Work	3,724.
4	IDLG/ASGP East Region LoA Specialists Work Plan for 2011	21 January, 2011 In UNDP compound	LoA staff	16	Develop a Capacity Development Plan for the Eastern Provinces	
5	Regional Orientation Workshop for Local Governance Technical Specialist (LoA staff)	February/Herat 2011	Ghor, Farah & Badghis Provincial Municipality	18	LoA staff trained in developing an Action Plan, baseline assessment, analysis and reporting.	6,337
6	Proposal Writing and Project Development Workshop	1-2 February, 2011	PGO, PC and Line departments	22	22 staff from PGO, PC and line departments learned how to develop projects goals and write successful project proposals	1,480
7	PSP Orientation	7-8 February, 2011,	PSP facilitators and	10	To develop the capacity enabling LoA staff	438

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Workshop: Training of Facilitators on Data Collection Methodology, Questionnaires and Sources of Information at the Provincial Level.	Tarin Kot, Uruzgan	ASGP LoA staffs		to prepare plan and implement surveys at provincial level.	
8	Regional Development Conference: Key Ministerial Bodies and Gathering of, National Government Representatives, Provincial Governors, Local Influential Stakeholders to Raise Awareness on Current Challenges and Opportunities for Socio-Economic Development, by Identifying Viable Initiatives and a Way Forward for the Southern Region's Peaceful Development	9 February 2011/ Kandahar	Deputy Ministers, Provincial Governors of the South & South-West Provinces, Provincial Council Representatives of the South & South-Western Provinces, The International Community – ISAF/IJC, PRTs, RC's and Embassies:	400	Clear understanding of guidance on relevant programmes; a framework for assessing progress towards objectives, and a plan for synchronizing governance, development and security related activities.	7,756

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
9	Samangan PC Public and Accountability Hearing Event	17 February 2011, Aybak	Samangan PC, PGO, line ministries and citizens from the center and districts of Province	300	PC & PGO reported on their activity, citizen's challenges were raised and the sectoral departments give their comments, and promised to address citizens' concerns.	9,135
10	Balkh PC Public and Accountability Hearing Event	20 February 2011, Mazar-I-Sharif Sharif	Balkh PC, PGO, line ministries and citizens from the centre and districts of Province	400	PC & PGO reported on their activity, citizen's challenges were raised and the Sectoral departments give their comments, and promised to address people's problem.	13,920
11	PSP Workshop on Implementation Process/ Provincial Strategic Plan Development	28 February, 2011, Bamyan	PGO	50	Provincial Strategic Plan process has been shared with stakeholders	11,082
12	Kandahar Regional Development Conference	February 2011 Kandahar	PGs from South and West provinces, international donors, UN agencies,	400 persons participated	Conducive for the promotion of Good Governance	8,063
13	Provincial Development and Governance Report/Yearbook Training for Farah	March 2011/Farah	PGO/line departments	27	Provincial Governance and Development report/Yearbook concept introduced to PGO and line departments	2,751
14	Public Opinion Research	2-3 March, 2011/Northern Region	PGO, PC and Line Departments	16	16 staff from PGO, PC, PDC and line departments learned how to conduct community needs assessments, formulate a Provincial Development Plan, and end of the session the trainees developed an Action Plan for Provincial Development Plan review.	712

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
15	Outreach Training	March 2011, Mazar-I-Sharif	Saripul PC, selected line ministries	20	Outreach Plan developed, Newsletter drafted	4,500
16	International Women Day Celebration: Promoting Women's Participation in Governance/Development	8 March 2011, Bamyan	PGO, PC, female	350	Gender issue highlighted in respect to good governance/development issues	3,140
17	Need Assessment Orientation Workshop for all Central Region's Task Order staff (Now Called LOA Staff)	7 March 2011 / Kabul, UNOCA compound	Provincial Governor Offices (PGO), Provincial Councils (PC)	21	LOA staff enabled to conduct the needs assessment of their provinces and developed their capacity on how to conduct the round table, data collection and interviewing to compile the reliable data for assessment.	2,653
18	Provincial Development and Governance Report/Yearbook Training for Farah	March 2011/Farah	PGO/Line Departments	27	Provincial Governance and Development report/Yearbook concept introduced to PGO and line departments	2,751
19	Herat's City and Districts Municipalities Network Meeting	March 2011/Herat	Herat provincial and fifteen district municipalities	27	Herat Municipalities Network established	2,950
20	Teacher Training on School-Municipal Committee	March 2011/Herat	Herat Municipality and 10 high-schools	30	Participants trained in Role of School-Municipality in society, goal, strategy and Action Plan were developed by School-Municipal Committee.	9,781

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
21	Regional Provincial Council forum	March 2011/Herat	Herat, Ghor, Farah, and Badghis PC members/Stakeholder	50	Participants interacted with each other, sharing experiences; success stories on how effectively they can ensure oversight over public services' delivery, provincial planning, contribute to the reduction in occurrence of corruption and holding government authorities accountable, and encourage best practices and methods of coordination among PC and Government entities.	13,934
22	Teacher Training on School-Municipal Committee	March 2011/Farah	Herat Municipality and two high-schools	19	Participants trained in the responsibilities and expectations of School-Municipality Committees in society. Objectives and goals of a strategy and Action Plan were developed by the School-Municipal Committee.	1,843
23	Revenue Improvement Training: Revenue enhancement	15 & 16 March 2011, Bamyar	Municipality	20	Revenue Improvement Action Plan developed	502
24	Saripul PC Public Accountability and Hearing Event	19 March, 2011 Saripul	Saripul PC, PGO, line ministries and citizens from the centre and districts of Province	350	PC & PGO reported on their activity, citizen's challenges were debated and the sectoral departments gave their comments, and outlook for the future, while promising to address issues raised by the local population.	7,200
25	Training for Uruzgan District Governor's and	29-30 March 2011/	District Governor, District staffs and LoA	22	Understanding of the DGO new organizational structure, responsibilities of	2,272

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	the DGO staff: Increase Efficiency, Effectiveness and Transparency of DGO Management in Public Administration and Operating and Management Procedures, Improve Coordination and Cooperation between the DGO and other District Provincial Institutions (PC, Line Departments, donors) Improve monitoring and Evaluation capacities of the DGO staff	Tarin Kot, Uruzgan	staffs		various offices within DGO and functional duties of the key officials; interAction established the mechanisms between DGO and other provincial stakeholders	
26	Capacity Development Orientation Workshop for Central Region's Task Order staffs (LOA staff)	29-30 Mar 2011 / Kabul, IDLG meeting room	Provincial Governor Offices (PGO), Provincial Councils (PC) and Municipalities	31	<ul style="list-style-type: none"> ASGP-II concepts introduced and all LoA staff acquired knowledge on IDLG's new changes in policies and management structures. Participants' oriented on the Governmental finance & procurement rules and regulations. LOA Staff were familiarized with their roles to support the provincial governors and provincial councils and 	4,860

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					municipalities.	
27	Training Workshop for Provincial Governance and Development Specialists (Central Region LOA staff)	10-12 Apr 2011 / Kabul, UNOCA compound	ASGP, PGOs, PCs and DGOs	6	All governance and development specialists familiarized with and their capacities have been built on activity proposal writing and prioritize their activities.	818
28	Capacity Building Workshop for Central Region Female Councilor Network (Kabul, Kapisa, Parwan, Maydan Wardak, Panjsher and Logar)	17-19 April 2011 / Kabul, Continental Hotel	Provincial Councils and Government Officials	30	Active participation and democratic political, economic and social representation of all Central Region female PCs councillors' and achieving the gender related targets of ANDS and National Action Plan for Women.	10,287
29	National Workshop on Uruzgan Development Strategy: Raising Awareness on the Socio-Economic Situation in Uruzgan Province; and the Development Strategy & Plans for 1390 to National Stakeholders and Donors; Mobilize the Support for Funding and Technical Assistance for Implementing the Provincial Development	17 April 2011/ Kabul	Uruzgan Provincial Governor Office & provincial Line departments, PC Chairperson, IDLG, Line Ministries and donors' representatives	60	Improve the communication between central line ministerial and provincial governance bodies Advocate for resource mobilization from donors to implement the Uruzgan Strategy, and reaching a common understanding with a commitment for sustainable development from national stakeholder and donors for getting more resources for implementation of Provincial Development Plan	10,104

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Plan					
30	Revenue Improvement Strategy Presentation: Present strategy to stakeholders	26 April 2011, Bamyan	Municipality	20	Revenue improvement strategy shared among stakeholders	76
31	Municipality Customer Survey Workshop: Assessment of Tarin Kot services provision - Overall Assessment of Tarin Kot Municipal work - Customer facilities at Tarin Kot Municipality	27 April, 2011, Tarin Kot, Uruzgan	Community leaders and individual citizens, Shopkeepers, companies, Provincial council, local councils, private and government agencies, and other stakeholders of Municipality	40	Understanding of: • Municipal Mandate (legal definition, municipal mandates and municipal services as per Municipal Law) • Uruzgan Municipal Status and services to public -Written comments on Survey paper on municipal current facts -baseline report of current municipal capacity	1,175
32	M&E Training for PC: Enhance M&E capacity of PC members	28 April-01 May, Bamyan	PC	15	PC monitoring Plan has been developed	3,055
33	Public Outreach Training for Central Region Female PC Network (Kabul, Kapisa, Parwan, Panjsher, Maydan Wardak and Logar)	6-8 Jun 2011 / Kabul, IDLG/GDCLA meeting room	Provincial Councils and Government Officials	21	<ul style="list-style-type: none"> All female provincial councillors of the central region have been trained in how to implement a public outreach activity and how to develop their own plans for outreach; 	5,389

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					<ul style="list-style-type: none"> • Relations between the different female PC members in the Central Region strengthened. • A draft provincial public outreach plan is agreed upon; • Enhanced communication and outreach skills of female councillors'. 	
34	Two days' Workshop for Central Region LOA staff on Planning and Management	12-13 Jun 2011 / UNDP compound-B	Central Region LOA Staff (formerly called Task Order Staff)	19	LOA staff knowledge improved on Planning and Management. Especially, in how to provide their inputs/contribute UNDP/ASGP work plan format and management of daily activities with PGOs and PCs.	2,847
35	Financial Management and Procurement Training to Eastern Region PGO and DGO staff	July 10-13, 2011, Kabul	PGO and DGO staff.	51	Staff trained to Improve their financial and procurement capacities, Enhance financial management system in the province	7,000
36	Provincial Strategic Planning (PSP) and Provincial Development planning (PDP) facilitators Workshop to Nangarhar PGO and line ministries	July 10, 2011, Jalalabad	Nangarhar Provincial Governor Office and sectorial line departments	50	Provincial Strategic Plan & Provincial Development Plan facilitators Workshop/ participants trained in core Provincial Strategic Plan and Provincial Development Plan planning team established who have understanding of the participatory	0

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	departments' representatives.				planning Process.	
37	Capacity Development session organized and implemented in Balkh PGO	11 July 2011, Mazar-I-Sharif,	Balk PGO, Communication Committee members and PC	15	The structure of provincial communication Committee explained, and a team assigned to initiate drafting the communication and participation strategy of the province along the Outreach Plan.	400
38	Capacity Development training on how to develop the provincial Communication Strategy and Outreach Plan.	12 July 2011, Samangan	Samangan PGO, Communication Committee members and PC	15	The structure of provincial communication Committee explained, and a team assigned to initiate drafting the communication and participation strategy of the province along the Outreach Plan.	N/A
39	Two Day ICT Training and Capacity Development Workshop Held in Faryab Province for 30 DGO and Line Departments' Staff in Faryab Training Hall	13-15 July 2011, Faryab	30 civil servants of Faryab PGO / DGO / line departments	30	The civil servants were taught how to use internet and computers and develop their ICT skills for daily use.	N/A
40	Three Day ICT Training and Capacity Development Workshop Held in Balkh Province for 25 PGO Staff	18-20 July 2011, Mazar-I-Sharif,	25 civil servants of Balkh PGO	25	The civil servants were trained in how to use internet and computers and develop their ICT skills for daily use.	N/A
41	Provincial Councils Regional Forum for Eastern Region Provinces	July 23-24, 2011, Jalalabad	PGO, PC and LOA staff	31	Exchange of Experiences and Knowledge on PC Related Practices. Better Understanding of PC Roles and Responsibilities.	4,500

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
42	Public Outreach Training Workshop for Nangarhar PGO and PC members/ LOA staff	July 25-27, 2011, Jalalabad	Nangarhar PGO, PC Line departments and LOA staff.	20	20 staff trained in Communication Strategy and to introduce regular forums for communication and debate between Nangarhar PGO, PC and citizens.	1,000
43	One Day Good Governance Training Workshop for Kunar Technical and Sectorial Working Group Members.	July, 25, 2011, Kunar	Kunar PGO staff and line departments' representatives	34	34 staff trained in Good Governance related issues.	0
44	Provincial Council Public Accountability Forum	July 2011, Badghis	Government officials, Line departments, Civil Society Organizations, Religious leaders, media, and people	250	The accountability Forum improved government-citizen accountability, increased the trust by developing a relationship, and hence improved the confidence of the citizen on the local government.	3,400
45	Teacher Training on School-Municipal Committee	July 2011, Badghis	Badghis Municipality and two high-schools	30	Participants trained in Role of School-Municipality in society.	2,020
46	One-day Job orientation and TOR description was conducted for Saripul newly recruited civil servants in PGO.	Saripul, 31 July 2011	Recently hired civil servants of Saripul PGO / DGO	14	14 recently hired civil servants of PGO/DGO oriented on their TORs and the roles and principles of civil service.	N/A
47	Kandahar Provincial Development Plan Workshop	Kandahar July 2011	PGO Kandahar, related departments	40 persons	Conducive for the promotion of Good Governance	800

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
48	Annual planning Training	Kandahar District Dand	Government official from district administration	16 persons	Conducive for the promotion of Good Governance	0 ²⁸
49	Good Governance Training	Kandahar District Zahari	10 district government officials	10 dist govt officials	Conducive for the promotion of Good Governance	0 ²⁹
50	Usage of Database Training	Kandahar District Zahari	District administration staff	13 persons	Conducive for the promotion of Good Governance	0 ³⁰
51	One Week Basic Management Training, 3 Days Training on SNG policy to DGO staff, and One Day Training on Using Internet.	Kandahar District Zahari	Zahari district officials	15 persons	Conducive for the promotion of Good Governance	0 ³¹
52	Basic Administrative Procedures and Management Training	Kandahar District Arghandab	District staff	20 persons	Conducive for the promotion of Good Governance	0 ³²
53	Improvement of Solid Waste Management	Kandahar Municipality	All Municipality staff	30 persons	Conducive for the promotion of Good Governance	0 ³³
54	Provincial Development Planning Coordination Workshop	August 2011, Herat	Planning team, DDA members and district officials	40	Participants trained in the processes of Development Planning, Role of District Development Assemblies, District Development Profiling, planning.	2,956

²⁸ The event was funded by PGO

²⁹ The event was funded by PGO

³⁰ The event was funded by PGO.

³¹ The event was funded by PGO.

³² The event was funded by PGO.

³³ The event was funded by PGO.

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
55	Orientation Workshop on Provincial Development Plan Review and Provincial Development Plan Formulation According to SNGP and Provincial Budgeting Conducted for Balkh PDC.	1 August 2011, Mazar-I-Sharif	Balkh PGO / PDC / PC	25	Relevant offices of PGO/PDC members and PC representatives learned on Provincial Development Plan review mechanism, SNGP Guidelines on Provincial Development Plan and provincial budgeting.	300
56	Two Days of ICT Training and Capacity Development Workshop held in Faryab Province for 30 DGO and Line Departments' Staff in Faryab Training Hall.	3-5 August, 2011, Faryab	30 civil servants of Faryab PGO / DGO / Line departments	30	The civil servants were trained in how to use internet and computers and develop their ICT skills for daily use.	600
57	Two Days of ICT Training and Capacity Development Workshop Held in Balkh Province for 30 PGO Staff.	13-14 August 2011, Mazar-I-Sharif,	20 civil servants of Balkh PGO	20	The civil servants learned on how to use internet and computers and develop their ICT skills for daily use.	300
58	Orientation to Eastern Region LOA Staff on LOA Budget and Documents(Nangarhar, Kunar and Laghman Provinces)	15 August 2011, Jalalabad	Nangarhar, Kunar and Laghman LOA staff	6	LoA trained and oriented on LOA Budget and documents.	0
59	Maydan Wardak PDDP	17-18 Aug 2011 / Maydan Wardak PGO	Maydan Wardak Provincial Governor	60	<ul style="list-style-type: none"> Final draft Provincial and Districts Development Plan presented and 	2,591

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Consultation Workshop	conference room	Office (PGO), District Offices, Provincial Council and Line Departments		shared with all identified stakeholders. • PDDP finalized as a long-term developed strategic document for Maydan Wardak Province.	
60	Good Governance Training Workshop for Youth in Kunar	27 August, 2011, Asadabad, Kunar	Kunar youth (Youth Association) members	30	30 Kunar youth association members trained in Good Governance related issues.	0
61	Facilitation Skills Development/Training of Trainers for Local Governance Technical Specialist (LOA staff)	September 2011, Herat	Ghor, Farah & Badghis provincial government staff	18	Participants trained in facilitation skills development and Capacity Development approach while including topics on sub-national Governance policy/framework both in theory and practice.	5,498
62	Provincial Development Plan Public Consultation Gathering Meeting with community	September 2011, Ghor	Provincial government staff, DDA members, PC members, community leader and donor agency	250	Sectorial heads discussed public development priorities for next year Development Plan, and community shared their idea and information on Provincial Development Plan.	0 ³⁴
63	One Day Training on Planning, Monitoring, Evaluation, and Reporting to Kunar PC Members	5 September 2011, Asadabad, Kunar	Kunar PC members	9	Nine Kunar PC members trained in M&E planning and reporting related issues	0
64	Orientation Meeting for Nuristan LoA staff	11September, 2011, Jalalabad	Nuristan LoA staff	3	LoA oriented on the ASGPPII programme and Annual Programme for 2011 and their	0

³⁴ Funded by PRT and supported by LoA staff

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					role in ASGPIL and LOA progress in the region.	
65	One Day Good Governance Training Workshop for Kunar Female PC members and Women Affairs Department Staff in Kunar	September 14, 2011, Asadabad, Kunar	Kunar female PC members and women's affairs department staff.	30	30 Kunar female PC members and women's affairs staff trained in Good Governance related issues.	0
66	One Day Consultation Session with Panjsher Province Senior Officials on the Needs Assessments' Findings	20 Sep 2011 / Panjsher PGO	All senior officials of Panjsher province	40	Comments and suggestions compiled in developing the capacity development plan for PGO	82 ³⁵
67	ICT Training held in Faryab Province	24-25 September 2011, Faryab,	30 civil servants of Balkh PGO	30	The civil servants were trained in how to use internet and computers and develop their ICT skills for daily use.	600
68	UNDP Provincial Board Meeting Conducted in Saripul, Jawzjan, Samangan Provinces.	25 September 2011, Saripul,	PGO / Municipality / DGO, DDA / police / PC / and government counter parts of UNDP projects	25	Coordination improved and local ownership enhanced to UNDP projects	300
69	One Day Consultation	26 Sep 2011 / Maydan	All senior officials of	15	Comments and suggestions compiled in	94 ³⁶

³⁵ All programme expenses provided by Panjsher PGO and this amount only paid for armed security escorts' daily perdiem.

³⁶ This is only for armed escort's daily perdiem.

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	with Maydan Wardak Province Senior Officials on Need Assessment Findings	Wardak PGO	Maydan Wardak province		developing the capacity development plan for the PGO	
70	Establishment of Bamyan Provincial Joint Monitoring Team	September 2011- October/2011	PC, PGO, Economic and Technical Depts.	15	PMT team members are equipped with knowledge of monitoring.	16,940
71	ThreeTwo- Day ICT Training and Capacity Development Workshop Held in Faryab Province for 30 DGO and Line Departments' Staff in Faryab Training Hall	First Week of October 2011, second Week of November and last Week of December 2011	30 civil servants of Faryab PGO/DGO/Line departments	30	The civil servants learned on how to use internet and computers and develop their ICT skills for daily use.	N/A
72	Balkh PGO Held One Day Orientation and Consultation Conference (13 Oct) Attended by PGO deputy, PC Chair, Members of Communication Committee, Representatives of Women, Youth Groups, Private Sector and Religious Groups. The Conference Participants	Second week of October 2011	PGO/DGO/PC/PDC/Line departments, civil society and women and youth groups	90	90 officials from PGO/PC/DGO/ Line Department/civil society and the women and youth organizations were oriented on two way communication and better interaction in between local government and the public. The audience was also briefed on goals, objectives, and main strategies of the Balkh PGO on public relations' improvement.	2,000

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Debated the Draft of the Provincial Public Communication Strategy and Following Endorsed it.					
73	ASGP Mazar-I-Sharif Office Conducted Orientation Workshop One Day presentation and briefing to each of the Provinces of Samangan, Balkh, Saripul, Jawzjan and Faryab PGO and PC on LOA Plan and budget and the way how it must be implemented in the best possible way with a great focus on very close coordination with PGO in Samangan Province.	First and second Week of October 2011	PGO/PC of five provinces	28	Relevant offices of PGOs and PCs representatives learned on LOA-SOP. They leaned on LOA implementation Action Plan	
74	ASGP Mazar-I-Sharif Office Conducted two Day Capacity Development orientation and Training for Provincial Committees of Balkh, Samangan, Jawzjan and	Second and third Weeks of October 2011 and third Week of November	PGOs/ CSC/PCs/DOWAs	25	The Recruitment Committees enhanced their capacity in ensuring a more efficient, recruitment selection process, long listing and shortlisting and well as in conducting interviews for specialist LoA positions.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Saripul Recruitment Committees on New LOA staff recruitment					
75	Two Weeks Training for Logar PGO Staff on Finance and Budgeting	29 Oct – 10 Nov 2011 / Logar PGO	All staff from the Finance and Administration Department of the PGOs	6	Capacity of the Logar PGO, Finance and AdministrationS Department improved	0
76	Regional PC forum	November/ 2011/Herat	PC members	10 (plus 15 PC members from other provinces/CSO)	Facilitated PC members to share and develop strategy for PC support Action Plan	N/A
77	ASGP Mazar-I-Sharif Office Conducted Orientation Workshop One Day Presentation and Briefings to each of the Provinces of Samangan, Balkh, Saripul, Jawzjan and Faryab PGO and PC on LOA Plans and Budgets and Best Practices Related to Implementation	First and second Week of October 2011	PGO/PC of five provinces	28	Relevant offices of PGOs and PCs representatives learned on LOA-SOP. They leaned on LOA implementation Action Plan	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Modalities					
78	Four Two-Days ICT Training and Capacity Development Workshop held in Balkh Province for 25 PGO staff	October 2011, November	25 civil servants of Balkh PGO	25	The civil servants learned how to use internet and computers and develop their ICT skills for daily use.	N/A
79	Three Day ICT Training and Capacity Development Workshop held on Using Networking in Samangan PGO and Using Shared folders as well as PBAX facilities.	First Week of November 2011	23 civil servants of Samangan PGO	23	The civil servants learned how to use internet and shred folders and develop their ICT skills for daily use.	N/A
80	Follow-up Trainings and Capacity Development on LOA implementation in the five Northern Provinces Conducted for PGOs and PCs by ASGP Mazar-I-Sharif Office and Embedded LOA Staff in PGOs	Second Week of November 2011	PGO/PC of four Northern provinces	20	Coordination improved and ownership enhanced on LOA activities	N/A
81	Daikundi Provincial Monitoring Team Orientation Workshop on PMT Questionnaire	11 November 2011, PC Conference Room	PC, PGO, key Line departments	18	PMT was implemented in compliance with plan	96

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
82	Establishment of Daikundi Provincial Joint Monitoring Team	26 November 2011, Daikundi	PC, PGO, Economic and Technical Depts.	14	PMT team members are equipped with knowledge of monitoring.	7,338
83	Daikundi Orientation Workshop on Standard Operating procedure of Letter of Agreement (LoA)	28 November, 2011. PG Conference Room	LoA staff	3	LoA staff and PGO related staff were equipped with knowledge on implementation of LoA.	0
84	One Days Accountability and Information Sharing Workshop in Parwan Province	28 Nov 2011 / Parwan PGO	Provincial Sectoral Departments and PC members	37	All sectors and citizens' representatives informed on PGOs' activity plans.	0
85	Central Region Provincial Councilors' Forum	7-8 Dec 2011 / Kabul, Serena Hotel	All member of provincial councils	105	Central Region Provincial Councilors' Forum established and MoU finalized / developed by participants.	21,486
86	Capacity Development Workshop	December 2011, Herat	PGO HR staff/LOA staff/ specialist	25	Trained PGO HR, specialist, LOA staff strengthen on Capacity Development planning and Capacity Development response	N/A
87	District Network Forum	December 2011, Herat	DGs, DDAs, LOA staff, PGO Specialists, Sectoral Heads, Heads of Departments are having Reps in Districts	60	Trained the participants in Sub-national Governance Policy, Good Governance, concept of District Networking, bridging DGs to the sectoral departments, and developing annual District Network Plan for 2012	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
88	Provincial Council Public Accountability Forum	December/2011/ Herat	PGO/DGO/PC/DDA/civil society representative/Head of Governmental department	500	Facilitated PC members in Improving and conducting representative democracy, by ensure public participation and enhancing the relationship between sub-national government bodies and the local population, with participants from district governors, district religious councils, members of District Development Assemblies, women councils, civil society organizations, elders, local government entities, including key line departments, NGOs, and UN agencies participated in the forum.	N/A
89	Provincial Council Monitoring and Evaluation/ Report Drafting Skills' Workshop	December,2011, Herat	PC member and LoA specialist, intern of NDI	15	PC members trained in Monitoring and Evaluations/ and report drafting skills	N/A
90	Financial Management and Procurement Workshop	December 2011, Herat	PGO admin/finance staff/LOA staff	6 (with total 25 from other provinces)	Trained LOA and PGO admin and finance staff on Afghan Financial and Procurement law and system and to strengthen capacity to manage ASGPLOA funds.	
91	With Support of ASGP Mazar-I-Sharif and Recently Recruited LOA Staff, a Comprehensive Planning Workshop	Second Week of December 2011	PGO/15 DGOs/PC/PDC	60	ASGP government stakeholders were further briefed on ASGP goals, and main achievements of 2011. They were also briefed on importance of the LOA modality.	1,530

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Attended by All 15 DGOs of the Province, PC and PGO High Ranking officials on LOA 2012 Successfully Conducted. The Participatory Planning Approach was Used for Increased Stakeholder Participation and Commitment in Planning and budgeting Areas.					
92	ASGP Mazar-I-Sharif Conducted a Two Day orientation Workshop for 9 Recently Recruited LOA Staff for PGO, DGO and the PC. The Orientation Covered the Following Core Subjects: LOA Staff TORs ANDS/MDG IDLG Strategic Framework and Core Programmes of ASGP Phases I and II, Sub-national Governance policy,	Second Week of December 2011	LOA staff and their government counterparts	15	The LOA and their counter parts were fully briefed on ANDS, MDG/ IDLG strategic framework and core programmes ASGP phase I and phase II Sub-national Governance policy (Sub-national governance entities) LOA They were also capacitated on mentoring, their roles in capacity development flow.	

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	LOA Capacity Development, Mentoring and Coaching					
93	ASGP Mazar-I-Sharif Conducted a One-Day Orientation Workshop for 4 New LOA Staff Who Were Recently Recruited in Early December 2011 for the PGO, DGO and PC. The Orientation Also Focused on Government Counterparts of LOA Staff. It Covered the Following Core Subjects: IDLG Strategic Framework and Core Programmes ASGP phases I and II; Sub-national Governance policy; LOA Capacity Development, Mentoring and Coaching	Fourth Week of December 2011	LOA staff and their government counterparts	10	The LOA and their counter parts were fully briefed on the Afghan National Development Strategy (ANDS), the Millennium Development Goals (MDGs)/ IDLG strategic framework and the Core programmes of ASGP phases I and II; Sub-national Governance Policy Governance entities) LOA They were also capacitated on mentoring, their roles in capacity development flow.	N/A
94	Bamyan Orientation Workshop on Standard Operating procedure of Letter of Agreement (LoA)	29 to 30 December 2011, PGO Conference Room	LoA staff, PDO admin/finance and technical departments staff	12	LoA staff and PGO related staff were better equipped with knowledge on implementation of LoA modality	0

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
95	With Direct Support of ASGP Mazar-I-Sharif Office Samangan PGO Held One Day Orientation and Consultation Conference Attended by PGO Deputy, PC Chair, Members of Communication Committee, and representatives of Women and Youth Groups, Private Sector and Religious Groups. The Conference Discussed the Draft of Provincial Public Communication Strategy and Following Endorsed It.	Third Week of December 2011	PGO/DGO/PC/PDC/Line departments, civil society and women and youth groups	90	90 officials from PGO/PC/DGO/ line departmenst/civil society, women and youth organisations were oriented on two way communication/dialogue and better interaction/engagement between local government and the public. The audience was also briefed on goals and objectives and main strategies of the Samangan PGO in respect to public relations improvement.	1,000

Municipal Level (Pillar III)

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
National						
1	Orientation on Principles of Business Process Re-Engineering	3 rd Week of May 2011	IDLG and GDMA	14	Enhanced understanding in service streamlining	N/A
2	Orientation for GDMA (Policy, Municipal Mandate, Knowledge Sharing, Reporting, Basic Customer Service Skills	13 September 2011	GDMA officials	8	Better service delivery attitude toward customers	N/A
3	Orientation on functions and responsibilities	7-9 September 2011	Municipal staff LOA	19 (2 female)	Improved municipal service delivery	510
4	Orientation on Performance Management, Service Standards Setting, Technology, and on Participation, and on Private Sector Management and Business Processing and Re-engineering	26 December	All municipal advisors with GDMA representative	11 male	Enhanced knowledge of advisors to be trainers to municipal staff	N/A
Center						
5	School-Municipal Committee Training	12 and 13 April 2011,	Municipality, Education, Info and Culture Departments Mahmood Raqi,	36	Cleaning & Greening, IEC planning and formulation	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
			Kapisa			
6	On-the-Job Training to the Staff of Cleaning and Greening Department	2 nd Week of May 2011	Mahmood Raqi Municipality	5	Improvement in cleaning and greening services delivery	N/A
7	Orientation to 10 Household's on Waste Management and Segregation	3 rd Week of May 2011	Mahmood Raqi Municipality	10 household	Household's knowledge of waste management enhanced	N/A
8	Training on Application of Business registration database	July 2011	Panjshir Municipality	2	Enhanced knowledge of computer application in Municipality	N/A
9	School-Municipal Committee Training	7 and 8 September 2011	Charikar and Panjsheer municipalities, Education Dept. and Info. & culture Dept.	30 male and 14 female	Public outreach strengthened through orientation of elected School-Municipal Committee members Cleaning and greening, IEC Plan formulated	N/A
10	School-Municipal Committee Training	26 September 2011	Municipality, Education Dept. and Info. & culture Dept.	8 male and 1 female	Public outreach strengthened through orientation of elected School-Municipal Committee members	N/A
11	Training on Auto CAD Application	1st Dec - ongoing	Panjshir	3 male	Enhanced AutoCAD knowledge of the Municipality staff to learn AutoCAD application	0
12	Training on Computer Application	First Nov – ongoing	Panjshir	5 male	Enhanced computer skills of the Municipality staff for learning computer application	0
13	Training on Computer Application and CG regulation	ongoing	Mahmood Raqi	5 male	Enhanced computer skills and law awareness of the Municipality staff for learning computer application rules and	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					regulations	
Central Highland						
14	RIAP Formulation	14 - 15 March 2011- Bamyan	Bamyan Municipality	20 Participants (3 female)	- Increase in the revenue from regular sources - New potential revenue sources for revenue yield - Improved service delivery	652
15	Orientation on Presentation of Revenue Enhancement Action Plan and Strategy	1 st Week of May 2011	Bamyan Municipality	1	Bamyan Municipality attracted donor's attention for implementation of REAPs measures	N/A
16	Municipality-Citizens' Forum Organized to Consult Citizens on Their Needs and Concerns	2 nd Week of June 2011	Nili	25	Citizen's participation enhanced in municipal implementation Public Satisfaction improves to ensure citizens' needs and concerns are addressed through responsive municipal programmes/ performance	N/A
17	Orientation on Application of Revenue database and Safayi database	3 rd Week of June 2011	Bamyan Municipality	1	Computerized revenue management system in Municipality	N/A
18	On-the-Job Training to the Administration Department of the Municipality	August 2011	Nili Municipal officials	3	Improved administrative service delivery Enhanced capacity of municipal staff on effective service delivery	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
19	SMC Training in Nili	17 18 October 2011	Nili	45	Enhanced knowledge and skills of school students in effective outreach and school-based programme for cleaning and greening	2,892
20	On-the-Job Training to Revenue Officer of the Municipality	November 2011	Nili Municipal official	1	Enhanced capacity of municipal staff on registration of citizens' land	N/A
21	Public Accountability Forum in Bamyan	16 November 2011	Bamyan	170	Municipality laid the foundation for Good Governance through involvement and seeking citizen's view on municipal plans	3,533 through LOA budget
22	On-the-Job Training for revenue officer on registration of Citizens' land receipt in Nili	November 2011	Nili	1	Enhanced capacity of municipal official for improved service delivery	No cost
23	Training on Use of Application and Petition Database in Nili	November 2011	Nili	1	Database application skills upgraded	No cost
North						
24	Orientation on Application of Revenue Database to Encode Revenue Transactions in	1 st Week of April 2011	Sari Municipality Pul	1	Improved revenue management system	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Database					
25	Municipal Accountability and Public Consultative Planning Session	1 st Week of May 2011	Provincial Governor, PC, Municipality, Line departments, representative of people, Civil Society Organizations, private sector, elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs	150	Brings Transparency and Accountability in municipal administration and give public a feeling of ownership to the municipal programmes	2,000
26	Municipal Accountability and Public Consultative Planning Session	3 rd Week of May 2011	Provincial Governor, PC, Municipality, Line departments, representative of people, Civil Society Organizations, private sector, elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs	100	Brings Transparency and Accountability in municipal administration and give public a feeling of ownership to the municipal programmes	1,000
27	On-the-Job Training for Revenue and Cleaning Officers	1 st Week of May 2011	Municipality of Sheberghan	2	Improved revenue collection and cleaning service	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
28	Computer and English Trainings to Municipal Staff of Mazar-I-Sharif	2 nd Week of May 2011	Mazar-I-Sharif Municipality	20	University-Municipality partnership resulted to aid coherence Enhanced understanding of municipal official on application of computer	N/A
29	On-the-Job Training to the Staff of Cleaning and Greening Department	3 rd Week of May 2011	Sheberghan Municipality	5	Improvement in cleaning and greening service delivery	N/A
30	On-the-Job Training to the staff of Cleaning and Greening Department	4 th Week of May 2011	Maimana Municipality	5	Improvement in cleaning and greening service delivery	N/A
31	English Language Training	10 July 2011 till 29 September 2011	Municipality of Faizabad	5	Capacity of municipal staff strengthened in English Language to operate computer	N/A
32	Intra-Provincial Municipal Network	August 2011	Kunduz provincial and its 6 district municipalities	13	Participatory Governance ensured	N/A
33	Computer Training	September 2011	Kunduz Municipality	2	Enhanced computer knowledge in Municipality	N/A
34	Training on Application of municipal databases (Revenue and correspondence)	September 2011	Kunduz Municipality	1	Improved revenue management practices in place Accelerated correspondence system in place	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
35	Auto CAD Training	September 2011	Kunduz Municipality and its Nahia offices	10	Engineering capacity of Municipality enhanced	N/A
36	Computer Training	September 2011	Department of Construction, Nahai and municipal central staff	53	Enhanced capacity of municipal staff in application of Engineering software in computer	No direct budget was allocate
37	Training on Internet Application	September 2011	Engineers and Nahia staffs	5+28	E-Communication established among municipal engineers	o
38	Orientation of Democratic Municipal Election at University	September 2011	University students and Municipality Committee	38	Enhanced understanding on ensuring democratic governance through democratic election	o
39	Introduction of Gozar Organization Concept	13 September 2011	Municipal Nahia staff and Kalanters	35	Improved governance through public involvement in decision making	o
40	Orientation on Gozar Profiling and Development planning	28 September 2011	Citizens representatives through Gozar Organization and Nahia staff	200	Enhanced understanding of citizen and Nahia staff on profiling and planning	o
41	Orientation on Business Survey	8, 17, 26 September 2011 and 4 October 2011	4 Nahia Offices (3, 8, 9 and 10) of Mazar-I-Sharif	74	Control over municipal tax object enhanced with completion of survey	N/A
42	Orientation on University – Municipality Committee functions	September 2011 / Mazar-I-Sharif city	Balkh University Students	40 (2 female)	Students understand the concept of the UMC and its functions	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
43	Orientation on Application of Revenue Database	15 till 21 September 2011	Municipality of Sari Pul	1	Improved control of municipal revenue collection and registering all relevant data in Database	N/A
44	On-the-Job Training on Monthly Reporting System	21-26 September 2011	Municipalities of Sari Pul	21	Accountability improved with establishment of monthly reporting system	N/A
45	On-the-Job Training on Monthly Reporting System	2 -4 October 2011	Municipalities of Aybak	20	Accountability improved with establishment of monthly reporting system	N/A
46	Orientation on Communication and Public Participation Action Plan and strategy	October 2011	University, Municipality, Communication Committee, and Civil Society Organizations	40	Municipality has Communication Strategy for this first time in history	0
47	Programme and Policy Procedures Training	29 November	Mazar-I-Sharif Municipality	15 male and 4 female	Increased capacity of municipal staff	N/A
48	Legal awareness Trainings	November 2011	Miamana	6	Legal awareness raised on safai regulations	0
49	Revenue Department Officials Introduced to Concept and Modalities of Programme and Policy Procedures, Good Governance and Municipal Legal Mandate on Safayi	12 Dec 2011	Sheberghan	5 Male	Enhanced capacity of municipal staff on safayi tax regulations, partnerships with private sector, and recognition of indicators of Good Governance	0
50	Legal Awareness Training	November 2011	Miamana	8	Legal awareness raised on good Governance	0
51	Training on Auto CAD Application	November 2011	Mazar-I-Sharif	6 Male and 1 Female	Technical capacity improvement	0

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
52	Training on Auto CAD Application	November	Maimana	2	Technical capacity building for construction department of Municipality	0
53	Training on Hygiene and Slide Waste collection	24 November 2011	Maimana	40	Awareness raised on hygiene education	720
54	Training on UMC Functions, Result-Based Management, Good Governance and Outreach	15 November	Mazar-I-Sharif	15	UMC Acquired development Plan	N/A
55	Training on Profiling and Planning Skills of GOs	12-15 Nov 2011	Mazar-I-Sharif	500 (450 M and 50 F)	Established Training of Trainers (ToT)	N/A
56	Training on Creation of GOs and Nahia Councils to Representatives of 3 Nahias in Sheberghan	25 Oct 2011	Sheberghan	66 Male	Enhanced capacity of Nahia offices and representatives of people from all Nahias on organizing Gozar organizations and democratic elected representatives at Nahia and Gozar levels	367
57	Computer and Internet Training	November and December 2011	Mazar-I-Sharif	50	Skills improvement in email, MS. Windows and MS. Word	N/A
58	Religious leaders and Influential elders of Sheberghan	12 Oct 2011	Sheberghan	60 Male	Established Network of Religious Leaders with Municipality. Enhanced knowledge and cooperation regarding Municipality activities.	803
Northeast						
59	Revenue Database Training	January 2011	Kunduz Municipality	1	Improved management of collection entries	N/A
60	On-the-Job Coaching on Collection of Safayi Tax from	January 2011	Kunduz Municipality	6	Increase in revenue collection of Municipality	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Government Entities					
61	Training Workshop on School-Municipal Committee and Localized School-Based Projects	9-10 –May,2011	Education Department, Municipality and Department of Information and Culture	23	Institutionalization of Public Participation in municipal affairs via school students	1,583
62	School-Municipal Committee Training	2 nd Week of May 2011	Taloqan Municipality and School-Municipal Committees	24 (6 female)	School based cleaning plans Enhanced understanding on citizen's obligation toward municipal services.	N/A
63	On-the-Job Training on Solid Waste Management System	2 nd March 2011	Kunduz Municipality	2 staffs of C&GD	Improved cleaning service delivery	N/A
64	On-the-Job Training on Revenue Enhancement	March 2011	Kunduz Municipality	8 municipal staffs	Increase in revenue collection and improvement in service delivery	N/A,
65	Municipal Public Accountability and Consultative Planning Session	25-25 April 2011	Taloqan, Provincial Governor, PC, Municipality, Line departments, representative of people, Civil Society Organizations, private sector, elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs	170	Brings Transparency and Accountability in municipal administration and give public a sense of ownership to the municipal programmes	5,000
66	Municipal Public Accountability and Consultative Planning Session	16- June,2011	Kundoz, Provincial Governor, PC, Municipality, Line departments,	171	Brings Transparency and Accountability in municipal administration and give public a sense of ownership to the municipal programmes	5,000

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
			representative of people, Civil Society Organizations, private sector, elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs			
67	Tax Mapping, Valuation and Records Management Comprehensive Training	November, 2011	Kunduz Municipality and its Nahia offices	14	Enhanced skills in property registration, mapping valuation and records management	N/A
68	Filing Management Training	November, 2011	Kunduz Municipality	11	Organizational capacity development	N/A
69	Training on Internet Usage and Email Exchange	December 2011	Kunduz	10	Individual capacity for application of net facility enhanced	N/A
70	Auto CAD Training	November, 2011	Kunduz Municipality and its Nahia offices and some society volunteers	10	Engineering capacity of Municipality enhanced	N/A
71	Computer Training	Ongoing	Municipal and Nahia staff	12	Office work will be facilitated by promotion of computer skills among 12 staff	N/A
72	Planning and Reporting	Ongoing	Municipal and Nahia staff	12	Knowledge of reporting will be increased among 12 staff	N/A
73	English language Training	Ongoing	Municipal and Nahia staff	12	12 people will improve their English language communication skills	N/A
West						
73	Database Training	23-26 January 2011	Municipality of Cheghcheran	3	- Computerized municipal correspondence archive - Computerized solid waste management	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
					performance measurement system	
74	Database Training	7-14 February 2011	Municipality of Farah	6	<ul style="list-style-type: none"> - Computerized municipal correspondence archive - Computerized solid waste management performance measurement system 	N/A
75	Establishing Municipal Network	27-28 January 2011	Herat provincial and 15 district municipalities of Herat	27	Networks established for knowledge and experience sharing	2,950
76	Teacher Training on Establishment of School-Municipal Committees	5-6 March 2011	Herat municipal officials and 10 high-schools (5 female high schools)	30 municipal officials and school teachers (9 Female)	<ul style="list-style-type: none"> - Change of students' mindset for democratic governance - Aware and cooperative citizens in municipal service delivery 	9,780
77	Teacher Training on Establishment of School-Municipal Committees	8-9 March 2011	Farah municipal officials and 2 high-schools (1 Female high school)	19 municipal officials and school teachers (6 female)	<ul style="list-style-type: none"> - Change of students' mindset for democratic governance - Aware and cooperative citizens in municipal service delivery 	1,843
78	LOA Staff Oriented on Joint Citizen-Government Initiatives/Partnership for Cleaning and Greening	3 rd Week of April 2011	The Municipality of Herat, LOA staff	3	Citizen demand driven municipal service delivery	N/A
79	On-the-Job Training to the staff of Cleaning and Greening	3 rd Week of April 2011	Qalai Naw	5	Improvement in cleaning and greening service delivery	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Department					
80	Comprehensive Training Workshop on Safayi Tax Administration System	11-30 May 2011	Herat Municipality	24	Trained staff on tax mapping operations and related records management work and conducted 2 Gozar of 4 th District the property inventory for revenue enhancement and management purposes.	N/A
81	Safayi Tax Administration Introduced in Farah Municipality	May 2011	Farah Municipality	1	Expanded control over properties in the municipal jurisdiction	N/A
82	On-the-Job Training to the staff of Cleaning and Greening Department	3 rd Week of May 2011	Cheghcheran Municipality	5	Improvement in cleaning and greening service delivery	N/A
83	Training on Improvement of Solid Waste Management to Reduce the Number and Regularize Collection; Agreement Made with Businesses in Qala-e-Naw to Install Garbage Bins)	4 th Week of June 2011	Qala-e-Naw Municipality	6	Redudction in waste collection points to reduce the number and regularize collection; Businesses in Qala-e-Naw agreed to install garbage bins	N/A
84	Training on School-Based Programme	11 – 12 July 2011	Qala-e-Naw Municipality, schools, and dept. of Info... and two high-schools	19	Enhanced capacity of municipal officials on youths' engagement in municipal affairs	N/A
85	On-the-Job Training on Solid Waste Management and	July 2011 and August 2011	Municipal officials of Cheghcheran	12	Effective solid waste management service delivery	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Revenue Enhancement		and Qala-e-Naw		Result based revenue management	
86	On-the-Job Training to the Administration Department of the Municipality	September 2011	Cheghcheran Municipal officials	6	Improved administrative service delivery Enhanced capacity of municipal staff on effective service delivery	N/A
87	Business Survey Training	December 2011	Farah Municipal Officials	12	Technical skills of municipal officials enhanced	N/A
88	Training on Internet Browsing and Use of Internet	October 2011	Farah	18	Knowledge of 18 municipal staff enhanced in use of internet and municipal departments connected with IDLG they are sending their reports to IDLG by their Self.	0
89	Training on profiling and planning skills of GOs	December 2011	Farah	67	20 GO profile prepared	0
90	Public Private Partnership Training	Herat, 25 October	Municipality staff	20	Participants trained in Public Private Partnership	N/A
91	Good Governance Training	Herat, 25 October	Municipality staff	20	Participants trained in IDLG Indicators for Good Governance	N/A
92	Sub-National Policy Training	Herat, 25 October	Municipality staff	20	Participants trained in Sub-National Policy	N/A
93	SMC Training in Chighcheran	25 November	Chighcheran	40	Enhanced capacity of SMC members in effective operations of SMC in outreach, governance and solid waste management.	N/A
94	Public Service Excellence Training for Municipal Officials	24 November	Chighcheran	10	Improvement in the service delivery attitude of municipal officials	No cost

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	of Chighchiran					
95	Nahia Councils Training Workshop	22 November, Herat	7 th and 10 th Nahia councils members	26	Participants trained in City council policy, public outreach, Communication, and Planning	533
96	School-Municipal Committees & University Municipality Committee Training	22 November, Herat	10 Schools and one University Committees' members	42	Participants trained in Municipality, public outreach, and Planning	1,382
97	Nahia Councils Training Workshop	December 7, Herat	9 th Nahia councils members	34	Participants trained in City council policy, public outreach, Communication, and Planning	612
98	Introducing the Herat Municipality Strategies to Partners and Stakeholders	14 December, Herat	Municipality managers, private sector, governance officials and NGO representatives	30	Capacity Development plan, revenue enhancement and Communication Strategy introduced to participant	N/A
99	Herat Municipal and Governance Development Commission First Meeting	21 December, Herat	Mayor, commission member from PC, Government department, civil society, Nahia council Rep. and Nahia managers	25	Participants informed on the Gozar organization policy and the importance of such commission in municipal affairs	N/A
100	Public Service Excellence	November 2011,	Municipal officials	12	Municipal official equipped with customer	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Training	Herat	of Cheghcheran		service skills	
East						
101	Orientation on Municipal approach	20 January 2011	Eastern region municipalities through their LoA staffs	5 participants	Enhanced understanding of the municipal approach	50
102	Orientation on ASGP II and AWP for 2011	2nd and 3rd March 2011	Municipalities of Nangarhar, Mehtar-lam and Asadabad through their LoA staffs Nangarhar	21 Participants	- Good understanding of UNDP - ASGP mission and objectives - Enhanced capacity in proper planning	3591
103	Comprehensive Training Workshop on Safayi Tax Administration System	30 April up to 18 May 2011	Jalalabad Municipality	14	Understanding and the methodology and technical aspects of tax mapping	NA
104	Municipal Public Accountability and Consultative Planning Session	3 rd Week of May 2011	Mehtarlam, Provincial Governor, PC, Municipality, Line departments, representative of people, Civil Society Organizations, private sector, elders, UNAMA, Donor Community, Mullahs, INGOs and NGOs	100	Bringing transparency and accountability in municipal administration and give public a feeling of ownership to the municipal programmes	1040

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
105	On-the-Job Training for Revenue and Cleaning Officers	4 th Week of May 2011	Asadabad Municipality	2	Improved revenue collection and cleaning service	N/A
106	Safayi Tax Administration Introduced	May 2011	Mayor Mehtarlam Municipality	1	Expanded control over properties in the municipal jurisdiction	N/A
107	On-the-Job Training to the Staff of Cleaning and Greening Department	3 rd Week of May 2011	Mehtarlam Municipality	5	Improvement in cleaning and greening service delivery	N/A
108	Revenue management and collection Training	November, 2011	Nangarhar provincial & district municipal officials	21	Revenue enhancement Action Plan and strategy prepared for 10 district municipalities plus Jalalabad	1731
109	Programme and Policy Procedures and effective file management	December 2011	Jalalabad, Thorkham and Ghanikhil	40	Effective File Management and Programme and Policy Procedures	100
110	Revenue database Application Training	October 2011	Jalalabad	3	Revenue Database application	0
111	Training on internet Usage and Email Exchange	November/December 2011	Jalalabad	5	Basic Internet Surfing (Email, opening a website .. etc)	0
112	Training on Auto CAD Application	November/December 2011	Jalalabad	6	Auto Cad training	0
South						
113	Orientation on Application of Correspondence Database	3 rd Week of May 2011	Lashkar Gah	4	Usage of database in offices enhanced	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
114	Orientation Session Provided to LOA staff of Kandahar, on Revenue and Solid Waste Management Improvements	3 rd Week of June 2011	Kandahar Municipality	2	Municipal revenue, cleaning and greening departments supported in better planning and implementation in the area of revenue and solid waste management improvement	N/A
115	Orientation session provided to LOA Staff of and Qalat on Revenue and Solid Waste Management Improvements	3 rd Week of June 2011	Qalat Municipalities	2	Municipal revenue, cleaning and greening departments Supported in better planning and implementation in the area of revenue and solid waste management improvement	N/A
116	Orientation Session Provided to LOA staff of Lashkargah on Revenue and Solid Waste Management Improvement	3 rd Week of June 2011	Lashkar Gah Municipality	1	Municipal revenue, cleaning and greening departments supported in better planning and implementation in the area of revenue and solid waste management improvement	N/A
117	Training on Improvement of Solid Waste Management in Tarin Kot to Reduce the Number and Regularize Collection;	4 th Week of June 2011	Tarin Kot Municipality	5	Reduction in waste collection points in Tarin Kot to reduce the number and regularize collection;	N/A
118	Training on Improvement of Solid Waste Management in Kandahar to Reduce the Number and Regularize Collection; Agreement Made with Businesses in Qala-e-Naw to Install Garbage Bins)	4 th Week of June 2011	Kandahar Municipality	8	Reduction in waste collection points in Kandahar to reduce the number and regularize collection;	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
119	Training: Basic Computing Skills	November	Tarin Municipality Kot	3	Enhanced the capacity of municipal staffs on basic computer hardware and software use.	N/A
120	Orientation Workshop on School- Municipal Committee (SMC) Workshop	December 2011	Kandahar Municipality, Education Directorate and Information Culture Directorate.	30	Raised the awareness of youth/high-school students of seven schools on the importance of their role and responsibilities in keeping their city clean & healthy; and also on the role & responsibilities of Municipality in their city.	N/A
121	Training on "File Management" in an Office Environment	November	Tarin Kot	3	Raised municipal staff's capacity on how to manage file system in their office. This has improved the client-respond time of the Municipality of Tarin Kot.	N/A
122	Training on "Property Registration Processes"	December 2011	Lashkar Gah	10	Enhanced the capacity of municipal staff on the process of business/property registration.	N/A

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

Annex IV: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
1	Implementation of the new organizational structures in provincial and district governors' offices may be impeded by insufficient available local qualified staff	28 February 2011	Societal	Impact=5 Probability=3	Develop special salary arrangements to attract qualified staff, particularly in less developed provinces, such as a civil servant relocation	Regional Teams	Regional Teams	30 December 2011
2	Devolution of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption	March 2011	Financial	Impact=5 Probability=3	Enhance internal and external audit mechanisms and regularly conduct audits of provincial governors' offices; Strengthen UNDP Regional Offices by June 2011 with international operations managers and ensure implementation of a 'double signature' policy for all direct UNDP disbursements to provinces; Strengthen provincial	ASGP Kabul	31 March 2011	Still relevant as of end of 2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
					council oversight of the provincial budget			
3	Inadequate monitoring and evaluation SOPs may significantly reduce the positive effect of the introduction of new management procedures and practices in provincial and district governors' offices	Organisational	March 2011	Impact=5 Probability=3	Establish minimum performance standards in provincial and district governors' offices based on the operating manual and support IDLG in monitoring organizational and individual compliance	ASGP Kabul	31 st March 2011	Still relevant as of end of 2011
4	Development of Provincial Strategic Plans may be hampered by insufficient available local capacities	Societal	Last quarter of 2010	Impact=5 Probability=3	Introducing PSP through introductory workshops with presentations in Dari and Pashtu, including follow-up monitoring visits to Provincial Development Committees, and District Development Committees as needed	IDLG	31 st March 2011	Still relevant as of end of 2011
5	Women may be prevented from joining Afghan civil service due	Societal	March 2011	Impact=5 Probability=3	Organize special civil	IDLG/ Civil Service Commission	15 March 2011	Still relevant, ASGP is to explore opportunities in 2012,

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
	to lack of qualification, local cultural traditions, harassment and inadequate working conditions				service recruitment campaigns targeting women candidates; Establish minimum working standards for female employees in sub-national government entities, encourage their compliance with such standards and introduce gender audits Expand the number of provincial internship programmes to attract qualified staff to the civil service, especially young women	(CSC)		leading to increase in the recruitment and retention of women under the LoA modality, as well as encourage PGO/DGO and municipalities in improving accommodation and hiring conditions of female staffs.
6	Popular legitimacy and effectiveness of provincial and district councils may suffer significantly, unless the Provincial Councils are empowered to make a meaningful	Political	Second half of 2010	Impact=5 Probability=1	Encourage the government to implement legislation empowering elected councils as soon as possible; Actively engage PC in provincial strategic	ASGP Kabul/IDLG	15 March 2011	Still relevant as of end of 2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
	contribution in policy making, planning and monitoring / evaluation of development programmes				planning and M&E efforts, such as "GOFORGOLD".			
7	Effectiveness of district councils is likely to be affected by insufficient capacity of councilors' and inadequate internet access/ICT equipment, while the extensive number of councils in need of capacity development will make Capacity-Development a time- and effort consuming Process	Organisational	Second half of 2010	Impact=5 Probability=5	Develop a training programme for district councils well before the elections and identify partners to expedite delivery of this programme once the councils are installed	Regional Team and ASGP Kabul	1 st March 2011	Still relevant as of end of 2011
9	Smooth functioning of provincial and district councils as collective bodies may be hampered by the only recent establishment of the PC institutions, their mandate and their responsibilities and	Organisational	First quarter of 2010	Impact=5 Probability=5	Develop DC rules of procedures (SOPs) Enforce implementation of the PC and DC rules of procedure and strengthen control over their implementation	IDLG and Regional Team	1 March 2011	Still relevant as of end of 2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
	insufficient understanding among the members of the mandate, responsibility and duties				through PCRCD, IDLG			
10	Attempts to strengthen the role of provincial and district councils, particularly their oversight powers, may encounter opposition of sub national government entities	Political	First quarter 2011	Impact=5 Probability=5	Encourage sub-national government entities, especially PGOs and DGOs, to cooperate with PC and DC and consider responsiveness to PC and DC interventions when evaluating performance of sub-national government entities	Regional Team and IDLG	15 March 2011	Joint outreach and monitoring mechanism are being established by PC and PGOs along with line ministries in the second half of 2011.
11	Stakeholder concerns/credibility issues may materialize in respect to timely meeting of ASGPs/UNDPs planned output deliverables, as per Project Document. This is a risk if insufficient immediate progress is visible (due	Strategic	February 2011	Impact=5 Probability=5	Develop a stakeholder communication plan to timely keep stakeholders informed at all times on ASGP progress toward short-term and long-term results Improve ASGP M&E system by strengthening the	Regional Team	15 February 2011	Still relevant as of end of 2011. Mitigating measure includes the establishment of the quarterly UNDP/ASGP Provincial Board Meetings across Afghanistan was being introduced as of April 2011.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
	to the long-term nature of ASGP's institutional capacity development Process) to stakeholders.				M&E framework and adopting a more provincial level led approach Mitigating also measure include the establishment of the quarterly UNDP/ASGP Provincial Board Meetings across Afghanistan to discuss opportunities and constraints impeding the progress of UNDP/ASGP programme deliverables			
12	Political interference in LOA staff recruitment. Political interference from various quarters at the provincial level on the recruitment of LOA staff can have adverse impact on the results	30/08/2011	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	ASGP is supporting the IDLG, the PGO and municipalities by sharing in LoA staff recruitment process across Afghanistan as of third quarter of 2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
13	Risk of Frequent occurring unavailability of t PC members may not be conducive in ensuring an adequate contribution to policy making, planning and monitoring / evaluation of development programmes	NA	Political	Probability=4 Impact=4	Actively engage PC in provincial Strategic Planning and M&E efforts, such as GOFORGOLD	ASGP Eastern Region	Gulzai,15 August 2011	Provincial Monitoring Teams are being gradually introduced together with M&E planning tools across the provinces.
14	Implementation of the programme activities in NER may be adversely affected by lack of international UNDP presence in the region as well as insufficient availability of qualified local staff	June/July 2011	Security	Probability=5 Impact=5	Hire qualified local staff and provide training in order to implement activities in NER	Regional Team	July 2011	ASGP is conducting regular monitoring visits from Mazar-I-Sharif, as well as email and frequent telephone conversations with the affected NER provinces as an act of mitigation as of July 2011
15	ASGP/Central Region Team may not be able to regularly visit and Conduct its activities adequate monitoring visits to Logar Province due to security issues	20 September 2011	Security	Impact =4 Probability=4	Recruitment of the additional qualified staff and increase the number of LoA staff based on the provincial need is required;	ASGP/Central Region	31 December 2011	(Situation in Logar Province, has not changed substantially as of end of 2011(as only a Budgeting and Finance Specialist) is available.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted, Updated by	Last Update
	and lack of qualified LoA staff in provinces				Refreshing training is required to al LoA staff to be conducted in Kabul.			

Annex V : ISSUE LOG

Project Title: Afghanistan Sub National Governance Programme II

Award ID:

Date: 31 December 2011

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
1	Approval of AWP 2011	31/03/2011	The delay in the approval of the AWP will have adverse impact on the Programme delivery	High	October 2011	RPM	All
2	Approval of 2011 procurement Plan	30/06/2011	The delay in approval of the procurement Plan will have impact in programme delivery, especially in implementation of LoA with few and appropriate equipment/tools for PGO, DGO and LoA staff.	High	October 2011	RGS (central Region)	All
3	Salary of LoA staff is processed late	30/06/2011	LoA staffs receive their salary late every month, sometimes up to three months late. This has an adverse impact on their motivation	Medium	October 2011	RGS (central Region)	All
4	Approval of IDLG for project activities	30/06/2011	In Quarter 2, when LoA staff wanted to implement activities, in the case Logar and Parwan, they requested the approval for these activities, by submitting an activity proposal to IDLG. However, they did not receive permission from IDLG to go ahead, nor did they receive feedback on the proposal	Low	Issue still not resolved as of end 2011	RGS (central Region)	Central Region
5	Programme	29/09/2011	Delay in LOA implementation has adverse effect on Programme implementation	High	Resolved as of October 2011	RPM	West
6	Programme	1/09/2011	IDG needs to provide PGO/LOA staff members clear direction and Afghan financial management procedure for usage of the funds, to be disbursed in	High		RPM	West

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
			the fourth quarter of the year				
7	ASGP/Central Region Team is not able to regularly visit and conduct its activities in Logar due to the security issues, and insufficient number of qualified LoA staff in provinces (except one Budgeting and Finance Specialist)	20 September 2011	<p>Recruitment of qualified staff and increase the number of LoA staff based on the provincial need is required.</p> <p>Refresher training is required for all LoA, staff to be conducted in Kabul.</p>	High	Still an issue as of end of 2011	ASGP/PGO/IDLG	Central Region
8	Operational	1/10/2011	National financial staffs working for the respective areas are to be provided orientation and training for project implementation, especially under the LOA.	High	Pending	RPM	West
9	Recruitment of LoA Staff	20/12/2011	Based on LOA agreement we announced LOA position in Western Region but based on the UNDP/ASGP meeting with IDLG in Kabul the process of recruitment stopped, it will be effect on programme implementation	High	Issue	RPM	West
10	Provincial Government relation to ASGP	20/12/2011	The delay in LOA operationalization and transfer LOA funds has created discontent from Governor and PGO. Bamyan is the first province, which signed	High	Issue	PRM	Central

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
			a LOA in April 2011 and yet LOA fund did not arrive. It is seen as a low capacity of ASGP project.				
11	Delay in LOA operationalization has created a negative impression on ASGP PG in both Bamyan and Daikundi Province	December 2011	Communication Strategy	Medium	LOA operationalization has been prioritized in ASGP Kabul as well as UNDP country office.	ASGP management and UNDP CO	Central Highlands
12	Management	July 2011	Technical Specialist was not able to work in NER office as per security requirement. The security concerns were not to allow accommodation of the only international female staff in Guest House and therefore the Technical Specialist was in Kabul and affected implementation of activities in NER. Many attempts were made to secure accommodation of the technical specialist in UNAMA compound or PRT in Kunduz but were not successful.	High	No changes	RPM	Northeast
13	Programme	25 September 2011	Provision of internet access to Daikundi PGO, PC and Bamyan PC, assisting in Capacity Development Plan, monitoring Plan and database need to be accelerated.	High	None	RPM	Central Highlands
14	Approval of Activity proposals	26 July 2011	The delay in the approval of the Activity proposals with IDLG bottleneck will have adverse impact on the programme delivery	High	Improving	RPM	All regions
15	Staffing	20	Insufficient staffing and long-	High	None	RPM	All regions

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
		September 2011	intricate process of staff recruitment will cause delay in programme delivery				
16	Operational	12 March 2011	National staffs working for the respective areas are to be provided orientation and training for project implementation, especially under the LOA.	Medium	LoA staff and trained and coached on a regular basis	RPM	North
17	Approval of AWP 2011	31 March 2011	The delay in the approval of the AWP will have adverse impact on the Programme delivery	Low	Plans revised and approved and now been implemented.	RPM	North
18	Provincial Board Meeting	31 March 2011	Organizing Provincial Board meeting without adequate staff to follow up will have negative impact amongst the Provincial Governors	low	Two rounds of Provincial Board Meeting completed since then.	RPM	North
19	Transfer of LOA funds	15 August 2011	Delayed transfer of LOA funds based on the AWP can have negative impact on the results	High	LOA fund transferred	RPM	North
20	Standard Operating Procedure for LOA operations	15 August 2011	Delaying in finalizing the SOP for the operation of the LOA may create confusions and will have severe accountability challenges	High	SOP yet to be approved	RPM	North
21	Approval of 2011 procurement Plan	30 June 2011	The delay in approval of the procurement Plan will have impact in programme delivery, especially in implementation of LoA with few and appropriate equipment/tools for PGO, DGO and LoA staff.	High	Approved only by October 2011	RGS (central Region)	Central
22	Salary of LoA staff is processed late	30 June 2011	LoA staffs receive their salary late every month, sometimes up to three months late. This has an impact on their motivation	Medium	Still an issue as of end 2011	RGS (central Region)	Central
23	Approval of IDLG for project activities	30 June 2011	In Quarter II, when LoA staff wanted to implement activities, which was the case in Logar and Parwan, they	Low	Still an issue as of end 2011	RGS (central Region)	Central

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
			requested the approval for these activities, by submitting an activity proposal to IDLG. However, they did not receive permission from IDLG to go ahead, nor did they receive feedback on the proposal				
24	Provincial Board Meetings	30 September 2011	Security restriction may affect our provincial board meeting in Logar Province.	High	Still an issue as of end 2011	RGS (central Region)	Central
25	Security in the Central Region	27 September 2011	In the last quarter, the security in the Central Region deteriorated. There was an attack on the Provincial Governor Office of Parwan on 14 August 2011 in which our LoA staff were fortunately not severely injured. In August 2011, there was a suicide attack in Mahmood Raqi on 15 July 2011 in front of PGO office. ASGP Central Region staffs are also Moreover, ASGP staffs are frequently advised for security reasons, not to travel to Logar Province.	High	Issue	RPM (Central Region)	Central
26	Implementation of LoA	27 September 2011	So far the LoA in the provinces, including the opening the bank accounts, has not been implemented yet. The LoA staff who will be the signatories for the bank accounts have not yet been trained in how to manage the bank accounts.	Low	Issue resolved in December 2011 in respect to LoA accounts opening	RPM (Central Region)	Central
27	Operational	June 2011	Since June 2011, the regional office operates with minimal staff. The immediate need for additional staff to support the operation of the office must be addressed.	High	No changes as of end 2011	RPM	Northeast
28	Programme	December 2011	Provision of internet connection facilities	Medium	Issue still	RPM and PC	Across Afghanistan

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
			for approx 80 % PC and DGOs is considered essential for coordination between them in area of provincial planning process and strengthening and promotion of E governance and institutional Capacity Development.			Coordinator in Kabul	
29	Implementing partners lost	During the year 2011	Ahmad Wali Karzai, Mayor, Deputy Mayor, Deputy Governor, dDirector of Haj Department, The Police Chief, ANBDP Admin officer, and 3 Municipality officials were killed	High	Issue	RGS	Kandahar South
30	Parwan PGO is suffering from lack of space and equipment, Including the recruitment of new staff in HR Department are not taken place (due to a complex attack, 17 PGO staff were killed and the building has been destroyed).	14 August 2011	New staff will be recruited by PGO and IDLG to HR department Some equipment will be purchased to LoA staff to assist the PGO in finance, human resources under the LoA signed work plan and transferred fund	High	The building required construction and PGO start discussion with IDLG and donors to find the resources for construction and refurbishment of the PGO of Parwan, including recruitment of the new staff.	IDLG, PGO, ASGP	Parwan, Central Region
31	Operational	13 July 2011	Insufficient Loa staff to implement all activities in all six provinces of the Central Region	High	Prioritize selected activities and focus on these activities	Still an issue	ASGP Central Region

ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author	Specific Location
32	Operational	September 2011	Delay in LOA operationalization (Both in Bamyan and Daikundi) In Daikundi, Azizi Bank branch is not available and LOA funds yet to be transferred.	High	Slow implementation and less deliverables in Daikundi and to some extent in Bamyan	The ASGP Operations Manager as of third quarter 2011 has resolved issue. Regional office suggested CO and project operation team to open an account with Kabul bank for Daikundi	RPM/Bamyan, Dai Kundi,
33	Organizational / management	14 August 2011	Parwan PGO is suffering from insufficient space and equipment, Including the recruitment of new staff in HR Department are not taken place (due to the attached, five HR staff were killed and the building has been destroyed).	Medium	New staff will be recruited by PGO and IDLG to HR department; Some equipment will be purchased to LoA staff to assist the PGO in finance, human resources under the LoA signed work plan and transferred fund.	IDLG, PGO, ASGP, 30 September 2011 Still an issue as of end of 2011	Parwan, Central Region