

AFGHANISTAN SUB-NATIONAL GOVERNANCE PROGRAMME II



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SECOND QUARTER PROJECT PROGRESS REPORT 2012



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PROJECT INFORMATION

Award ID:	00058922
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CPAP Component:	The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
ANDS Component:	Governance, Rule of Law and Human Rights
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FOREWORD

A recent internal UNDP report noted, *“Effective and participatory governance at the subnational level is a fundamental requisite of Afghanistan’s development agenda. It is also a critical component in promoting sustainable peace, stability and development in Afghanistan”*.

The ASGP Project is working to develop the governance capacity of Afghan staff and politicians **working in subnational governance structures in all 34 of Afghanistan’s provinces. These structures** include the offices of Provincial Governors, Mayors and the governance activities of Provincial Councils. The months of April, May and June 2012 saw significant deliverables in all Output classes of the ASGP Annual Work Plan. They are also aligned with the goals and objectives of the **Afghanistan National Development Strategy (ANDS)**. ASGP’s delivery aims to ensure that;

- (1) National systems, procedures and legal frameworks to implement, coordinate and monitor sub-national governance policy are in place by 2014.
- (2) a) **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**
 - b) Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014.
- (3) Democratically elected municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014.

In formulating the Work Plan to implement these targets, ASGP based our methodology on **UNDP’s core commitment to build capacity. We understand that capacity development must be** based on the principle that people are best empowered to realize their full potential when the means of development are sustainable. UNDP acknowledges our Government of Afghanistan partner, the Independent Directorate of Local Government (IDLG), and compliments them on the progress they have made in strengthening their Institutional capacities. We thank our donors to the ASGP Project, the EU, Japan, Italy, Australia, and Switzerland for their continued support.

EXECUTIVE SUMMARY

In the second quarter of 2012, the ASGP Project strengthened its support to the Government of Afghanistan by providing more focused financial support for our central partner, the Independent Directorate of Local Governance (IDLG). Engagement activities were expanded supporting Provincial Councils' and increased the number of Municipalities to 21, where the ASGP Programme directly supported various kind of technical support.

A new agreement was negotiated with IDLG, which resulted in a commitment by UNDP to resource 87 National Technical Advisors (NTAs) for 2012 to provide essential capacity support for IDLG. IDLG have given a clear commitment that these staff will be working toward implementation of the National Priority Programme 4 (NPP4), training IDLG Tashkeel staff to strengthen their professional skills, and will provide regular reporting on their deliverables.

Support for Provincial Councils included embedding two ASGP staff fulltime into the Provincial Council Directorate of IDLG, funding and technical support for a conference in Mazar-I-Sharif, where inter-linkages were established for an integrated approach to peace issues between Provincial Council Chairpersons and Provincial Peace Council Members

The Municipal Component of ASGP has expanded the number of Municipalities that are being directly supported by ASGP. In the second Quarter of 2012, these included Nili, Sari Pul, Aybak, Faizabad, Taloqan and Charikar.

Other activities of the Municipal Component resulted in sharing municipal best practices among a range of municipalities, organizing and funding learning sessions on public/private partnerships, facilitating community and other stakeholder discussions around the draft Municipal Law, establishment of Youth Advisory groups and the development of municipal websites to assist in community information access.

ASGP developed a new Strategic Plan to expand **the Programme's regional presence with the advertisement and shortlisting of regional governance advisors for Jalalabad, Kunduz, Kandahar and Mazar-I-Sharif.** In addition, work has begun on supporting a Communications Plan for IDLG improving donor awareness **of IDLG's activities.**

In the next Quarter, ASGP plans to place international governance advisors in our regional offices in Kandahar, Jalalabad, Mazar-I-Sharif and Kabul. These enhanced regional teams will also have additional national staff appointed **to strengthen the delivery of ASGP's regional programme.**

I. RESULTS

A. OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor sub-national governance policy are in place by 2014

Initiatives contributing to Output 1, supporting the long-term capacity development of IDLG staff were launched in Q2. These included:

Capacity Development Support to IDLG in Q2, 2012

The need for focus on capacity development is recognized in NPP4 (National Priority Programme for Local Governance). ASGP has continued integrating capacity development in all its outputs and deliverables in implementing its work programme at IDLG. Through Output 1 of ASGP, the programme aims at developing the human resource and sub-national governance capacities in IDLG at Central Level, by strengthening the IDLG Capacity and Institutional Development Directorate (CIDD) in formulation of capacity development initiatives in e-governance entities at the sub-national governance level more effective.

Pillar 1: Selected Highlights of Results Produced in Q2

- Capacity Building for Results (CBRF): A learning-session was organized on 10th June 2012 for the senior management of IDLG to provide an understanding of the Capacity Building for Results (CBRF) programme. The Deputy Minister, Policy, Basir Saber chaired the session, and it was attended by general directors, directors and senior advisors to IDLG.

Issues included the objectives of the CBRF, its various components, the proposed cadre of civil servants, tier structure of ministries and implementation modality. . The session resulted in an improved understanding by the IDLG senior management of Government of Afghanistan and the **Ministry of Finance's vision of Capacity Development**. This awareness focused on the opportunities provided by administrative and structural reforms.

- ASGP embedded staff facilitated that thirteen District Governors and two IDLG employees went to India on April 25th, 2012, and received fifteen days training as part of the first course under the training partnership funded by the Indian Government, which is designed to lift the administrative and technical skills of Afghan District Governors. The topics covered included Norms, characterizing Good Governance, Leadership and its Role in Administration, Effective Communications, Public Administration, Rural Development, Change Management, the role of the Civil Service, Urban Governance and Solutions for Challenges, and Risk Management.

- ASGP embedded staff facilitated the conduct of twinning arrangements with regional countries: An exposure visit was organized for a delegation from



Figure 1: Twinning Arrangements: IDLG delegation led by H.E. D.G IDLG meets with H.E Minister, Ministry of Panchayati Raj, India. Photo Credit: ASGP

IDLG led by Director General Abdul Khaliq Farahi to India in May 2012. The other members of the delegation included the Deputy Minister Policy, Farid Mamundzay, and the General Director for Human Resources, Azizullah Qazikhail. The objective of the trip was to hold discussions with various partner ministries/organizations in India for implementing the Twinning Arrangements, **under the memorandum of understanding on ‘cooperation in Local Governance**, agreed between the Government of Afghanistan and the Government of India.

IDLG, in its continued efforts to better serve the local populations across provinces, public administration and basic services delivery through enhanced capacity and ensure compliance with the sub-national policy formally launched the training series titled “Provincial Training Programme (PTP) – Indo Afghan partnership for strengthening Sub National Governance in Afghanistan”. Along with chairing the launching ceremony, the Director General of IDLG also met with the Indian Minister of Panchayati, Raj, and his team of officials, where suggested measures for strengthening capacities of Provincial Councils in India were a major component of the meeting agenda. The delegation visited a Gram Panchayati in the Gurgaon District of Haryana State. Projects managed by the Panchayat were visited. Discussions held included information on the modality used for financial devolution to the Panchayats. A visit to the New Delhi Municipal Council (NDMC) included discussion on where possibilities for capacity development, supported by NDMC, could assist municipalities in Afghanistan

- Training of Deputy Governors by France was another international linkage supported by ASGP. The Capacity Development and Institutional Directorate (CIDD) was funded by ASGP to hold an assessment workshop on 11th June 2012, following the recently concluded training programme for Deputy Governors from seven provinces in Paris. H.E. Director General Abdul Khaliq Farahi chaired the session. Others present included the Deputy Minister of IDLG, the General Director and directors of IDLG, representatives from the Development Cooperation units of the French and Indian Embassies and Deputy Governors from ten Afghan provinces.



Figure 2: PTP series launch: Participants of PTP1 at the end of the course, with H.E. D.G IDLG and Chairperson IIPA. Photo Credit: ASGP

- ASGP staff at IDLG was requested by IDLG senior management to prepare a “**Note on the Legal Basis of IDLG’s Mandate**” to lead subnational governance in Afghanistan. The details presented in the note included: the legal basis for creation of IDLG (the Presidential Decree); the transfer of functions from the Ministry of Interior; streamlining the roles and responsibilities of IDLG in formulating and developing sub National Priority Programme 4.

Below is a snapshot of where ASGP is in relation to its annual targets after Q2:

Table 1: Output 1: Q2 2012 Progress

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Q3	Q4	Comments
(1) Legal and regulatory framework for Sub-national Governance (SNG) inadequate for purpose	(1) PC law, DC law, municipal council law, law on local governance, Village Council law drafted	100%	80%	100%	100%	Not on track: Participatory consultation process of the PC's has taken longer than expected. These measures are back with parliament and anticipated to pass by the end of 2012.
(2) Baseline capacity is assessed to be 1.96 on a scale of 1 to 4.	(2) Capacity assessment score increased to 2.4	80% of a 2.4 score	80% of a 2.4 score	90% of a 2.4 score	90% of a 2.4 score	On track: Capacity Assessment of IDLG central was conducted in Q2. This was the second CA after 2011. Targets have also been established
(3) SNG policy approved. All Provincial Council (PC) members and about one-third of the key Provincial Governor Office (PGO) / District Governor Office's (DGO) officials have received introductory orientation	(3) SNG policy published and available in public domain; Introductory and advanced level of orientation / awareness created among all PC, PGO/DGO key officials	50%	75%	100%	100%	On track: As, IDLG previously in 2011 developed a web site that is suitable for posting the SNG. ASGP legal plans on visiting numerous PC's in the coming quarter to assist the PCs develop rules of procedure consistent with best practices, and considering the unique nature of each PC

1. FINANCIALS

During Q2, a total of USD 670,403 was spent for this output out of a total annual budget allocation of USD 2,084,636, i.e. approximately 32 percent of the entire allocated annual budget. For additional details, please look at Annex 1 and Annex 2.

2. RISKS/ISSUES

The on-going uncertainty of funding and the slow progress in renegotiating the Central LoA (Letter of Agreement) between IDLG and UNDP has created considerable tension between IDLG and UNDP. In addition, IDLG has received a significant amount of political pressure from some Governors and Mayors as provincial bank accounts and staff recruitment have been frozen during this period. Mitigation include holding of joint working sessions with IDLG counterparts, on solving any unresolved issues in Q2 and Q3.

Due to the negotiation on the Central LoA overhaul, staff salaries for many LoA staff have not been paid and this has led to the loss of some skilled LoA staff leaving IDLG. Non-payment of salaries for over three months has no doubt also created some personal distress for affected individuals.

Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, IDLG is currently unsustainable. ASGP is working with donors and the Government of Afghanistan to address financial sustainability; this remains a problem in all Afghan ministries.

3. FUTURE PLAN

A series of training and exposure visits are planned for Provincial Council Members to the Panchayats (counterpart organization to the Provincial Councils in India) during 2012. This is based upon the related training proposal developed in the previous reporting period. Skills and capacities broadly related to enhance monitoring out-reach as well as basic capacity skills development related to public administration and good management services, good governance, and ICT are to be further enhanced among PC members.

Continued support to the development of IDLGs' gender mainstreaming initiative and encourage its adoption across Afghanistan in 2012;

ASGP senior management will continue the negotiation process with IDLG to resolve the outstanding funding and related SOP issues around the Central and Provincial LoAs;

ASGP will work with Dfid, USAID, the Government of France and other international donors to **determine the best process for making IDLG's funding on budget and sustainable.**

B. OUTPUT 2A: **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 Q2, ASGP continued to support the PGO/DGO quarterly action plans, as well as general initiatives contributing to overall progress in line with the ANDS. ASGP supported both the planning and the implementation capacity of these sub-national entities through a number of initiatives, and funding support

Over 80 ASGP technical specialist staff supported PGO/DGOs either directly via seven regional office hubs, servicing 23 provinces, or through Kabul based staff serving the 11 provinces not currently serviced by regional ASGP staff. In addition, approximately 200 technical specialist LoA staff are funded and supported by ASGP. This staff is embedded in the sub-national governance entities across all 34 provinces of Afghanistan. The ASGP funded LoA staff are supporting the implementation of ASGP programmatic outputs, as per the annual work plan by providing enhanced technical expertise, as well as conducting capacity development trainings, and supporting planning, and oversight of public services delivery, as well as generally strengthening PGO/DGO entities capacity-wise.

Status of Provincial LOAs Implementation

ASGP has stepped up its efforts, in encouraging the PGOs engagement through the Letter of Agreement modality. Thirty-four PGOs, now since the implementation of the LoAs have the opportunity to independently plan and better implement activities meeting their specific provincial needs, thereby contributing to enhanced local popular legitimacy. This has been made possible as:

- A comprehensive agreement was reached with IDLG on implementing provincial level activities, and hiring embedded specialists through the provincial LOAs, honouring the commitment to local ownership and leadership by Provincial Governors;
- IDLG appointed an experienced accountant as the ASGP LOA Manager;
- The Standard Operating Procedure (SOP), which was drafted in 2011, was revised with inputs received from IDLG and the UNDP Country Office. It will be formally rolled out during Q3, 2012;
- Guidance was provided jointly in collaboration with IDLG to the PGOs and Municipalities for preparing proper documentation for liquidating previous advances in the provincial bank accounts funded by UNDP;
- Resource envelopes for new advances were determined in light of the AWP (Annual Work Plan), agreements with donors and adjusted to reflect the capacity of provinces to absorb and utilize funding.

Regional Offices

- Recruitment of international advisors and national specialists for vacant posts in the ASGP

regional offices is under progress;

- Preparation is under way for establishing new regional offices in Kunduz, Gardez and Helmand.

M&E for Sub-national Governance

- Deliberations with the M&E Directorate of IDLG are on-going to establish joint monitoring and reporting systems for ASGP and IDLG activities. This will provide a better foundation for a coherent M&E framework for subnational governance across Afghanistan.

Knowledge Products

- A repository of guidelines and documents prepared by IDLG and ASGP to guide PGOs and PCs on a range of subnational governance capacities is being developed. Some of the materials developed by ASGP in the past will be reviewed with IDLG and developed into formal IDLG policy documents as appropriate.

In addition to these snapshots of major deliverables, an extensive range of additional targeted, local needs based training was conducted jointly with IDLG, PGOs and DGOs across many provinces and districts. The trainings were designed to strengthen the governance capacities in line of PGO and DGO staff. The trainings relate inter alia to Office Management, Development Planning, Financial and Procurement Planning, and Gender (see *Annexes 6 and 7*: for related exhaustive lists of capacity development trainings, knowledge and policy products produced by the PGO/DGO/PC Sub-Component Unit, as well as Municipal Unit Component).

Eastern Region Selected Highlights of Results Produced in Q2

- ASGP supported the Administration and Finance Departments of PGOs in Nangarhar, Laghman and Kunar provinces by conducting training workshops for staff. The training resulted in staff improving their capacities and skills in modern office management procedures among other meeting management, filing management systems, archiving, planning and report writing.
- ASGP supported Nangarhar, Kunar and Laghman Provincial Governors Offices to prepare their first drafts of their Annual Year Books (1390 solar year). The Annual Year Book productions contribute to enhanced awareness, transparency of sub-national governance administration, and development initiatives and contributions by stakeholders in the respective provinces.
- ASGP provided technical assistance to the capacity-building units of Nangarhar and Laghman PGOs on PGOs staff Terms of References (TORs) review. The purpose of the reviews are to ensure that the PGO staff have clear, concise, and actionable reflecting their assigned work tasks in order to deliver as per the PGO quarterly and annual work plans. The findings of the TORs review were shared with IDLG's HR department for their information.
- Nuristan PGO was assisted in holding a one-day donor conference at the UNAMA compound in Jalalabad City. Over, 70 people attended, including representatives from Government ministries, IDLG, donor agencies, UNDP, UNAMA, USAID and the Nuristan Provincial Governor's Office. The



Figure 3: View of a training workshop held in Jalabad City. Photo Credit: ASGP

result of this meeting was gaining a better overview of opportunities and constraints needed to enhance provincial good governance. Now, the stakeholders may be able to better target their assistance to the province as a result of this consultative conference.

- The Department of Women’s Affairs’ (DOWA) and the Provincial Women’s Development Council (PWDC) held several training for local female staff members in Jalalabad City workshops on “General Management Training” and “Public Finance, Public Procurement and Logistics Management” and “Capacity Building Training”. The main results of the training workshops included enhanced capacities of DOWA staff and PWDC members in the area of introducing and elaborating on good management systems, administration and the preparation of DOWA and PWDC action plans. Sixty individuals attended the training workshop from Nangarhar including DOWA, PWDC members, line departments, human rights and other PGO representatives. Nangarhar LOA staff jointly with UNDP/GEP staff conducted the training workshop. Financial support was provided by ASGP.



Figure 4: View of M&E Training workshop to DOWA and PWDC members in Jalalabad City, Nangarhar Province. Photo Credit: ASGP

- LOA staff in the Laghman PGO organized jointly **with IDLG’s** Capacity Building Unit, respectively, a five-day, and a three-day training workshop for the PGO, DGOs and line department representatives of Laghman Province in Mehtarlam City. In total, the combined number of participants included at least 60 PGO, DGOs and Line Department staff who attended the training workshops. The focus was on the following core topics, which resulted in improved Management and Filling Systems, M&E, Database, Planning and Report Writing skills); public finance management principles awareness, knowledge on policies and laws in addition to budgeting, asset, inventory, and cash management.
- Nuristan LoA staff conducted a two-day **training “General Administration and Management Orientation Package”** workshop for newly appointed staff from the Department of Agriculture Irrigation and Livestock (DoAIL) and the Department of Social Labour Affair (DoSLA) in Nuristan Province. In total, 20 staff attended the training workshop. The overall purpose of the training workshop was to enhance and develop administrative capacity of the newly appointment staff on administrative, management and other related skills. The Performance Based Governance Fund (PBGF) provided financial support but the event was organised by ASGP staff.

Western Region Selected Highlights of Results Produced in Q2

- ASGP provided support to the Administration and Finance Departments of Enjil District of Herat Province by conducting training on the District Operating Manual for district officials. The training ensure that awareness and adoption was possible of modern office management procedures such, as meeting management, filling system, archiving, and correspondence systems in the Administration and Finance Departments of Enjil District.



Figure 5: View of the construction of the RTA Herat Building, being monitored by ASGP LoA staff. Photo Credit: ASGP

- ASGP supported the Herat, Farah and Ghor Provincial Governor's Offices in preparing the first draft of their Year Books (1390 solar year). The Annual Year Book productions contribute to enhanced awareness, transparency of sub-national governance administration, and development initiatives and contributions by stakeholders in the Western Region provinces.
- ASGP supported the publication of 1000 copies of the Ghor Annual Governance and Development Report.
- ASGP supported the publication of the Herat Good Governance Monthly Magazine, which reports on the development and progress of governance initiatives, and local achievements by **the Governor's office**.
- ASGP provided technical assistance to the Capacity Building Units of Herat and Badghis PGOs on the review of the ToRs of the PGO staff. The purpose of the reviews are to ensure that the staff employed by the PGO have clear, concise, and actionable ToRS reflecting their actual assigned work tasks in order to deliver as per the PGO quarterly and annual work plans. The findings of the TOR review were shared with IDLG's HR department for their information. The findings were shared with the IDLG HR Department for consideration in the employment of new governmental Tashkeel staff.
- ASGP supported the Herat PGO in conducting/celebrating the second annual public accountability forum in Herat, which lasted for six days. Approximately forty key line departments and local government agency staff, including officials from the Herat Governor Office shared/ reported on their annual progress achievements with public and, civil society organizations, DDA members, and sub-national elected bodies. Over 3000 members of the public, including DDA members, Provincial Council members, civil society, religious leaders and university student attended the event. Public accountability fora contribute to strengthen the legitimacy of local governance entities among the provincial population, as well as enhance awareness of public policy and actual implementation of public services delivery and administration.
- ASGP conducted UNDP Provincial Board meetings in Herat and Ghor Provinces. The UNDP Provincial Programmes Board meetings are designed to guide, monitor the implementation of local projects, **and enhance provincial authorities' ownership** of a range of UNDP activities by ensuring quarterly regular reporting by UNDP projects to Provincial Development Committees.
- ASGP supported the Herat, Badghis and Ghor Provincial Governor's Offices in developing the first Provincial Governance and Development Reports for their respective provinces. These reports inform citizens of issues related to provincial accountability, transparency and outreach tools. These Provincial Governance and Development Reports are designed to serve in enhancing the trust and credibility of the local government entities with the local population.
- ASGP supported Herat PGO through guiding LOA staff in monitoring of construction progress of development projects including RTA-Herat building, Road construction and Herat Ambulance Vehicle Building, and in developing the inception reports submitted to the PGO. Assistance in monitoring facilitate an enhanced oversight of timely and as per plans delivery on provincial development planning and local public infrastructure

- ASGP provided support to the Ghor Governor's Office to hold a one-day donor conference in Kabul. Around 160 people from Government ministries, IDLG, Embassies, donor agencies, UNDP, UNAMA, USAID and the Ghor Provincial Governor's Office attended the conference. At the conference, the Ghor Governor presented an overview of Security, Governance and development situation in the province. The presentation made included key achievements progress made so far, future development plans, and governance priorities for Ghor Province. UNDP/ASGP, Lithuanian PRT, UNAMA and IDLG jointly supported the conference. Hence, such donor conferences serve as a good coordination and discussion forum for donors and provincial stakeholders to get an overview of achievements and aid priority, linked to the ANDS, and Provincial development and governance plans and their actual implementation status.
- ASGP provided technical support to conduct the **Regional Provincial Council's Forum** in Ghor where PC members from four provinces of the Western Region (Herat, Ghor, Farah and Badghis) exchanged ideas on citizen representation and monitoring of provincial service delivery. All PC members resolved to have a meeting with the Minister of Electricity and Power to discuss their perceptions of inadequate current supply of electricity to Ghor Province.



Figure 6: **The Regional Provincial Council's Forum** in Ghor with PC members participating from the four provinces of Western Region (Herat, Ghor, Farah and Badghis). Photo Credit: ASGP

Northern Region Selected Highlights of Results Produced in Q2

Key achievements during the quarter reported on included the holding of the PC National Conference on Peace, Transition and Reintegration jointly with UNDP/APRP. The conference established a consensus on the need of having an Afghanistan PC-Wide coordination and collaboration mechanism to ensure that the PCs role related to national peace, transition and reintegration issues is enhanced, paving the way for a more sustainable peace process in the country. ; community engagement in annual planning, PDP formulation, increasing volunteerism and democratic schemes, **extension of ASGP's support to DGOs and more PC interactions with constituents.**

- Specifically, a number of training workshops were held in different PGOs (*Balkh, Jawzjan, Sari Pul and Faryab*) and DGOs (*Nahri Shahi, Dehdadi, Dawlatabad, Marmul, Khanaqa, Aqcha, Faizabad and Mengajik*) on various topics ranging from community outreach, to office management, financial management and procurement, ICT, district profiling, provincial development planning, asset management, capacity development planning, citizen charter and public grievance management
- Annual (1391) Provincial Development Plans (PDP) for Balkh, Jawzjan, Samangan and Saripul were developed, defining clear and measurable annual targets. The annual PDPs are derived



Figure 7: View of Sari Pul Annual Development Plan 1391. Photo Credit: ASGP

from the long-term provincial plans and correspond to national strategic frameworks like ANDS. These plans include socio-economic profile and development status as well as a development framework, sectorial SWOT analysis, the localized planning process (*planning at provincial, district and village*) and sectorial development plans. Support to provincial planning is a key objective of ASGP and saw significant progress in the Northern Region's provinces.

- Increased ASGP support (*technical support and project proposal development*) to the PDC and PDP implementation process in Balkh via Balkh PGO resulted in attracting funds for a number of PDP projects. Similar effort was undertaken to support a PDC led fund raising initiative for timely and quality implementation of capacity development plans for Balkh PGO and its respective DGOs. ASGP supported the fund raising and aid coherence initiative, which aimed at ensuring sustainable outcomes from planning processes.

Following, inter-provincial cooperation was promoted in the Northern Region through sharing of LoA-staff expertise with other provinces. This was achieved by engaging the LoA team of Balkh PGO in the formulation of annual provincial development plans for Samangan and Jawzjan Provinces in which the Balkh team conducted orientation training to respective technical working groups of PDCs on improved provincial development planning. The PDPs of Samangan and Jawzjan Provinces were enhanced through the constructive inputs received from the Balkh LoA team, ensuring that better plans were formulated, based the experiences gained from Balkh on the PDP formulation process. This initiative aimed at introducing peer-to-peer education as a tool for capacity development and as a potential platform for inter-provincial relationships.



Figure 8: View of the governance and development profile of Balkh District in Balkh. Photo Credit: ASGP

- District Governance and Development Profiles for Marmul and Khulm Districts in Balkh; Aqcha, Khaja Dokoh, Mengajik and Faizabad Districts in Jawzjan were prepared in close collaboration with line departments and the respective district governors' offices. The profiles are detailed reports elaborating on governance and development activities in the districts. The profiles are useful in context of a tool in planning, providing an overview of the socio-economic and developmental context of the districts.

- Jawzjan Province produced several publications in the quarter: the "*Jawzjan Province 1390 Year Book*" providing the public with a comprehensive report of provincial achievements related to local governance. Added to that the **Jawzjan PGO's magazine titled "Government and Citizen"** was prepared and distributed, enhancing the public awareness on the progress in the area of governance, development and security in Jawzjan. Moreover, **Jawzjan's Districts** have undertaken efforts in ensuring the implementation of the Provincial Public Relations Strategy. Finally, the Aqcha District, supported by ASGP, developed its first quarterly magazine titled "*Feature*



Figure 9: View of CDP launch in Khanaqa district in Jawzjan. Photo Credit: ASGP

of *Government and People*” to promote public awareness of the activity results achieved by the local authorities promoting good governance.

- Online access to information on sub-national governance by the Jawzjan PGO has been enhanced. The PGO website “www.jawzjan.afghanistan.af” was updated with plans, publications and event schedules of senior officials in the province.

- **Jawzjan PGO’s ties with religious leaders (Mullahs) were strengthened** through network development and a joint communication policy, which was developed by ASGP staff. The PGO-Mullah network consists of mobile teams leading promoting positive community messages on governance activities. These messages are meant to encourage citizen awareness, engagement, support and contributions to the works of local governance entities in provincial matters.



Figure 10: View of ICT training at Faryab PGO. Photo Credit: ASGP

- In Balkh, the District Outreach Plans (1391) for all four districts were prepared and launched. The district outreach plans are to contribute to better serving the local population through interacting and responding timely to local needs. Furthermore, District Capacity Development plans for Aqcha and Khanaqa Districts in Jawzjan Province were also prepared and launched.

- A Working Group and a network was established to strengthen management and development of human resources. **Government’s lead for capacity development was strengthened in Jawzjan and Balkh**, facilitated by ASGP. Hence, in Balkh, a capacity development database was devised for PGO HR department and the relevant staff was trained. Whereas, in Jawzjan, a support package on capacity development was designed and introduced to the Capacity Building Working Group.

- A Monthly budget expenditure database was designed and applied in Faryab PGO’s Finance Unit. This is in line with the plan to improve office procedures. A monthly expenditure plan is ensuring that budgets are better monitored and expenditures are tracked more efficiently and timely, reducing the workload in the PGO.

- ASGP continued its comprehensive support to Provincial Councils across Northern Region provinces. ASGP Northern Region supported a number of PC events, which focused on developing the capacity of Provincial Councils to engage in public outreach activities.

- Functioning Knowledge Sharing Systems available for Provincial Councils were also improved; UNDP APRP & ASGP PC unit in collaboration with IDLG’s **General Directorate of the Local Council Affairs (GDLCA)**, as the GDLCA conducted a **two days’ national conference on stabilization in the country** through the promotion of peace, empowering reintegration process and fulfilling transition process. Provincial Council **chairpersons’ from 34 provinces**, the senior management team from the IDLG, high ranking officials from the Peace High Council and the Transition Council at regional and



Figure 11: View of PC oversight visit to a school in Jawzjan. Photo Credit: ASGP

central level participated. The national conference was financed by ASGP and APRP.

- A **Village Elders' Forum** was established in **Jawzjan** Province as part of the **PC's public relations** strategy to improve interaction with communities in order to identify and address challenges effectively.
- Jawzjan PC established a PC-Civil Society Network represented by 17 entities to improve PC oversight over government performance in order to safeguard and promote the public interests of improved public services delivery, filling gaps, and monitoring the quality and scope of the services provided..
- PC oversight over service delivery was improved in Jawzjan through regularization of visits and database development to analyse visit findings for proper decision-making and follow up by PC members.
- **Balkh PC's interactions with women were improved through** establishment of a PC-Women partnership. The focus of the partnership consisted of strengthening the role of women in governance and development. The PC-Women partnership, intends to enhance the voice of women, ensuring that women are heard/consulted in issues, in order to be able to raise any issues that are not adequately voiced by the PC on behalf of women. Hence, the partnership contributes to a more gender inclusive approach, necessary to ensure good governance.
- The Quarterly Magazine for Balkh PC was published and distributed to enhance public awareness of the **PCs'** activities and achievements.
- An Action Plan for Balkh PC was prepared and shared with all relevant donors.
- A Public Relations Strategy for Samangan PC was prepared. Once, the strategy is fully implemented, it was strengthen the ties between the PC and the local population, ensuring that the PC may be more responsive and better serve the population, in terms of needs and popular expectations

Southern Region selected Highlights of Results Produced in Q2

During the Second Quarter of 2012, ASGP continued its expansion of activities into all four provinces of the South region, namely; Kandahar, Helmand, Nimroz and Zabul Provinces. ASGP, through its regional office, worked in partnership with Provincial Governor Offices, Provincial Councils, Provincial Governor Offices and **Districts Governor's** Office to improve sub national governance for effective service delivery. The main highlights for the quarter, April to June 2012, are as follows:

- ASGP Supported the Administration and Finance Departments of Dand District of Kandahar Province by conducting training on the District Operating Manual for district officials. The training focused on modern office management procedures such, as meetings, management, filing systems, archiving, and correspondence systems; and developed a database for Human Resources, and Administration/Finance Sections.



Figure 12: View of Helmand PSP workshop in Garishk District. Photo Credit: ASGP

- ASGP supported Kandahar, Nimroz, Helmand and Zabul Provincial Governor Offices to prepare and drafting of the Year Book for (1391 solar year). The Annual Year Book productions contribute to enhanced awareness, transparency of sub-national governance administration, and development initiatives and contributions by stakeholders in the Southern Region provinces.

ASGP LoA staff support was provided to Kandahar and Helmand Provincial Governors' Offices in developing their first Provincial Governance and Development Reports. The reports will also serve in helping to demonstrate accountability, transparency, and serve as an outreach tool to local residents. Moreover, ASGP facilitated the publication of the established Kandahar Helmand Monthly Magazine, which reflects development and good governance progress in both provinces. Support was also provided to the PC of Helmand Province with the publication of their information brochures.

- ASGP supported Kandahar and Helmand PGOs in developing a public outreach strategy for their provinces. The draft has been finalized and submitted to the PGO for editing.
- ASGP supported the Kandahar PC to conduct outreach visits to Dand and Arghandab Districts, the purposes of the visits were to conduct fact-finding assessments on the socio-economic situation, as well as provide the local population with an opportunity to express governance grievances, explore challenges to the public educational services and local Health care provisions.

Uruzgan Province Selected Highlights of Results Produced in Q2

- ASGP supported the production and finalization of the Provincial Yearbook (governance and development reporting) of the Uruzgan Province. The book will assist the Governor's Office in monitoring the progress and achievements realized this year. The book is in the process of publication. **The Governors' Office** has planned to distribute it to stakeholders at the national, province and district level during the third quarter.

- The Communication Needs Assessment for Uruzgan Province was conducted assessing the communication capacity gaps and communication needs of the province. It also incorporated support to IDLG in designing communication strategies for different government entities: PGO, PC, and Municipality and line ministries. In this regard, four focus group discussions were carried out with the PRT team, provincial authorities; media team; and provincial council. The Uruzgan Communication Strategy is aimed at creating enhanced working relationships among the different sub-national government structures.



Figure 13: View of a Focus group discussion with the Uruzgan PC. Photo Credit: ASGP

- An Information Communication and Technology (ICT) room has been established in the new Uruzgan PGO building, equipped with Internet and computer, printer and photocopy facilities. The ICT Room is now providing access to modern communication technology, which the Uruzgan PGO staff may use in order to more timely and better serve the population.

- The Uruzgan PDP for 1391 was prepared along with Sector Working Groups and Provincial development Committee and other provincial partners, PRT, UNAMA and NGOs through a participatory approach. The PDP was published in English and Pashtu. Uruzgan PGO received a letter of appreciation from Ministry of Economy for making a comprehensive PDP with the commitment to find resources for its implementation from the national budget. Donors also support PDP and use as one of the tools in Uruzgan development. This was made possible with technical support of the ASGP team in Uruzgan
- The draft *“Capacity Development Plan for Uruzgan Province (2012- 2014)”* was developed after a series of focus group discussions held with Uruzgan PC, PRT and the UNAMA. The finalized plan will assess current capacity assets of Uruzgan PC, and be useful in planning for a focused capacity development response. Information collected contributed in assessing the existing working environment, organizational and individual conditions of PC members, **PC members’ roles** including outreach activities, consultative, oversight, planning and budgeting needs.

Central Region Selected Highlights of Results Produced in Q2:

- The ASGP Central Region, in coordination with IDLG Capacity Building Unit, conducted the remaining part of the training package (General Management Orientation Package) for the PGO in Maydan Wardak. The overall purpose of the training programme was to develop the capacities of the provincial & districts administration, **human resources, policy, and finance departments’** employees. The results consisted of:

- Thirty-five participants, who were introduced to Sub-national Governance Policy, Provincial and District **Governors’ Administrative/Operating Manual, filing** systems, office management, planning, report writing, and human resource management. The trainees included 17 participants from District Governors offices, one participant from the Provincial Council, ten participants from the **Provincial Governor’s Office, seven participants from line** departments.



Figure 14: Presentation by the IDLG technical capacity development trainer on public finance and procurement structure. Photo Credit: ASGP

Participants were introduced to the Provincial Governor and **District Governor’s Operating Manual**. All participants acquired enhanced:

Understanding of the key principles and terms relating to the basics of office management including reporting and filling system procedures;

Understanding of the key principles and terms relating to planning, budgeting and human resources management issues;

Understanding of the general principles and procedures of communication and public relations.

- Five days training (from 1-5 April 2012) was held on Finance and Procurement in Parwan Province. The course topics included *“Rules of Procedures on Public Procurement and Finance; Good Governance; and on Rule of Law”*. The overall purposes of this training was to train district office staff, provincial **governor offices’ procurement and finance staff**, as well as participants from the municipality and the Provincial Council, the introduction to finance and procurement management and procedures. The achievements consist of:

Thirty-two participants (18 from districts, six from governor office, and eight from line departments including sectorial departments) enhanced their understanding of the key principles and terms related to fundamental of procurement rules/procedures and financial management;
 Understanding gained on key principles and terms relating to procedures of budgeting and financing in Afghanistan;
 Skills of all participants in formulation of annual procurement plan have been improved.

- ASGP assisted **Panjsher Province Governor’s Office** to develop a scheme to improve private sector participation in public tenders, projects and programmes, announced within Panjsher Province. This initiative is expected to;
 Improve good governance in the province, through an accountable and transparent process of tenders;
 Through a one-day briefing / training, all selected companies achieved greater understanding of quality assurance, quality control, eligibilities, safety, monitoring and evaluation, government procurement & financial law and procedures;
 Monitoring and evaluation systems are improved;
 Panjsher Province Tendering Evaluation Committee has opted to timely monitor and evaluates the projects and programmes within the province.
- A Rapid Capacity Needs Assessment was finalized, identifying the needs to be included in planning and budgeting in Logar PGO Departments for the year 1391. The assessment was conducted by the Central Region LoA staff (the Finance & Budgeting Specialist in Logar PGO) in PGO departments with the following results:
 Sectorial department needs have been identified, linking all planning and budgeting needs to the Logar Provincial Governor Office;
 The Provincial Development Plan was reviewed and activities were prioritized for 1391 plan.
 Capacity of the Provincial Governor Office has been developed on how, also in the future, to identify the needs and prioritize the activities/projects for future annual planning and budgeting. Hence, a comprehensive one-year plan will be developed based on the findings and completed analysis based on the compiled information.

Central Highlands Selected Highlights of Results Produced in Q2:

- In Daikundi Province, the Yearbook on Daikundi Governance and Development was published with support from ASGP. The Annual Year Book productions contribute to enhanced awareness, transparency of sub-national governance administration, and development initiatives and contributions by stakeholders in Daikundi Province. The yearbook is being shared with stakeholders in the province.



Figure 15: The “**Planning and Reporting Training Workshop**” on capacity development for 25 staff of Bamyán PGO and four districts. Photo Credit: ASGP

- **Bamyán Provincial Governors’ Office** with technical and financial support of ASGP conducted a two day “**Planning and Reporting Workshop**” on capacity development for 25 staff of Bamyán PGO and the four Districts Waras, Panjab, Kahmard and Saighan in Bamyán Province. The workshop was facilitated by PGO training officer and LoA staff with assistance of ASGP via consultations on the agenda of training and workshop activity management and planning. The workshop resulted in:

Enhanced capacity of the PGO and districts staff in the area of result-based planning and reporting in accordance within the new organizational structure and PGO and DGOs Operating Manuals. At the end of the workshop, the participants were familiarized and had acquired knowledge on the basic requirements of planning and reporting for the PGO

- ASGP facilitated the contracting and financing for the provision of internet services to the PC. The initiative was undertaken jointly with the Bamyan PGO. PC members now have access to information from central level through web site and email communication. Internet access ensures that Bamyan PC members can communicate with other Provincial PCs for information and best practice sharing.
- ASGP assisted the Bamyan PGO Human Resources (HR) Section in conducting an evaluation of the District Governor's Office employees. HR missions were fielded to three districts of Bamyan (Yakawlang, Saighan and Shibar) for three days in each district. The goal of the HR mission was to evaluate District Government employees's **performance, set individual plans** and identify training needs to enhance DGO staff skills and knowledge. Each mission consisted of five members from various departments of the PGO, IARCSC, PC and relevant line department. The first mission started its visits on 11th of June 2012 and the last visit was completed on 27th of June 2012.

North Eastern Region Selected Highlights of Results Produced in Q2:

- In Takhar Province, a capacity needs assessment of 33 governmental departments was completed. ASGP LoA staff in close cooperation with the GIZ RCDF, and the PC, capacity building director and the Civil Service Commission conducted the assessment. Following, ASGP LoA staff in Takhar Province supported the development of the Capacity Development Plan. German donor representatives, Afghan NGOs, and other provincial stakeholders participated in the process.



Figure 16: PGO Staff in Baghlan Province receiving ICT training. Photo Credit: ASGP

- The PGO staff in Baghlan Province, North-eastern Region have been trained successfully for 20 days by the ASGP LoA Information Communication Technology Specialist in Microsoft (MS) Office package including MS Word, MS Excel, MS PowerPoint, and MS Access (database). Now, the staff have been able to include and use modern computer technology in their work at the PGO for a more efficient and effective administration.
- In Takhar Province, the ASGP LoA Public Communication Specialist distributed various equipment that assisted in providing better public outreach. In addition, fire-fighting equipment, and microscopes were also distributed by ASGP staff on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) through the Regional Capacity Development Fund (RCDF) funded by Germany.
- The Takhar Governance and Development Monthly Magazines for April, May and June were distributed across Afghanistan to sub-national governance entities, ministries and line departments in 2000 copies. The purpose of the magazine is to enhance the awareness of the citizens on provincial governance and development achievements and challenges. The Takhar

Province PGO Communication Specialist supported the production and distribution of the magazine.

- In Badakshan PGO, a two-day ICT training programme was conducted in Microsoft Office Package Programmes and operationalizing for 20 PCs under the IARSC initiative by installing essential software. In addition, ASGP Badakshan LoA staff designed the website of Badakshan PGO. The ICT training contributed to enhanced use of ICT of PGO, in order to swifter and better serves the PGO in its administrative mandate. Moreover, the website, once launched will benefit the provincial population, through provision of public PGO administrative and governance related information.
- A five day ICT training programme on Microsoft Office Programmes (Word, Excel and internet usage) and on budgeting on procurement was conducted by Baghlan LoA Staff for 12 administrative staff of the Social Affairs Department of Baghlan. The ICT training contributes to the enhanced use of ICT by the Social Affairs Department in order to more efficient and effectively and better serve the citizens requiring departmental services Furthermore, to ensure enhanced communication opportunities with the staff, 12 email accounts were created for the Social Affairs Department staff.
- A four-day training programme was conducted on Finance and IT issues in Baghlan Province for the PGO Staff by ASGP LoA Staff. The course topics included rules and procedures for public procurement IT and finance administration. Ten Finance Unit Staff were trained in budgeting administration, and the AFMIS (Afghanistan Financial Management Information system). The PGO staff is now better equipped to ensure that GOIRA procedures and administration for finance and financial managed related to the GOIRA are followed ensuring enhanced transparency and accountability of the Baghlan PGO.

Below is a snapshot of where ASGP is in relation to its annual targets after Q2:

Table 2: Output 2: Q2 2012 Progress

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Q3	Q4	Comments
(1) Draft CD Plans for five provinces prepared;	(1) CD Plans for 17 provinces prepared and under implementation	6 provinces	8	10	15	On track: (Accumulated numbers of planned and actual plans are provided, the same applies to remaining activity output deliverables.) Capacity Development plans formulation will contribute to strengthening of the PGO and in their collaboration with related sub-national entities in implementing good governance at the sub-national level
(2) PSPs for two provinces prepared;	(2) PSPs for ten provinces prepared	2 provinces	4	6	8	On track: PSP and PDP modalities may change during the year because of on-going discussions between IDLG and Moe, which will be assisted by ASGP. The targets will then be modified accordingly; PGOs need to follow government procurement procedures, which may delay the completion of construction works. PSP and PDP are essential tools to ensure better planning of development deliverables at the provincial level implement strategies for improving governance, development and security in accordance with ANDS by 2014; Citizen Service Centre status as of end of Q2, 2012
(3) PDPs for eight provinces prepared;	(3) PDPs for twenty provinces prepared	17 provinces	24	28	30	
(4) Number of provinces with Citizen Service Centres - 1;	(4) Number of provinces with Citizen Service Centres - 6;	1 province	1	1	3	1-Balkh CSC completed and you will soon receive and detailed report and success story on its use; 2-Samangan CSC is completed by 80% pending LOA funding transfer to be completed soon; 3-Saripul CSC is completed by 60% pending LoA funding to be completed soon; 4-Jawzjan CSC completed but not with ASGP funds; 5-Faryab CSC, waiting for LOA funds to be initiated.
(5) 23 PGOs and 25 DGOs have introduced administrative systems in accordance with IDLG operating manuals	(5) 30 PGOs and 175 DGOs introduce administrative systems in accordance with IDLG operating manuals	23 PGOs & 25 DGOs	The same	25 & 30	28 & 50	On track: Completing the work at DGO level will depend on the speed of ASGP regional staff recruitment and security situations.

1. FINANCIALS

During Q2, a total of USD 905,829 was spent for this output out of an annual budget of USD 4,386,179, i.e. approximately 20 percent of the entire allocated budget. For additional details, please look at Annex 1 and Annex 2.

2. RISKS/ISSUES

Recruitment of qualified professionals may continue to be difficult in places with high security concerns, which will affect the speed and quality of project delivery in the provinces. Mitigation: Expand target media and duration of vacancy advertisements. Take stock of LOA experiences in the provinces, conduct in-depth assessment of financial management capacity in selected provinces and review the LOA modality as necessary later in the year.

Reported Risks and Issues with Potential Implications for All ASGP Components Deliverables

- Implementation of the new organizational structures in provincial and district **governors'** offices may be impeded by shortages of suitably qualified staff. In order to mitigate the shortage of suitable and qualified Tashkeel staff, ASGP LoA embedded staff is to train and mentor the sub-national entity government Tashkeel staff and to encourage the development of special arrangements to attract qualified staff, particularly in less developed provinces, including civil servant relocation.
- ASGP Regional Offices in Mazar-I-Sharif, Kandahar, Jalalabad and Kunduz have outstanding international vacancies. There is a need to recruit staff for these vacancies in order to ensure more effective implementation by ASGP in all regions. Moreover, ASGP has started, in cooperation with UNDP Country Office, exploring fast track UNDP recruitment modalities, as well as, if required, a CTG Global¹ contract modality allowing the deployment of non-UN international staff in locations where it has been difficult to deploy UN staff due to UNDSS MOSS and MORSE requirements.
- Gender balance in LoA staff recruitment is still too low. ASGP is proposing a number of remedial options, including expanding the number of provincial internship programmes to attract qualified staff to the civil service, especially young women. Furthermore, a remedial action is to **ensure that "gender" specific needs for local accommodation, are included through needs assessments conducted in PGO/DGOs/Municipalities, cooperating e.g. with the UNDP Gender Equality Programme/ or the UNDP Gender Focal Point. In this respect ASGP to actively encourage PGOs/DGOs and municipalities compliance with future GEP/ASGP checklists and encourage the introduction of gender audits. Finally, for ASGP to advocate for participatory consultations made with e.g. Female Provincial Councillors' Network or the established female advisory groups at municipal level.**
- Southeastern and Southern Regions are receiving insufficient ASGP support due to current national and international staff shortages assigned in those regions. ASGP is considering the deployment of non-UNDP contract holders (CTG contract holders) to localities, where UNDSS MOSS and MORSE requirements currently restrict the mobility of UN staff. This

¹ <http://www.ctgglobal.com/profile.asp>

arrangement is necessary in order to speed-up the provision better services at regional and provincial level to sub-national governance counterparts.

For additional information on previous recorded and reported upon externalities, risks and remedial actions and issues as of 2011 please see the Annex 4: Risk Log and Annex 5 Issue Log.

3. FUTURE PLAN

Expansion of ASGP's footprint is advancing through hiring of international technical specialists and national staff during the coming quarters (Q3 and Q4, of 2012). ASGP will expand its regional presence and ability to implement the ASGP programme in all parts of Afghanistan. This will lead to better support for regional delivery of capacity development for subnational governance structures, particularly in the Southern, Northeastern and Southeastern Regions of the country.

An international UNDP staff member or a CTG consultant contract holder (depending on location, security and travel restrictions), will be recruited to fill current vacancies in **Mazar-I-Sharif, Kandahar, Jalalabad and Kabul Provinces**. In addition, new offices will be opened in the following areas:

- Gardez (responsible for Paktya, Paktika, Khost and Ghazni Provinces);
- Kunduz (responsible for Baghlan, Takhar, Kunduz and Badakshan Provinces);
- Helmand (responsible for Nimroz and Helmand Provinces).

Each of these new offices will have an international capacity development specialist leading an expanded national team.

The enhanced presence will provide ASGP with the ability to better support sub-national structures in all 34 provinces. In recognition of the constraints that security places on the travel of UN staff in the Southern and Eastern Region provinces, a number of our new international staff will be on CTG Global contracts. This will allow more freedom of movement for our regional managers.

Over the coming quarters, **ASGP's Provincial Component will** continue developing a comprehensive package of knowledge products, which will serve as a critical resource in guiding staff, both regional and embedded LoA staff, **in the procedures around implementing ASGP's** output activities and managing the provincial bank accounts. This is necessary to optimally implement the mandate of the provincial Letters of Agreements that have been signed with the Governors of all 34 Provinces, and a number of Mayors.

These knowledge products will include reference to the correct management and operation of the individual provincial bank accounts, set summary of procedure guidelines for what is permitted to be procured by governor and municipal offices and reporting (evaluation and monitoring) formats.

C. OUTPUT 2 B (sub-component of Output 2 in AWP 2012): Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014

Summary of Results Produced in Q2

The Provincial Council Component of ASGP supported a number of PC events that focused on building the capacity of Provincial Councils to engage in public outreach activities and provide monitoring and oversight in their home provinces.



Figure 17: The PCs National Conference Mazar-I-Sharif, 24-25 April 2012. Photo Credit: ASGP

- The ASGP/PC Unit (Sub-component under the PGO/DGO) conducted a comprehensive countrywide national conference for all provincial Council Chairpersons in Mazar-I-Sharif. The conference contributed to advancing the work of all PCs by facilitating sharing of best practices in oversight of public service delivery at the provincial and district level. Participants at the conference were provided with the opportunity of sharing their views in plenum sessions. Topics included the peace process, reintegration and on-going transition processes at the provincial level. Other topics included;
The Provincial Councils’ roles and duties as assigned by the constitution;
National and local agreements and commitments were reviewed to determine whether they contributed to the prevention of corruption and increased stability;
The role PCs could play in assisting Peace Council contributes to peace and reintegration processes.
- ASGP’s **Provincial Council** unit supported the General Directorate of Local Councils (GDLCA) of IDLG in initiating a review of the strategic alignment of GDLCA’s **deliverables with** the National Priority Programme for Local Governance (NPP4);
- Discussions led to an agreement on strategic coordination of GDLCA with the alignment of the activity results;
- Provincial Councils initiated a plan, supported by ASGP, to develop a common template for preparing reports.
- ASGP’s **Provincial Council** unit supported the GDLCA in preparing an annual work plan, and a quarterly work plan for GDLCA to ensure specific activities supporting provincial councils was implemented uniformly. Without ASGP’s concerted efforts supporting GDLCA planning, it would be challenging to ensure that GDLCA activity deliverables could be efficiently and effectively implemented timely facilitating the implementation of the mandate of the individual PCs across Afghanistan, as well as to encourage their joint regional and national level activity deliverables.
- UNDP/ASGP’s **PC unit supported** GDLCA in developing of transition strategy for the GDLCA, which assisted NTA and ASGP embedded staff train Taskeel staff to improve service delivery by GDLCA. The support included capacity development of the administrative and management skills of their

staff, ensuring that they can effectively and efficiently advise on how to ensure as per GOIRA requirements for implementing the GDLCA activity deliverables in provinces where the Transition, hand-over process is taking place.

- ASGP's **Provincial Council** Unit supported GDLCA in developing comprehensive organizational and individual level capacity development format plans for individual Provincial Councils. These act as templates to assist individual Provincial Councils to develop their own planning documents. Part of this template planning also included a training schedule across Afghanistan for Provincial Council members. Training will be provided to administration/finance officers of the PC, chairpersons and secretaries. These training sessions are designed to be held on a regional basis and will include a gender focus.
- ASGP supported the GDLCA in developing a proposal for the establishment of a southwestern regional PC forum and establishing a southwest female PC network. The Southwest PC forum will consist of Kandahar, Helmand, Nimruz, Daikundi, Zabul and Uruzgan Provinces. The establishment of this forum will provide opportunities of regional PC members to share developmental experiences best practise skills and planning processes for regional development.

Below is a snapshot of where ASGP is in relation to its annual targets after Q2:

Table 3: Output 2 – Q2 2012 Progress

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Q3	Q4	Comments
(1) Establishing Knowledge sharing system for Provincial and District Councils	Action Plan developed for PC and DC information Centres Platform to be operational	15%	25%	40%	55%	On track: Plan for base line target is 55% by end of Q4, 2012
(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	10 %	20%	30%	40%	On track: 40% is the total planned target by end of Q4, 2012
(3) Strengthening PCs' and DCs' oversight over local service delivery: strategic and annual budgeting & planning; M&E for service delivery; and Training for PC members	Training for PC members, to develop necessary expertise to support strategic and annual planning and budgeting	10 %	20%	30%	40%	On track: 40 % is the planned target by end of Q4, 2012

1. FINANCIALS

See Output 2 (Overall Component)

2. RISKS/ISSUES

Funds already allocated to this sub-component component have been almost disbursed in Q1 2012. The component will be exposed to a reduced delivery capacity for the remainder of the year unless additional funds are allocated. In case additional funding will be received from new donors, or increased contributions from existing donors, funding could be allocated in Q3 and Q4.

The Provincial Council Law that provides the mandate on the role of PCs held under the Afghan legal and administrative code has still not been completed and passed by the Parliament. This is an urgent legislative priority for enhanced local governance progress within this sub-component. Based on the draft PC Law, ASGP will prepare the M&E procedures for the PCs that will provide oversight for the line ministries and other sub-national governance entities.

A number of Provincial Councils do not have adequate internet connectivity, adversely affecting their efficient implementation of mandated PC activities across their province and districts. The issue could be addressed in a number of PCs through allocation of recent additional funding from e.g. the Government of Japan to some of these PCs for the establishment of reliable and faster internet connectivity.

In Q2, the Provincial Councils have not been able to recruit staff **because ASGP's Annual Work Plan** had not yet been approved.

3. FUTURE PLAN

Provision in this **year's ASGP AWP** will include funding for one LoA staffing unit per Provincial Council (34) to provide operational and capacity support i.e. organizing meetings, setting agendas, and the planning and coaching for conducting community outreach activities through Provincial Monitoring Teams to ensure qualitative oversight of public services delivery. These staff will be reporting directly to the ASGP regional governance teams and be supported by these local ASGP staff to assist in operating the PCs through a more active participatory community engagement. Other ASGP initiatives that are designed to support capacity for Provincial Councils include;

An international legal staff Member embedded at IDLG working on the final amendments to the PC Law (currently referred back to IDLG for further work by the Ministry of Justice of Afghanistan).

ASGP will create knowledge guidelines for Provincial Councils. These manuals (in the Dari and Pashtu languages) will include Standard Operating Procedures (SOPs) for the operations of Provincial Council meetings, formats for public accountability forums, community consultative activities, methods of coordinating with local Civil Society Organizations and related PC activities e.g. may include the exchange of best PC practices, and relevant study tours. These documents will be prepared by ASGP embedded staff at IDLG, in consultation with the GoIRA partner (IDLG) and may include examples of successful UNDP sub-national governance activities occurring in other countries exposed to complex emergencies and armed conflicts.

ASGP will enhance focus on working more collaboratively with the National Democratic Institute (NDI) and the United Kingdom Department for International Development (DFID) to limit the occurrence of donor duplications, when providing resource support to Provincial Councils.

ASGP will embed additional staff in the Provincial Council Directorate of IDLG to provide enhanced technical capacity support including legislative drafting, and other drafting training such as regulations, rules, and administrative procedures. Currently, ASGP have two staff embedded, but will be expanding that direct support as resources become available.

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

Summary of Results Produced by the Municipal Component in Q2

In this reporting period, ASGP made significant progress in providing support to municipalities. Key achievements included the exchange of best practices via exposure visits, stakeholder and community engagement with the draft municipal law, increasing volunteerism on environmental cleaning and greening campaigns, the fostering customer-oriented schemes and democratic schemes, applying revenue management tools including tax mapping, monitoring and evaluation schemes, business registration improved waste management. Added to that supporting of joint technical committees to combining government **institutions with peoples' forums** to bilateral agreements, e-governance, and arrangements for a national mayoral conference in order to review the draft Municipal Law.



Figure 18: **Eastern Region municipalities' exposure visit** to Mazar-I-Sharif for exchange of best practices and experiences. Photo Credit: ASGP

Q2 saw the following significant deliverables in the area of municipal governance and development:

- Exposure visits conducted for six eastern region municipalities (Jalalabad, Mehtarlam, Asadabad, Torkham, Ghani Khil and Qarghayi) to Mazar-I-Sharif. The visits were organized as an opportunity to share best practice and experiences. They also helped to build a platform for inter-municipal relationships and cooperation between eastern and northern municipalities;
- Fourteen municipal stakeholder and community consultations on the draft municipal law were facilitated and led in 14 provincial centres (Mazar-I-Sharif, Herat, Jalalabad, Kunduz, Bamyan, Farah, Sheberghan, Maimana, Aybak, Mehtarlam, Charikar, Mahmood Raqi, Panjshir and Nili). The meetings were held to record stakeholder views in order to assist public participation and improve the draft law. In these fora, 1084 persons were consulted (978 men, and 106 women) from provincial and district municipalities, government institutions, civil society, NGOs, youth, women, businesses, universities, schools, provincial council, media, Independent Commissions for Human Rights and Elections and UNAMA. Their inputs are to feed into the forthcoming Mayors' Conference on the Municipal Draft Law;
- ASGP ensured that Office and IT equipment were provided to Mahmood Raqi Municipality in Kapisa to improve office systems and public outreach. In Kandahar, the municipal conference hall was furnished with meeting facilities funded by ASGP;



Figure 19: Stakeholder and community forum consultation on the draft Municipal Law in Jalalabad. Photo Credi: ASGP

- Volunteerism by citizens was promoted in this reporting period, in Bamyan and Kunduz through a self-help initiatives consisting of greening and sapling planting in Bamyan, and ASGP supported the installation of donation boxes for school-based activities in seven schools and repairing roadside drainage in Kunduz. ASGP designed and fully supported the programme in Bamyan and in Kunduz;
- Door-to-door waste collection was introduced in Nahias (municipal district) one and two in Farah Province. ASGP supported the programme design, community mobilization and personnel training to assist the municipality to effectively deliver this door-to door waste collection service;
- A Customer Satisfaction Survey was conducted in five municipalities (Charikar, Nili, Aqcha, Taloqan and Sari Pul) to **assess the municipal performance** in order to better tailor responsive capacity development targets in the upcoming capacity development plans for each municipality;
- Municipal interactions with stakeholders (governmental institutions, local community members, donors) advanced through a consistent approach of holding recurrent meetings to establish and maintain productive relations. In Sheberghan, this continued dialogue led to donor agreements for project funding, and in Farah, the Provincial Reconstruction Team agreed to explore funding options of new municipal projects;
- In Mazar-I-Sharif, community linkages were encouraged by facilitating a more extensive engagement by Engineering Faculty of Balkh University cooperation with municipal engineering processes and programmes was commenced;
- ASGP-introduced structure (Technical Management and Oversight Committee of Mazar-I-Sharif) was strengthened through regularizing the frequency of its regular meetings, and a municipal checklist developed to ensure compliance with **the municipality's** advisory recommendations;
- In Jalalabad, better community engagement was achieved through improved weekly interactions between the communities and government institutions hosted by the municipality through an ASGP initiative to organise more regular public meetings;
- Capacity development plans (for period 2012 to 2015) for Nili and the District Municipality of Torkham in Nangarhar were prepared. They will serve as roadmaps (master plan) for more effective urban development in these cities. Draft CDPs were prepared for Charikar and Aqcha;
- Revenue Enhancement Strategies were drafted for three district municipalities (Balkh, Khulm and Dawlatabad) in Balkh Province. These are designed as templates to assist in the development of more effective planning for financial capacity enhancement of the municipalities in order to ensure better delivery of basic public services. It is expected as the strategies will be formally introduced district municipality revenues will increase in the three districts in 2013;



Figure 20: The workshop for Mazar-I-Sharif and district municipalities of Balkh on formulation of Revenue Enhancement Strategies. Photo Credit: ASGP

- Annual Accomplishment Reports (AARs) were prepared and finalized for Panjshir and Sheberghan, and drafted for Farah, Asadabad, Mehtarlam, Aqcha, Maimana, Bamyán, Faizabad, Sari Pul and Nili Municipalities. The AARs were produced in order to increase public awareness about the work of the municipalities in these cities.;
- ASGP facilitated private sector-led management of municipal hotels via lease agreement for five-year periods. This new arrangement replaced municipality-led management of municipal hotel's income in Sheberghan. With this in place, the municipality now receives 30% more income than compared to the municipal revenue projection made last year. This arrangement has been adopted in response to the municipal failure to properly administer and collect the revenue from this source;
- Municipal outreach activities were expanded in Bamyán, Jalalabad, Mehtarlam, Mahmood Raqi and Maidan Shahr Municipalities through networking and training of Mullahs (religious leaders). ASGP designed and delivered a special training programme to promote awareness among these religious local community leaders on the municipal mandate, functions, challenges, civic and social responsibilities from Islamic and legal perspectives to strengthen advocacy on local governance. In Jalalabad, similar trainings were offered to community representatives in Nahia 4 as well;
- The municipal website for Herat was designed; and an official email system for Herat was established. Furthermore, a Facebook page was created for Sheberghan Municipality to collect **citizens' views** on various municipal issues;
- Arrears management capacity was improved in Herat through **ASGP's** designing of an excel database that encoded 5000 records during this reporting period;
- Property registration was conducted in Jalalabad, Bamyán and Sari Pul Municipalities to increase control over municipal tax collection and in total 286 properties were registered during the 2nd quarter of 2012. ASGP assisted municipal staff plan in adopting better processes for defining how the boundaries of Nahias were delineated in Herat to better define collectable revenue sources from each Nahia. The delineation was successful. In Bamyán, ASGP assisted in systemaizing and implementation of the Safayi taxation collection;
- ASGP prepared a final version of a business process guide for Mazar-I-Sharif Municipality in consultation with municipal officials. This product contributed to enhancing organizational capacity to increase the quality and speed in the delivery of services to customers;
- Inter-municipal cooperation was strengthened in Faryab by extending the scope of services of ASGP-supported staff in capacity development training initiatives from the provincial municipality to a number of other district municipalities (Andkhoy and Aqina, a newly created municipality) where capacity development is in high demand. Effective and efficient Inter-municipal cooperation was achieved, demonstrating an idea of promoting peer-to-peer education for a sustainable capacity development processes;

- Development of municipal physical infrastructure and construction was facilitated in the municipalities of Kunduz, Mazar-I-Sharif, Panjshir, Sari Pul, Maimana, Bamyan, Nili and Farah through preparation by ASGP LoA staff preparing engineering designs and sketches, provision of technical advice and monitoring of various development projects being implemented by the municipalities;



Figure 21: The meeting on formation of Youth Advisory Group in Jalalabad. Photo Credit: ASGP

- The second issue of the General Directorate of Municipal Affairs (GDMA) magazine was drafted and made ready for publication, with the purpose of enhancing public awareness of municipal governance deliverables produced by the GDMA. In Kunduz, a local radio was encouraged to air a programme relating to municipal issues. The result was the production and broadcast of a radio programme, which focused on municipal challenges and solutions;

- Profiles and development plans for Gozars and Nahias in Mazar-I-Sharif, Bamyan and Herat were prepared (10 Gozar profiles and development plans in Herat; 1 Nahia Development Plan (NDP) for Nahia 2 in Bamyan; NDP for Nahia 8 of Mazar-I-Sharif was finalized and Draft NDPs for Nahia 2 of Kunduz prepared and one Nahia in Herat. The Gozar and Nahia plans are important in order to better coordinate development and public services delivery within physical administrative boundary areas;

- Performance plans were prepared for selected departments in Farah, Qala-e-Naw, Nili and Kunduz Municipalities to align departmental objectives and performance with the organizational objectives and expected performance goals;

- Democratic governance was strengthened with the formation of additional Nahia Councils (NCs) and Gozar Organizations (GOs) in Kunduz, Herat, Sheberghan, Mazar-I-Sharif and Jalalabad (Kunduz: 2 GO; Herat: 1 NC and 28 GOs; Sheberghan: 2 GOs; Mazar: 8 GOs ; and Jalalabad: 6 GOs). Nahia Councils and Gozar Organizations serve the purposes of ensuring the voicing of the local population in neighbourhoods. Hence, opportunities and constraints may be better addressed with the municipality;

- Additional school and university-based governance structures (*one* School-Municipal Committee (SMC) in Jalalabad, and one University-Municipal Committee (UMC) *in* Asadabad City) were formed through open elections. These are part of important milestone achievements, serving the municipal public communication and participation strategies in promoting civic education, volunteerism and environmental advocacy;



Figure 22: Training on capacity assessment and development planning for municipal officials in Nili. Photo Credit: ASGP

- A Youth Advisory Group was formed in Jalalabad in close collaboration with Youth Affairs Department to interact with the municipality on youth affairs, provide advice and help to promote volunteerism and civic education. Youth Advisory Group contributions led to several general clean-up campaigns, and civic education campaign targeting the youth on waste management, and maintaining the city clean;

- A pilot city address system was successfully installed in Kart-e-Dostum in Sheberghan City in Jawzjan Province. Sheberghan Municipality, supported by ASGP. This project was designed and implemented through a partnership between the community and the private sector;
- The expanded rollout of **ASGP's support to additional** municipalities was possible with new funding from the Government of Japan. To plan for this expanded support, ASGP initiated consultations with mayors and officials in Nili, Sari Pul, Aybak, Faizabad, Taloqan and Charikar Municipalities to seek their views and priorities;
- In Balkh, the Mazar-I-Sharif team conducted a capacity assessment of Balkh District municipality as a pre-requisite for capacity development planning;
- A number of trainings were held in different municipalities (Mazar-I-Sharif, Jalalabad, Herat, Kunduz, Nili, Balkh and Farah) on various subjects ranging from performance management, to revenue enhancement, asset management, capacity assessment and development planning, process mapping and outreach through schools. Enhancements have been observed in the routine administrative services delivery (decreased delays, and swifter response time to public enquiries, and a systematic revenue collection system for business licences, property registration, and Safayi Tax collection;
- National Mayoral Conference has been designed to be held in the next reporting period;

Below is a snapshot of where ASGP is in relation to its annual targets after Q2:

Table 4: Output 3: Q2 2012 Progress

2012 Baseline	2012 Annual Targets	Q2 Planned	Q2 Actual	Q3	Q4	Comments
(1) Improving capacity of municipalities to generate own source revenues	Revenue generation and management improved in 55% of municipalities; Additional 13 municipalities have revenue enhancement strategies	40%	35%	70%	100%	Not on track *Project Document Output (no baseline established in terms of monetary objectives in AFN)
(2) Improving municipal capacities to apply minimum service standards	Minimum service standards prescribed; One stop shop built; Performance management system in place; Improved waste management system in additional 10 municipalities	30%	20%	70%	100%	Not on track; ASGP roll out to additional municipalities and release of LoA funds to current ones are taking a longer time than anticipated. The delay is negatively affecting the delivery in 2nd quarter. Furthermore, ASGP's engagement in construction (e.g. the "One Stop Shop" needs to be clarified since we already have a commitment to Mazar-I-Sharif) (a project agreed upon with government and at the final stage of procurement), but still pending.
(3) Organizational restructuring of municipalities to improve service delivery	Municipalities are restructured; Additional 12 capacity development plans prepared; Access to modern work facilities increased in additional 8 municipalities	20%	15%	75%	100%	Not on track; Although approved in principle, the implementation of new organizational models is taking too long; thus ASGP has embedded staff at GDMA to closely follow up with the CSC and OAA; The delay in ASGP roll out is affecting the access of additional municipalities to modern work facilities
(4) Strengthen outreach programme	Public participation and communication programme or strategies developed for additional 10 municipalities; Additional 200 community-based governance structures established; Customer satisfaction surveys conducted Manuals and guidelines for planning and budgeting	50%	40 %	75%	100%	Not on Track

(5) Strengthening modern office management systems	Operating Manual developed and introduced through trainings; office management systems improved in additional 8 municipalities	35%	25%	75%	100%	Not on track: Delay in the implementation of the new organizational models impedes the work/ finalization of business process re-engineering and office operating manual
(6) Creation and maintenance of a functional website and e-government applications	Website with e-applications designed and functional for additional 4 municipalities; email system in place for 5 municipalities; Additional 8 municipalities connected to internet	50%	50%	75%	100%	On track

1. FINANCIALS

During Q2, a total of USD 398,787 was spent for this output out of an annual budget of USD 1,640,071 i.e. approximately 24 percent of the entire annual allocated budget. For additional details, please see Annex 1 and Annex 2.

2. RISKS/ISSUES

At present USAID's **RAMP-UP** Programme and ASGP are often, duplicating each other in the delivery of capacity development programmes in provincial municipalities; Mitigation measures include joint regular technical working meetings led by GDMA in Kabul and coordination in the field between ASGP and RAMP-UP.

At present, no significant donor is providing support to District Level municipalities; **IDLG's Municipal Directorate** needs to expand its activities at District Level; For additional information on other external risks, and potential remedial actions please see the Risk Log, Annex 4.

3. FUTURE PLANS

ASGP's Municipal Component will be expanding its direct support to eight additional municipalities. Their activities will include:

Continued support to the development of E-governance systems for municipalities and IDLG National Mayors conference (Kabul) to be held tentatively in Q3;

Twining arrangements with international partners (sister-city connections);

Placement of ASGP staff in the Municipal Directorate at IDLG;

Continued support to development of municipal strategies and plans and outreach initiatives;

Support setting of service standards and key performance indicators;

A focus on supporting District Municipal structures, particularly those identified by the Afghan Government as strategically important and to be introduced in 2012; **ASGP's Municipal Component** will focus its expanded delivery at the district rather than provincial level. This new initiative will be discussed with IDLG and other providers like USAID's **RAMP-UP** programme.

II. ANNEXES

A. ANNEX 1: FINANCIAL TABLE

Donor	REVENUE					EXPENSES AND COMMITMENTS				BALANCE	Remarks
	Commitment (a)	Total Received (b)	Total Receivable c=(a-b)	Carry Over (d)	Total Resources e (b+d)	Cumulative Expenses as of Mar 2012 (f)	Total Expenses (Apr - Jun 2012) (g)	Commitments (h)	Total Expenses & Commitments i = (f + g+h)	Balance j=(e-i)	
AusAid	2,000,000	1,000,000	1,000,000		1,000,000	377,252	87,204	-	464,456	535,544	
SDC (Switzerland)	3,835,636	3,835,636	-		3,835,636	2,505,531	75,642	720	2,581,893	1,253,743	
Italy	1,965,924	1,965,924	-	600,000	2,565,924	1,606,911	368	-	1,607,279	958,645	
European Union	15,831,554	15,810,203	21,351		15,810,203	4,169,928	2,050,600	96,614	6,317,142	9,493,061	
Japan	4,989,196	4,989,196	-		4,989,196	-	-	-	-	4,989,196	
UNDP	5,020,680	5,020,680	-		5,020,680	35,428	32,030	779,364	846,822	4,173,858	
Grand Total	33,642,990	32,621,639	1,021,351	600,000	33,221,639	8,695,049	2,245,844	876,699	11,817,592	21,404,047	

Note:

i) Cumulative expenses as of march 2012 is actual (column f)

ii) Expenses reported for the accounting period of April to June 2012 is provisional.

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

B. ANNEX 2: EXPENSES BY OUTPUT

Project Output	2012 Budget (AWP)	Expenses (Apr-Jun. 2012)	Cumulative expenses (Jan-Jun. 2012)	Delivery Rate	Remarks
Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	3,518,521	626,545	1,020,352		
General Management Service (GMS) Fee (7%)	41,577	43,858	71,425		
Sub-total Output 1	3,560,098	670,403	1,091,776	31%	
Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	12,379,448	846,569	1,383,524		
General Management Service (GMS) Fee (7%)	825,869	59,260	96,847		
Sub-total Output 2	13,205,317	905,829	1,480,371	11%	
Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	3,731,056	374,123	606,240		
General Management Service (GMS) Fee (7%)	202,796	24,664	40,335		
Sub-total Output 3	3,933,852	398,787	646,575	16%	
Output 4: ASGP management and technical support cost	1,278,293	253,778	652,958		
General Management Service (GMS) Fee (7%)	38,549	17,047	43,087		
Sub-total Output 4	1,316,842	270,825	696,045	53%	
Grand Total	22,016,109	2,245,844	3,914,767	18%	

C. ANNEX 3: EXPENSES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Expenses (Apr-Jun. 2012)	Cumulative expenses (Jan-Jun. 2012)	Balance	Delivery Rates
AusAid	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	-	17,839	17,839	(17,839)	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	635,652	63,660	135,144	500,508	
	General Management Service (GMS) Fee (7%)	44,496	5,705	10,709	33,787	
Sub-Total		680,148	87,204	163,692	516,455	24%
European Union	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	254,827	611,881	1,014,717	(759,890)	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	6,937,273	782,566	1,226,295	5,710,978	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	688,074	277,347	493,288	194,786	
	Output 4: ASGP management and technical support cost	483,901	244,655	570,449	(86,549)	
	General Management Service (GMS) Fee (7%)	582,212	134,151	231,332	350,880	
Sub-Total		8,946,287	2,050,600	3,536,082	5,410,205	60%
Italy	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	113,474	-	-	113,474	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	600,771	344	16218	584,553	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	197,926	-	-	197,926	
	General Management Service (GMS) Fee (7%)	63,852	24	1,135	62,717	

Sub-Total		976,023	368	17,354	958,669	98%
Japan	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	3,204,000	-	-	3,204,000	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,392,000	-	-	1,392,000	
	Output 4: ASGP management and technical support cost	66,800	-	-	66,800	
	General Management Service (GMS) Fee (7%)	326,396	-	-	326,396	
Sub-Total		4,989,196	-	-	4,989,196	100%
SDC (Switzerland)	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	225,662	(3,175)	5,634	220,028	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	467,187	-	5,867	461,320	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	619,091	74,990	82,930	536,161	
	Output 4: ASGP management and technical support cost	-	(1,121)	45,073	(45,073)	
	General Management Service (GMS) Fee (7%)	91,835	4,949	9,765	82,070	
Sub-Total		1,403,775	75,642	149,270	1,254,505	11%
UNDP	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	2,924,558	-	-	2,924,558	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	534,565	-	-	534,565	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	833,965	21,786	30,022	803,943	
	Output 4: ASGP management and technical support cost	727,592	10,244	37,435	690,157	
	General Management Service (GMS) Fee (7%)	-	-	-	-	
Sub-Total		5,020,680	32,030	67,457	4,953,223	1%
Grand Total		22,016,109	2,245,844	3,933,855	18,082,254	18%

D. ANNEX 4: ACTIVITY

Activity	Description of Result	Progress
1.1 IDLG fiscal/financial management, budgeting and internal audit system strengthened SNG Fiscal Management	ASGP continued during Q2, to provide advisory services through embedded international staff as well as funding local specialist consultants working in IDLGs' Policy Directorate, engaged in SNG Fiscal Management issues as well as strengthening of the Policy Directorate itself. No stand-alone results achieved during this quarter	Continuous support activity during 2012
1.2 IDLG critical institutional functions developed including audit, M/E, knowledge management, organisational performance management SNGP Legal Framework	ASGP also continued providing advisory services through embedded international staff at IDLG; as well as funding local specialist consultants working in IDLGs' Finance and Administration Directorate with issues inter alia pertaining to functions and skills linked to audit, M&E, knowledge management, organisational performance management. There is no official published schedule when pending laws for revision will be finalized. However, IDLG, expects that approval from the parliament on three laws relating to sub-national governance will be granted before the end of 2012	Continuous support activity during 2012
1.3 IDLG establishes performance assessment and incentive mechanism for PGO/DGOs Human Resource Development PAR	Funding support was provided to the HR Directorate and the ALGFP Directorate of IDLG, as well as to local specialist consultants assisting in strengthening IDLGs Public Administrative Reforms in PGO/DGOs and merit based recruitment, as well as supporting the establishment of performance assessments of PGO/DGO staff. During Q2, "capacity Building for Results (CBRF) session has been provided to senior IDLG staff, in order to encourage the understanding and further commitment to administrative and structural reforms.	Continuous support activity during 2012
1.4 IDLG units' capacity enhanced through needs based training and exposure visits (national and international) Institutional CD	Provision continued of Capacity Advisory support, supporting the capacity development of IDLG units via funding of local specialists in developing and implementing Provincial Development Plans. Added to that, ASGP supported the CIDD Directorate through funding of local specialists in capacity development, as well as the conduct of future study tours and exposure visits (national and international), seminars and workshops i.e. institutional capacity development. During Q2, several initiatives were undertaken, e.g. training of district governors through series of programmes "Provincial Training Programme" , targeted over Q2, and the coming quarters for 258 Afghan civil servants. Added to that, twinning arrangements have been conducted with India in May 2012, under an MoU "Cooperation in Local Governance" between GOIRA and Government of India Added to that ASGP has supported training of deputy governors via the CIDD.	Continuous support activity during 2012
1.5: Support to IDLG	Central Letter of Agreement with IDLG has been signed off as of Q2, supporting 87 staff at IDLG Central Level. Advances, mainly included funding of local specialist consultants within IDLG, as well as conducting workshops, and providing office equipment and supplies to IDLG.	To be completed by the end of Q2, 2012.
2.1 Support to PGOs through technical staff Technical Support to PGOs	Funding agreement was reached with IDLG in Q2 (Provincial LoA Modality) on supporting technical specialists embedded and strengthening of the PGOs and the further implementation of provincial activities as per agreed quarterly work plans	Continuous support activity during 2012
2.3 Support to PGO/DGOs to enhance efficiency through equipment support Office Infrastructure of PGOs/DGOs	Provision of office infrastructure i.e. office equipment, communication and audio-visual equipment, furniture and supplies to the 34 PGOs; as well as office management support funding, enabling more efficient delivery of public services. Progress has not been as planned in the supply	Office infrastructure items procurement delayed. Continuous office

Activity	Description of Result	Progress
	of office infrastructure, due to delays in the approval of the Annual Work Plan of ASGP for 2012. Hence, procurement activities are expected to increase during especially Q3 and Q4 o	management support activity during 2012
2.4 Provincial Strategic plan, provincial profile and year book developed, printed and disseminated Provincial Databases	PGO/DGO Capacity Development for planning, advocacy and database development workshops to be conducted, as well production of audio-visual and printing of related items for capacity development initiatives have been initiated during Q2 and will continue during the remaining of 2012.	To be commenced in Q2, 2012.
2.5 Provincial level capacity development working group and governance group established and capacity development strategy established Provincial CD Groups	Capacity Development workshops, Training of Trainers conducted at provincial level have occurred in Q2, 2012, but are expected to be continued in Q3. Added, technical capacity support, international and national specialists for strengthening provincial level capacity development and strategy formulation during the entire 2012.	Workshops, seminars and trainings to be continued in Q3, 2012. Continuous support activity during the entire 2012
2.6 Provincial level annual planning, budgeting, review meeting and workshops organised to strengthen sub-national planning and budgeting Provincial Planning	Provincial level planning and budgeting and performance measurements undertaken, as well as the provision of technical support to PGOs for strengthening local governance and implementation of SNGP via enhanced planning capacities of PGOs, supported by international technical specialists, and the establishment of individual contractual services for strengthening local governance and implementation of SNGP	Continuous support activity during the entire 2012
2.7 Establishment of Citizen Service Centres in select provincial governor office on a pilot basis Citizen Service Centre	Establishment of City Service Centres on a pilot basis to be initiated in Q3 and Q4 of 2012. A city service centre became operational in Q1,	One CSC established in Q2 and to be continued in Q3, and Q4, 2012.
2.8 Regional and Provincial Councils' fora established and their capacity built to act as knowledge sharing platform PC Forum	Capacity of Provincial Councils developed for networking and knowledge management. PC Networks are being established and meetings occur on a recurrent basis. Good progress has been recorded in the Q2, with several PC network meeting taking place.	Continuous support activity during 2012
2.9 Staff support to Provincial Council PC Staffing	Provincial Councils' are supported through a dual approach at the central level by funding local technical consultants at the General Directorate of Local Councils (GDLC), as well as supporting institutional strengthening of the GDLC via support also to rental, and maintenance of premises and during the entire 2012. Added to that funding to be provided in Q3 and Q4 for technical resources linked to human resources management.	Continuous support activity during the entire 2012
2.10 NGOs/CSO/DDA representatives forum established by Provincial Council towards effective development communication & collaboration NGO CSO PC Forum	Civil society and community linkages to be enhanced through the conduct of workshops, seminars and trainings with participation of PC members, civil society representatives and provincial community representatives during Q3 and Q4, 2012.	To be commenced as of Q3, and continued in Q4, 2012.
2.11 PCs supported with office equipment for effective M&E of service delivery Office Infrastructure PC	Institutional strengthening support undertaken through development of office infrastructure. Including provision of equipment, furniture and various supplies to undertake M&E provincial oversight tasks as of Q3 and Q4, 2012	To be commenced as of Q3, and continued in Q4, 2012.
2.12 Pilot M & E system for service delivery in provincial government entities M&E by PC	Establishing Public Accountability Forums in additional provinces, as well as introducing and enhancing the M&E oversight capacities of public services delivery in those provinces. Progressing well.	To be commenced as of Q2, and continued in Q3 and Q4, 2012.

Activity	Description of Result	Progress
2.13 Provincial Councils trained on results-based management , M&E in the light of the SNG policy PC Training	Training programmes conducted on Results-Based Management, M&E linked to the capacity development objectives of the SNGP for all 34 provinces	To be continues in Q3, and Q4, 2012.
2.14: Provincial Development Fund (PDF)	Local development initiative to be undertaken in Uruzgan Province as of Q3 and continued in Q4, 2012	To be commenced as of Q3, and continued in Q4, 2012.
2.15: Support to Provincial Government Office (PGO) and District Government Office (DGO).	Transfer the 2011 due advances to the PGOs under the Letter of Agreement modality. Advances, mainly funding local specialist consultants within the PGOs, as well as the conduct of workshops office equipment and supplies to PGOS. No advances made in Q2, pending the AWP 2012 approval.	To be completed as of end of Q3, 2012.
2.16: Support to Provincial Councils (PC) and District Councils (DC).	Transfer process initiated of the 2011 advances to the PCs/DCs as per the Letter of Agreement. Funding process initiated supporting the conduct of workshops, purchase of office equipment and supplies to PCs/DCs, in addition to local specialist consultants within the PCs/DCs, as well. No advances made in Q2, pending the AWP 2012 approval.	To be completed as of end of Q3, 2012.
3.1: Capacity development needs assessment conducted and Capacity Development Plans developed and implemented for provincial and district municipalities Municipal CD	Municipal development planning exercises are progressing well. Funding assistance is a good support to capacity development through local technical experts embedded in municipalities. Furthermore, continued progress has been recorded in capacity development planning initiatives and needs assessment for the municipalities. Exposure visit of eastern municipalities to Mazar-I-Sharif was organized and inter-municipal cooperation for peer-to-peer education was initiated . International exposure visits and twinning arrangements with foreign municipalities are to be established over the coming quarters	Continuous support activity during 2012. Twinning arrangements to be initiated as of Q3, 2012.
3.2: Reorganisation of municipalities; support PAR for municipalities for improved service delivery. Develop municipal systems and procedures such as citizen service evaluation, one-stop shops. Municipal PAR	Good progress in the introduction of organizational municipal analysis, and re-engineering of business processes, as well as the development of operating manuals, and customer satisfaction surveys supported by embedded local technical specialists in municipalities. Promotion of self-help initiatives are also advancing well in municipalities as within the IDLG Directorate of Municipal Affairs and institutional strengthening of the GDMA through rental support to physical premises. Customer Service Centres' establishments are to be supported as of Q2, 2012. Emphasis on the provision of equipment and furniture required municipal garbage collection to be initiated as of Q2, 2012.	Continuous support activity during 2012.
3.3: Support for information sharing and networking for municipal staff. Municipal E-Governance	Progress recorded in the provision of internet connectivity in the quarter. Progress has also been recorded in areas linked to the formulation of communication, development and management plans for enhanced partnership and aid coherence linked to workshops and contractual service arrangements. E-governance applications to be supported during the Q2, and rest of 2012. Advances recorded in Q2.	Continuous support activity during 2012.
3.4: Strengthen financial management of municipalities, and support revenue improvement action planning. Municipal Financial Management	Municipal Unit continued the support in developing Revenue Improvement Action Plan and budget related planning activities supported inter alia by progressive development and introduction of databases, as well as the continued registration of properties linked to Safayi taxation collection. Workshops were organized on financial management and budgeting, as well as the promotion of transparency and accountability of financial practices through public accountability hearings. This was made possible through funding support to technical specialists	Continuous support activity during 2012.

Activity	Description of Result	Progress
	producing and sharing financial management systems (databases), as well as sharing in the conduct of workshops and Public Accountability Hearings. Good progress.	

E. ANNEX 5: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
1	Low capacity and insufficient number of qualified staff in the PGO, DGO, PC's and Line Ministerial Departments in all 34 provinces of Afghanistan to adequately and timely implement ASGP deliverables	28 Feb 2011	Organizational	Impact=3 Probability=5	To train and mentor the sub-national government tashkeel staff via ASGP LoA embedded staff and develop special arrangements to attract qualified staff, particularly in lesser developed provinces, including civil servant relocation	Regional Teams	Regional Teams	Decreasing
2	Weak coordination between the PGOs, DGOs, PCs and Line ministries adversely affecting the achievement of deliverables.	Jan 2012	Organizational	Impact=3 Probability=3	Strengthening coordination among the concerned stakeholders, through establishing integrated standing cross consultative/advisory mechanisms to deal with specific planning exercises	Regional Teams	Regional Teams	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
3	Delay in provincial LOA fund / SOP finalization and approval for utilization for ASGP II programme implementation.	Jan 2012	Planning	Impact=5 Probability=3	Finalizing and approval of the SOP for LOA fund utilization for ASGP implementation accordingly. Designating a lead coordinating and advisory team at Kabul level	Regional Teams	Regional Teams	Decreasing
4	Delay in the AWP finalisation for 2012, and approval by stakeholders and CO (IDLG and ASGP) for ASGP implementation, have adversely affected the timely implementation of AWP activity deliverables	Jan 2012	Planning	Impact=5 Probability=5	Approval and sharing the AWP for 2012 working with IDLG for timely for endorsement and commencement/completion of the same	ASGP Kabul	Regional Teams	improving

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
5	Inadequate monitoring and evaluation practices significantly reduce the positive effect of introduction of new management procedures and practices in provincial and district governors' offices	<i>March 2011</i>	Capacity/Organizational	Impact=3 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 is working with IDLG to develop a consistent template for M&E, identifying appropriate indicators, and consistent methods for measuring success	ASGP Kabul/IDLG	Regional Teams	Improving
6	Development of provincial development plans may be delayed due to insufficient trained local sub-national entity technical capable staff in all 34 provinces across Afghanistan	<i>Quarter 4, 2010</i>	Organizational	Impact=3 Probability=3	Deliver training on provincial development planning to key provincial staff (UNDP/ASGP, IDLG). Support Training of Trainers (ToT) by continuing supporting the IDLG CIDD Department via workshops, ensuring that the IDLG maintains a pool of qualified staff	Regional Teams/IDLG/ ASGP Kabul	Regional Teams	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
7	Development of Provincial Strategic Plans may be hampered by insufficient number of available local staff	Quarter 4, 2010	Societal	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	Regional Teams	Decreasing
8	Women may be prevented from joining civil service due to lack of qualification, local cultural traditions, harassment and inadequate accommodating working conditions	March 2011	Societal/ Organizational	Impact=5 Probability=5	Expand the number of provincial internship programmes specifically for young women. Ensure that “gender” specific needs for women employees are met, and that women have similar quality of accommodation in the workplace to men. Added to that consultations made with e.g. Female Provincial Councillors’ Network or the established female advisory groups at municipal level should be included in capacity assessments	Regional Teams	Regional Teams	ASGP will explore opportunities in 2012, leading to increasing 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 staff.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
9	Regular unavailability of PC members for sessions, limiting the degree of representative, contributions made in meeting, policy making, planning and oversight of development programmes	15 Aug 2011	Organizational	Impact=3 Probability=4	Actively engage PC's in provincial strategic planning, provincial development plans, provincial recruitment committees and M&E efforts, such as GOFORGOLD. Furthermore, ensure that PC needs assessments, also include an assessment part, identifying constraints and opportunities to ensure higher degree of attendance and presence to PC events and mandated tasks	Regional Teams/ASGP Kabul	Regional Teams	Same
10	Stakeholder concerns/credibility issues may materialize in respect to timely meeting of ASGP's/UNDP's planned output deliverables, as per Project Document. This is a risk if insufficient immediate progress is not made (due to the long-term nature of ASGP's institutional capacity development process) to stakeholders	Feb 2011	Planning/Visibility/Societal	Impact=2 Probability=2	Develop local PGO/DGO and municipal stakeholder communication plans to keep stakeholders informed and abreast at all times on ASGP's/local counterparts joint progress toward achieving short-term and long-term results. Encourage, frequent public meetings, and their attendance, as per adopted rules of procedure, where ASGP inform local stakeholders on the nature of deliverables planned, their implementation status and challenges and way forward.	Regional Teams	Regional Teams	Decreasing Mitigating measure includes the establishment of the quarterly UNDP/ASGP Provincial Board Meetings across Afghanistan

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
11	Devolution of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption	March 2011	Organizational/ Planning	Impact=3 Probability=2	Despite the formal introduction of the SOP and trainings of the staff for the subnational entities, some of them may continue to face challenges in managing and accounting for LOA advances.	Regional Teams/ASGP Kabul/IDLG	Regional Teams	Same
12	Attempts to strengthen the actual role and the mandated oversight powers of provincial and district councils, by strengthening their de-facto M&E function, may cause resistance among provincial sub-national governance entities	Quarter 1, 2011	Political	Impact=2 Probability=4	Encourage sub-national government entities, especially PGOs, ministerial line departments, and DGOs, to collaborate with the PCs and DC within the regulatory framework; when Provincial Monitoring Teams are overseeing the performance delivered of sub-national government entities. Stress that oversight is not adversarial Develop Capacity Development Plans for PC members including a well-defined introduction to the mandate of the PCs and the expectations for the assigned Provincial Monitoring Teams	Regional Teams	Regional Teams	Same Joint outreach and monitoring mechanism are being established by PC and PGOs along with line ministries

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
13	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	Same 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
14	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 Sept 2011	Security	Impact =4 Probability=4	Recruitment of the additional qualified staff and increase the number of LoA staff, based on the provincial needs, is required; work with PGO on developing improved security plan. Recurrent refreshment trainings to be conducted, which is required for all LoA staff to be conducted in Kabul.	ASGP/Central Region	31 Dec 2011	Same Situation In Logar Province, has not changed substantially, as now no LoA staff available.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
15	Political interference in LOA staff recruitment. from various sub-national level stakeholders at the provincial level in the recruitment process can adverse impact the quality and commitment of the recruited LoA staff	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA staff should be closely monitored and strong oversight mechanism need to be put in place	RPM	North	Same; ASGP is supporting the IDLG, the PGO and municipalities by sharing in LoA staff recruitment process across Afghanistan on a per needs basis
16	Popular legitimacy and effectiveness of provincial and district councils may suffer significantly, unless the Provincial Councils are empowered to make a meaningful contribution in policy making, planning and monitoring / evaluation of development programmes	Political	Second half of 2010	Impact=5 Probability=1	Encourage the government to implement oversight of the sub-national governance public services undertaken, and advocate for the voicing of the citizens Actively engage PC in provincial strategic planning and M&E efforts, such as "GOFORGOLD".	ASGP Kabul/IDLG	RPM/ASGP Kabul	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
17	Effectiveness of provincial and district councils is likely to be adversely affected by insufficient capacity of councillors' and inadequate internet access/ICT equipment , while the 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 as soon as possible and identify partners to expedite delivery of this programme once the councils are installed. Work on grant proposals in progress for solar internet stations for each PGO, funded by USG.	Regional Team and ASGP Kabul	RPM/ASGP Kabul	Improving
18	Provincial Board Meeting-Follow-Up requirements without adequate staff to follow-up on expected actions/pledges may adversely affect the credibility of UNDP programmes and projects in provinces among PGOs	Jan, Feb & March 2012	Organizational	Impact=5 Probability=3	Requesting support from adjacent provinces/regions, when possible in order to deliver on specific commitments given during board meetings	ASGP Eastern Region Team	RPM	Same

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
19	LOA staff may be suffering if the office will not be fully equipped with required equipment's due to delay on processing of LoA Work Plan.	12 Jan 2012	Management	Medium	All required supports for fully functional project will be provided.	ASGP & IDLG	15 th Apr 2012	Same
20	ASGP/Central Region Team may not regularly be able to visit and conduct its activities in Logar due to the security issues and lack of qualified LoA staff in provinces (except Budgeting and Finance Specialist)	10 Jan 2012	Social / Organizational	High	Recruitment of the new qualified staff and increase the number of LoA staff based on the provincial need is required. Refresher training is required for LoA staff to be conducted in Kabul. Work with regional leaders to improve security situation	ASGP/PGO/IDLG	ASGP/Central Region 29 Mar 2012	Same
21	Lack of sufficient staff in some provinces to implement all activities within the Central Region provinces	12 Jan 2012	Organizational	High	Prioritize selected activities and focus on these activities	ASGP / IDLG	ASGP/Central Region 22 Mar 2012	Same

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
22	Delays in timely payment of LoA staff salaries.	12 Feb 2010	Management / Organizational	Impact=3 Probability=5	An appropriate mechanism should be provided upon based on Government regulation and UNDP/ASGP mandate to timely process the salaries on monthly bases.	IDLG & UNDP/ASGP	Regional Teams 1 April 2012	Same Recently IDLG and UNDP/ASGP management decided to process the three months unpaid salaries from LOA fund. but still there is no clarity for future payment.
23	Lack of trainings and workshop on AWP, LOA fund utilization and SOP and other financial, procurement procedures and management	April, May and June 2012	Organizational	Impact=3 Probability=3	Arranging of proper trainings and learning opportunities to staff to learn accordingly	Regional Teams/IDLG	Regional Teams	Same
24	Municipal budget in 2012 is expected to be reduced in order to adhere to donor agreements. This situation cuts the current support to many municipalities and leaves the good delivery midway and may adversely affect ASGP's public image	<i>End of June, 2012</i>	Organizational	Impact=5 Probability=5	To discuss with UNDP Country Office and donors on allocating more money to the Municipal Component for the direct influence of its support over service delivery. Additionally, work with USAID (RampUp) to identify areas of overlap.	Municipal Team	Municipal Team	Increasing

F. ANNEX 6: ISSUE LOG

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
1	Shortage of staff	Jan, Feb & March 2012	ASGP Eastern Region (ER) Team could not effectively participate in all forums and technical coordination meetings within UNERT, PDC , CBWG ,UN coordination and other technical working groups due to shortage in staff (only one Provincial M&E specialist is available in the ASGP Eastern Region)	High	Same	ASGP Eastern Region Team
2	Delay in operationalizing ASGP's Provincial LoA	Jan, Feb & March 2012	Delays in endorsement of the LoA Standard Operating Procedures (SOPs) crippled ASGP ER attempts to move forward with programme implementation	High	Same	ASGP Eastern Region Team
3	Delay in developing and endorsing LOA for PDF (Provincial Development Fund)	Jan, Feb & March 2012	No activities have been conducted, due to unavailability of approved Standard Operating Procedures for the utilization of LoA Funds	High	Same	ASGP Eastern Region Team
4	No training provided in respect to LoA modality and Standard Operating Procedures (SOPs) for ASGP ER team ,LoA staff and PGO representatives	Jan, Feb & March 2012	ASGP ER team ,LoA staff and PGO representatives are not fully aware of all implications of the LOA and the related SOPs ensuring adequate understanding and the correct disbursement of LoA fund in the ER provinces	High	Sop's for Load's have been developed and ASGP will hold trainings on them Q3.	ASGP Eastern Region Team
5	Programme/Communication/PCs	Jan, Feb & March 2012	Without internet access to the PC, the aim of enhancing the capacity of its members will be adversely affected.	Low	Same	ASGP Eastern Region Team
6	Operational/Induction of LoA Staff	Jan, Feb & March 2012	National LoA staff working for the respective sub-national governance entities in ER region areas are to be provided orientation and training for project implementation, especially concerning the LoA modality	medium	Same	ASGP Eastern Region Team

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
7	Management/reporting	April 2012	Majority of the LoA staff are not adequately qualified, not conducting activities based on their TOR and not regular reporting in Eastern region Provinces, therefore ER recommendation is to provide orientation training for all TO/LoA staff to strength their activities regional and countrywide.	High	N/A	IDLG and ASGP main office/ Location: ASGP ER
8	Management/reporting	Jan 2012	LoA staff are not regularly reporting in the Southern Provinces, the recommendation is to provide orientation training for all LoA concerning their duties, and to terminate those who do not follow standard office procedures.	High	Same	IDLG and ASGP main office
9	Operational/capacity Development LoA Staff	Jan 2012	National LoA staff working for the respective areas are to be provided with financial and procurement management training; Kandahar, Helmand, Nimroz and Zabul Provinces	High	Same	IDLG and ASGP main office
10	AWP 2012 Approval Process	3/2/2012	Extended and intricate approval process of Annual Work Plan may affect implementation of programme deliverables	High	Same	RPM
12	Procurement Plan Approval Process/Delayed	Jan 2012	Extended and intricate approval process of Annual Work Plan/Procurement Plan may affect implementation of procurement plan deliverables	High	Same	RPM
13	Payment of provincial staff	14 Dec 2011	Funds have not been allocated to the Logar and Maydan Wardak Provinces. Hence, the disbursement process of their salaries is very slow, distracting and not conducive, in motivating these in performing their tasks	High	Same	RGS (Central Region)
14	Budget not available to implement capacity development activities in Central Region	20 Feb 2012	Insufficient funding availability including LoA funding. The situation severely affects the conduct of provincial activities, including conducting training, workshops, and knowledge products and planning. Adequate funding needs to be provided via an approved AWP and procurement plan for 2012	High	Same	RGS (Central Region)

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
15	Security Situation deterioration in the Central Region	03 Jan 2012	During the quarter, the security situation in the Central Region deteriorated. There was an attack on the Provincial Governor Office of Logar and Paktia and an incident in Kapisa Province in Mahmood Raqi.	High	Same	RGS (Central Region)
16	Implementation of LoA modality	30 Mar 2012	Funds still not transferred to Logar and Maydan Wardak Provinces, LOA plan has not been implemented yet. The SOP has not been finalized yet.	Medium	Same	RGS (central region)
17	Parwan PGO is lacking adequate space, equipment, and staff, especially in HR department (due to a complex attack, 17 PGO staff were killed and the premises were destroyed).	14 Aug 2011	The building required construction and PGO initiating discussion with IDLG and donors to find the resources for construction and refurbishment of the PGO of Parwan, and recruitment new ASGP LoA staff.	High	Same	IDLG, ASGP
18	Implementation of LoA modality	26 June 2012	LOA was signed in last November 2011, but a bank account was not opened for Nouristan for the LOA components and activities support. Moreover, previous TO staff (signatories) were terminated by IDLG but replacement mandated signatories were not introduced by the Governor of Kunar Province. Added to that the new ones eventually mandated have also experienced a delay in receiving their Bank ID therefore LOA plan has not been implemented yet, as well as the supporting SOP governing the use of LoA Funds has not been finalized yet.	Medium	Same	ASGP CO (operation)/Location Eastern Region
19	Budget not available to implement capacity development activities in Eastern Region	April, May and June 2012	Insufficient funding availability including LoA funding. The situation severely affects the conduct of provincial activities, including conducting training, workshops, and knowledge products and planning. Adequate funding needs to be provided via an approved AWP and procurement plan for 2012	High	Same	RGS (Eastern Region)/ location: Eastern Region

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
20	Provincial Board Meeting	April, May and June 2012	Organizing Provincial Board meeting without adequate staff and funds to follow-up will have negative impact amongst the Provincial Governors and UNDP /ASGP	High	Same	ASGP Eastern Region Team Location: Eastern Region
21	Management	January 2011	Since January 2012 the North East Regional Office is facing lack of International staff and since mid 2011 facing lack of Programme staff, the immediate need for additional staff to support programme (PGO, PC, DGO) and international staff to head the office must be addressed.	High	Same	ASGP Regional Office Kunduz
22	Operational	Med 2011	Inadequate number of LoA staff to implement all activities in all four provinces of the North East Region	High	Same	ASGP Regional Office Kunduz
23	Operational	January 2012	Insufficient petty cash since beginning of the year is having significant negative impact on day to day office operations	High	Same	ASGP Regional Office Kunduz
24	LoA staff salaries	April 2012-up to date	All LoA Staff are sending their weekly and monthly reports on regular basis but NER LoA staff are not receiving their salaries at the end of each month.	High	Same	Takhar PGO TO Staff
25	Management	1 st May 2012	Zabul LoA staff are not sending their province weekly, quarterly and annually reports to Kandahar regional office therefore the recommendation is to provide orientation training for all LoA staff to strength their activities at regional and country level or replace them with new staff who will follow their contracts	High	Same	IDLG and ASGP main office
26	Operational	1 st May 2012	National LoA staff working for the respective areas are to be provided with financial and procurement management training; Kandahar, Helmand, Nimroz and Zabul.	High		IDLG and ASGP main office
27	LOA staff cannot do their jobs if their office is not equipped with required equipment	12 Jan 2012: Update on 15 th Jun	Management, due to delays in processing of LoA Work Plan.	Medium	All required support for fully functional project will be provided: Update: At the Central Region, LOA fund expenses	ASGP & IDLG

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
		2012			in purchasing equipment and recruitment of new LOA staff was halted in March 2012. Only Kapisa Province has expended 90% of their received funding. Logar and Maydan Wardak Provinces have not received their funding. This will have an adverse impact on ASGP project implementation and service delivery at the provincial level.	
28	Parwan PGO is suffering from lack of space and equipment (due to a complex attack, 17 PGO staff were killed and the building has been destroyed).	14 Aug 2011: Update on 30 th Apr 2012	Organizational / management	High	<p>New staff under the government Tashkeel were recruited but still they need capacity development and office space and equipment.</p> <p>Procurement of equipment under the LOA fund has not proceeded due to the IDLG management decision as well as pending final SOP guidelines to be established.</p> <p>Update: The building required construction. The PGO has initiated discussions with IDLG and donors to find the resources for construction and refurbishment of the PGO of Parwan, including recruitment of the new ASGP LOA staff</p>	IDLG, ASGP

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
29	Security in Logar and Maydan Wardak provinces. ASGP/Central Region Team may not regularly visit and conduct its activities in Logar due to the security issues and lack of LoA/TO staff in provinces.	10 Jan 2012 Update on: 10 Jul 2012	Social / Organizational	High	Recruitment of the new qualified staff and increase the number of LoA staff based on the provincial need is required. Refresher training is required for all LoA/TO staff in each province or all together in Kabul. Update: For the last two quarters, ASGP team could not succeed in implementing even one single activity in Logar Province except the activities initiated by resigned TO staff on financial management related issues with Logar PGOs	ASGP/PGO/IDLG
30	Lack of sufficient staff in some provinces to implement all activities within the Central Region provinces	12 Jan 2012. Update on 07 Jul 2012	Organizational	High	Prioritize selected activities and focus on these activities Update: No staff in Logar Province, still additional staff are requested by Wardak, Kapisa and Parwan and Logar Provinces' Governors to be recruited in the PGOs, DGOs and PCs to assist ASGP in implementation of activities.	ASGP / IDLG
31	Salary payment of provincial staff	30 March 2011	Funds have not been allocated to the Logar and Maydan Wardak Provinces. The payment process for their salaries is very slow. ASGP Operations is to speed-up this process.	High	1 Jun 2012	RGS (Central Region)

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
32	Budget not available to implement CD activities	20 March 2012	Lack of operational LOA funding, is having a severe impact on implementation of provincial activities, including Capacity Development trainings, workshops, publications and knowledge products and planning.	High	NA	RGS (Central Region)
33	Security in the Central Region	3 Jan 2012	In the last quarter, the security in the Central Region deteriorated. There was an attack on the Provincial Governor Office of Logar and Maydan Wardak.	High	30 Apr 2012	RGS (Central Region)
	Implementation of LoA	30 Mar 2012	Funds have not been transferred to Logar and Maydan Wardak Provinces' LOA accounts. Kabul and Parwan Provinces have sufficient funds but guidance and IDLG halted the disbursement of LoA expenses, except salary payment. Panjsher province has expended their funding with limited permission, only on some workshops and salary payment.	Medium	2 June 2012	RGS (Central Region)
34	Unpaid Salaries to the provincial specialists. This issue will adversely affect the ASGP and UNDP's credibility. It may also go to the media or Human Rights Commission	10 Mar 2012 Update on 30 Jun 2012	Social/organizational/management	High	Recently UNDP/ASGP and IDLG have agreed to process the provincial staff salaries through new modality to their individual bank account with the amendment of signed LOA.	ASGP / IDLG
35	Weak coordination among PGOs , DGOs, PCs and Line ministries	NA	Societal	Probabi lity=4 Impact =4	Strengthening the coordination among the concerned stakeholders	Uruzgan/ Yugesh/April 2012

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
36	Low capacity and inadequate number of qualified staff in the PGO,DGO, PC and line ministerial departments in Uruzgan	NA	Societal	Probability=4 Impact =5	Train the staff and develop special arrangements to attract qualified staff, particularly in less developed districts, including a civil servant relocation	Uruzgan/ Yugesh/ April 2012
37	Uruzgan PC does not have basic office equipment and furniture. They do not have budget for rent of the building and have not been paying rent for the last three months.	NA	Political	Probability=4 Impact =4	Actively engage provincial and national stakeholder of PC to resolve these issues	Uruzgan/ Yugesh/ April 2012
38	Change in leadership in Uruzgan PGO	NA	Political	Probability=4 Impact =4	Actively orient and engage new Governor in the ASGP Programme promoting local ownership	Uruzgan/ Yugesh/ April 2012
39	Operational/Uruzgan	July 2011 March 2012	The office operates without staff and vehicle. The immediate need to support the operation of the office must be addressed.	High	None	Uruzgan/Yugesh
40	Staffing/Uruzgan	November 2011 March 2012	Lack of staff and long-intricate process of staff recruitment causes delay in programme delivery	High	None	Uruzgan/Yugesh
41	Operational/Bamyan/Daikundi	June 2012	UNDP Central Highland Regional Office has problems with office equipment/furniture. Requests for office supplies has been made many times to ASGP in Kabul, but not been provided. Staff at the regional office needs enabling environment of work including constant internet, a well-equipped office building, and safe compound	Very High	July 2012	RPM

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42	Delay in release of LoA fund	April, May, June 2012	Delays in release of LoA funds have worried and caused concerns among the municipal staff (no salary in the past six months) and government counterparts and have badly affected the programme delivery. It is increasing doubts on the sustainability of support to municipalities	High	N/A	Municipal Team
43	Delays in responding to ASGP's commitments to municipalities	April, May, June 2012	Construction of "One Stop Shop" for Mazar-I-Sharif Municipality has been due for a long time. As per ASGP's concurrence , the municipality started the procurement process and is now at the contract awarding stage, but the municipality needs a green light from ASGP on fund availability to start the project	High	N/A	Municipal Team