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AFGHANISTAN SUBNATIONAL GOVERNANCE PROGRAMME

2014 FIRST QUARTER PROJECT PROGRESS REPORT



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PROJECT INFORMATION

Award ID:	00058922
Duration:	1 January 2010 -31 December 2014
ANDS Component:	Governance, Rule of Law and Human Rights
Contributing to NPP:	National Priority Programme for Local Governance
CPAP Outcome:	The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
UNDP Strategic Plan Component:	Democratic Governance
Total Budget:	USD 139,000,000 (LOP cost in pro doc);
Annual Budget 2014	USD 20, 887,446
Implementing Partner:	UNDP
Key Responsible Parties:	UNDP; IDLG; Provincial, District Governors Offices; Provincial Council; Municipalities
Chief Technical Advisor:	Christopher Carter
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COVER PAGE PHOTO: The Saripul Governor Abdul Jabar Haqbin and Swedish International Development Cooperation Agency (SIDA) programme officer Hoshang Schiwa cut the ribbon to inaugurate the Saripul Citizen Service Centre. The Centre improves governance and service delivery, by providing provincial services and bringing PGOs and citizens closer together. Governor Haqbin and Schiwa are supported by the UNDP/ASGP regional manager Yugesh Pradhanang (at left, in suit), the Saripul Provincial Council chair Assadullah Khuram (partially obscured) and the Saripul Deputy Governor Abdul Ghafoor Dastyar Saripul (with beard and tie).

ACRONYMS

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

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I. EXECUTIVE SUMMARY

The Afghanistan Subnational Governance Programme's (ASGP) First Quarter Progress Report for 2014 outlines the project's results and activities across all 34 provinces during the quarter. ASGP is a capacity development programme that supports more effective, sustainable and inclusive subnational governance across the Independent Directorate of Local Governance (IDLG), Provincial Governors Offices (PGO) and District Governors Offices (DGO), all 34 Provincial Councils (PC), and 19 municipalities. UNDP/ASGP technical and capacity development specialists, who work in seven regional offices including Kabul, support these activities and results, in partnership with ASGP-funded personnel in subnational offices and in IDLG.

Highlights of this Quarterly Progress Report include ongoing support to significant subnational policies and initiatives, including the Ministry of Finance's draft Provincial Budgeting Policy (PBP), IDLG and MRRD's District Coordination Councils Policy, and support to gender mainstreaming, in partnership with IDLG, the Ministry of Women's Affairs, and UNDP. Highlights during Q1 include ASGP support to capacity development initiatives that complement the MOF's draft policy, such as planning and budgeting and Public Financial Management (PFM). ASGP also supported IDLG's General Directorate of Local Councils' Affairs (GDCLCA) to support the development and orientation of the DCC policy, through workshops and technical support to GDCLCA and Provincial stakeholders.

In addition to institutional reform, ASGP continued to support organisational development of IDLG, PGOs and DGOs, PCs, and municipalities during Q1, to deliver more effective, sustainable and inclusive subnational governance and improved service delivery. ASGP focused on organisational development and public financial management capacity of PGOs, which lead and coordinate development and governance in the province according to the SNG. During Q1, tashkeel (Afghan civil service) occupancy increased to approximately 94%, the highest levels ever reported by PGO HR directorates to ASGP. This high level of occupancy and retention supports PGOs to function more efficiently, as they are not impacted by staff turnover and the attendant loss of organisational expertise.

ASGP continued to support capacity development of Provincial Council (PC) members and their work in dispute resolution, public oversight and internal meetings. This support enables PCs to more effectively function as representative, democratically elected bodies able to hold government to account. ASGP support to municipalities focused on increasing municipalities' revenue streams and improving basic public services during Q1 2014, as well as the integration of gender priorities into municipal Capacity Development Plan and municipal service delivery.

ASGP support to IDLG's organizational reform includes capacity development of technical assistance and tashkeel personnel, especially the Capacity and Institutional Development Directorate and the Policy Directorate. ASGP Capacity Assessments in Q1 demonstrated enhanced capacities for IDLG staff and directorates, including tashkeel personnel, as a result of ASGP capacity development over that quarter (please refer to Output One for more information). In addition, in Q1 ASGP supported IDLG 'twinning arrangements' between IDLG and subnational governance entities and relevant institutions in other countries, which resulted in improved personnel competencies in financial management and governance.

ASGP also partnered with the UNDP Gender Unit and the UNDP's Gender Equality Project, as well as with government partners such as the Ministry of Women's Affairs, to develop a workplan that commits a minimum of 12% to specific gender initiatives. This also responds to the priorities established by UNDP globally in the Strategic Plan, and to the Afghanistan Country Programme Document, which integrates gender equality throughout all outcomes. ASGP's enhanced M&E framework, developed with inputs from these same partners as well

as UNDP CO, increased its focus on gender activities and results in governance and service delivery, in line with the principles of gender mainstreaming as defined in the NPPLG.

ASGP gender results in Q1 encompassed institutional reform, principally through the anti-harassment guideline and support to gender sensitive policies, as well as organizational and individual capacity development for contract and tashkeel personnel, focused on gender sensitive governance, and gender mainstreaming. ASGP is working with UNDP and UN partners, and PGO and DGOs, Provincial Councils and municipalities, as well as the Ministry of Women's Affairs and civil society, to ensure that gender equality is mainstreamed in ASGP and partner work plans, and effectively monitored and evaluated. During Q1, ASGP continued to support governance initiatives that directly and positively impact women's economic livelihoods, including internship and employment programmes, and the promotion of gender-responsive governance and gender-responsive service delivery (for more examples, please refer to the section on gender).

In addition to the successes of Q1, it is important to acknowledge the challenges and lessons learned of that quarter, as well as the challenges that lie ahead. Protracted negotiations with IDLG over the National Technical Assistance policy and the Annual Work Plan impeded project delivery during Q1, and ASGP operated on a temporary, restricted budget. As a mitigating strategy, ASGP personnel focused on governance and capacity development activities that did not require significant financial outlay, for example trainings, and on-the-job coaching and mentoring of tashkeel staff related to their daily activities in the office, such as administration, office management, and public outreach. In addition, the 2014 Presidential and Provincial Council elections impacted the delivery and leadership of government partners at the national and subnational levels. Electoral law restricted PGO and PC activities during the electoral campaign, including certain governance activities supported by ASGP. The inability of provincial partners to lead AWP development and implementation compounded the slowdown in project delivery in Q1, and this factor will persist into Q2 2014. To mitigate this, ASGP partnered with other SNG personnel unaffected by electoral restrictions to support governance work, for example, by working with ASGP-supported technical specialists embedded in SNG offices, and with the tashkeel to implement SNG activities. ASGP would like to thank current donors who committed in Q1 to continuing their partnership with the only GOA-endorsed, National Priority Programme to support subnational governance across Afghanistan, and work collectively toward more effective, sustainable and inclusive governance, improved service delivery, and positive results for the people of Afghanistan.

II. RESULTS

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

ASGP supported the Independent Directorate of Local Governance (IDLG) through national and international technical assistance in Q1 2014, largely focused on the policy framework and on organizational development. This supported IDLG to fulfill its mandate as the lead agency for policy and planning for strengthening local government and ensuring good governance, as well as its responsibility for ensuring that other subnational governance entities (such as Provincial and District Governors' Offices, Provincial Councils, and municipalities) are adequately skilled and resourced to represent people and deliver services.

Indicator 1.1 Number of Laws and regulations drafted and approved

The National Priority Programme for Local Governance (NPPLG) and the Subnational Governance Policy (SNGP) identifies three laws that are the most important for the shaping of local governance: the Local Administration Law, the Provincial Council Law, and the Municipality Law.

In Q1 2014 IDLG's Policy directorate worked with GOA partners, such as the Ministry of Justice (MOJ), the Cabinet and the Parliament, to progress the three laws. Despite IDLG's regular follow up, the range of stakeholders and decision-making authorities impeded the approval process, as did Parliamentary and Government institutions' focus on the Presidential and Provincial Council Elections during Q1. Moreover, ASGP cannot influence the Parliament and its committees to expedite the next steps, which undermines efforts to secure the legislative aspect of the output. The current status of the three key Laws is presented in the table below.

Law	Status
Local Administration Law	<i>Status:</i> Currently with the internal security committee of Parliament. <i>Process:</i> The internal security committee collected inputs from the different committees and has now put up the Law for general discussion in the Parliament. <i>Next Step:</i> After the general discussion the law will be put up for approval of the lower house of the parliament, followed by upper house and finally for Presidential approval.
Provincial Council Law	<i>Status:</i> Currently with Parliament. <i>Process:</i> The lower house has passed the draft law but the upper house has not. A joint committee with members from both houses is currently working on it. <i>Next Step:</i> Approval in the two houses of the Parliament, followed by Presidential approval.
Municipality Law	<i>Status:</i> Under discussion in the legislative committee of cabinet. <i>Process:</i> If cabinet recommends changes, the MOJ will incorporate them and the Law will be resubmitted to the cabinet <i>Next Step:</i> Submission to Parliament after Cabinet Approval

The implementation of NPPLG continued in Q1 of 2014. IDLG's 2013 annual report, released in Q1 2014, outlines progress on implementation of NPPLG, including an overall implementation rate of more than 65%.

Sub National Planning

IDLG's policy directorate continued to support Sub National Governance Entities (SNGEs) to prepare Provincial Strategic Plans (PSPs). During Q1, work continued on the seven PSPs launched in 2013 for Parwan, Panjshir, Kunduz, Ghor, Jawzjan, Saripul and Loghar (with 60% completion rate). ASGP supported the strategic plans technically and financially, and supported IDLG's PSP specialists.

During Q1, IDLG organised an important conference on Deputy Governors' functions and responsibilities. Deputy Governors are the senior most civil servants in the PGOs, recruited via a merit based process conducted by the Independent Administrative Reform and Civil Service Commission (IARCSC), and the individuals' work is critical to the PGOs' success. Though the conference was scheduled for three days, it was cancelled at the close of the first day due to the sudden passing of the Vice President. Nevertheless the conference covered basic issues such as the PGOs' terms of reference and fiscal decentralization, while participants committed to conduct smaller regional workshops to continue the discussion. ASGP supported the conference financially and provided some technical input into the agenda, and supported IDLG's NTA team, who contributed to the development and implementation of the conference agenda in partnership with the Adam Smith Institute.

Indicator 1.2 Strength of the organization and management systems for IDLG

ASGP aims to develop capacities in IDLG central and also strengthen its Capacity and Institutional Development Directorate (CIDD), so it can lead subnational capacity development initiatives across Afghanistan.

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

This indicator relates to IDLG's capacity to discharge its key functions, including capacity development of the IDLG central office, as well as the Provincial and District Governors' Offices (PGOs and DGOs), Municipalities and Provincial Councils (PCs).

During Q1 of 2014, ASGP undertook individual level capacity assessments (CA) for Tashkeel staff (called 'coachees') of different directorates to orient the coaching and mentoring to capacity needs, and in continuation of the 2013 practice. (The individual CA scores are reported in this section alongside other capacity development (CD) initiatives undertaken during the quarter). During Q1, coaching and mentoring was provided to tashkeel staff of the Capacity and Institutional Development Directorate (CIDD) and the Policy Directorate. The CIDD is responsible for IDLG's CD, while the Policy Directorate is responsible for developing and implementing key SNG policies and strategies. The capacity development of these two directorates is critical, and the ASGP CD team focussed on coaching and mentoring the tashkeel staff throughout 2013. (Details of this coaching and mentoring modality were provided in the ASGP 2013 Annual Progress Report and are not repeated here. For further information please refer to APR 2013, output one.)

The coachee database was updated for 2013 annual data and for 2014 Q1 data and shared with CIDD. In total, 20 coaching sessions were conducted during Q1. Some were group sessions while some were one to one, resulting in a total of 125 coachee days. The coachee profile for these sessions was 19 principal coachees (Pr.C) and five occasional coachees (OC). There were 10 Pr.Cs from the CIDD and nine from the Policy Directorate. IDLG's CIDD and Policy Directorates do not have any female tashkeel employees, so the coachees did not include any female tashkeel employees.

ASGP in consultation with the CIDD and Policy Directorate determines the subjects for coaching. Q1 focused on application of 2013 coaching subjects, including Capacity Assessment methodology; IT applications for office work; communication skills; report writing and advanced language skills. The emphasis in Q1 was on coachees' demonstration of learning, and in many of the coaching sessions the coachees themselves took the lead in delving deeper into the subject areas. In addition to these topics, ASGP also provided one to one coaching and mentoring to the coachees in their respective areas of work. Along with the technical topics, constant emphasis was also laid on personal and professional development.

The Capacity Assessment cycle of baselines, targets and achievements continued in Q1 2014, following the same pattern as 2013. The baseline capacity scores for the CIDD and Policy Unit Tashkeel staff were established in the quarters in which they joined the coaching, and quarterly targets were set for 2014. When coaching began, ASGP expected that quarterly coaching would enhance capacities, and the results and CA scores in the following tables corroborate this hypothesis.

CIDD Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Mar 13	Mar 14		Jun 14		Sep 14		Dec 14	
			Baseline	Target	Actual	Target	Ac.	Target	Ac.	Target	Ac.
1	CDU	3	1.96	2.45	2.18	2.55		2.65		2.75	
2	ODU	2	1.95	2.15	2.38	2.25		2.35		2.45	
3	CWH	4	2.12	2.73	2.71	2.83		2.93		3.03	
4	Others	1	2.55	3.10	3.20	3.20		3.30		3.40	
Total		10	2.15	2.61	2.62	2.71		2.81		2.91	

*CDU: Capacity Development Unit ODU: Organizational Development Unit CWH: Complaints & Well Being Unit

Policy Directorate Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Jun 13	Mar 14		Jun 14		Sep 14		Dec 14	
			Baseline	Target	Actual	Target	Ac.	Target	Ac.	Target	Ac.
1	POD	3	2	2.50	2.50	2.60		2.70		2.80	
2	PIM	2	2	2.43	2.40	2.38		2.48		2.58	
3	PLC	2	-	1.98	1.85	2.08		2.18		2.28	
4	Others	1	1.5	1.90	2.15	2.00		2.10		2.20	
Total		8	1.83	2.20	2.23	2.26		2.36		2.46	

*POD: Policy Design Unit PMI: Policy Implementation Unit Others: Non-technical staff of the unit

The Policy Directorate has demonstrated a continuous increase in the capacity scores. This is due to regular attendance, active participation, and the close involvement of the Policy Director, which resulted in higher motivation of the coachees of his directorate. The tables also show that the increase in capacity scores is steeper (i.e. higher scores in a shorter period of time) in the Policy Directorate over the CIDD, possibly because of the same factors mentioned above.



Inaugural session, Deputy Governors' conference



FMT4 participants session on computerized payment & accounting systems



Coaching session in progress

Twining Arrangements:

Training of District Governors

ASGP supports 'twining arrangements' between IDLG and subnational governance entities and relevant institutions in other countries, to share knowledge through exposure visits and trainings. IDLG currently has two significant programmes that follow the twining modality: the 'Provincial Training Program (PTP) – Indo Afghan partnership for strengthening Sub National Governance in Afghanistan' for Afghan District Governors, and Financial Management Training (FMT).

Provincial Training Programs (PTP)

In Q1, two batches of PTP training were conducted, with 31 trainees, as the series approaches a conclusion slated for Q2. Most PTP training occurred in 2013, following the beginning of the series in 2012. To date, 14 batches of training have been conducted and 219 Afghan civil servants trained, of whom 191 were District Governors. In all, 17 batches will be completed, covering a total of 258 trainees. There is only one female district governor in Afghanistan, and she did not participate in this PTP.

Financial Management Training (FMT)

The FMT series has trained 97 IDLG and Provincial Financial Management employees. The first group of 25 officials from IDLG consisted of 23 Internal Audit staff members and two trainers, who were trained in December 2013 under FMT1. In Q1 2014, the remaining three FMT batches (i.e. FMT2, FMT3 and FMT4), consisting of 72 officials, received training. The trainees in these three batches were primarily from the provincial financial directorates and IDLG's Tashkeel finance directorate. For each of the FMT batch, detailed one day orientation sessions were conducted for building the base for the technical inputs to be delivered during the course. These sessions, conducted with support from Ministry of Finance directorates, delivered modules on subjects related to budgeting, expenditure management and payments in the Afghan Government. These pre-departure sessions

familiarized the trainees with the concepts, provided an overview of systems in Afghanistan, and helped enrich trainee learning during the actual course.

The PTP and FMT training programs delivered multiple capacity development results for IDLG and provincial offices, including a boost to technical skills in respective areas (Governance for District Governors, Financial Management for finance directorate staff), an understanding of comparative systems, and a sense of the challenges and lessons learnt, which can benefit the implementation process in Afghanistan.

Another factor that contributed to the effectiveness of the training series is CIDD's adoption of a Target Segment based Training (TST). This TST approach systematically addresses the training needs of critical staff segments, and represents a huge leap over the earlier random approach to training, which lacked focus on trainee selection or training content.

Gender Mainstreaming for Sub National Governance

ASGP provided inputs to UNDP's CO gender unit on a compilation of the various gender initiatives in practice in Government of Afghanistan, including the Anti-Harassment Policy of IDLG (also developed with ASGP's technical inputs).

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

ASGP is a direct implementation modality programme of UNDP, in which UNDP holds the primary financial management and programmatic responsibilities. ASGP implements a Letter of Agreement (LOA) between UNDP and IDLG central, to support the 87 NTA personnel at IDLG and their leadership of essential governance activities. ASGP coordinates with IDLG M&E and HR units to prepare and submit each NTA holder's quarterly deliverable-based reports, assess their quality and alignment with NTA deliverables, and jointly address a capacity gap in results based management (RBM) and reporting. A direct outcome of the initiative on embedding principles of RBM was the production of IDLG's annual report, released in Q1 2014, which reported deliverables based on the NPPLG.

Indicator 1.4 Subnational planning guidelines integrate Gender equality principles;

Indicator 1.5 GE principles integrated into IDLG service delivery standards and monitoring/oversight standards

Indicator 1.6 Set of gender equality principles integrated into IDLG M&E system

Progress against these indicators are all off target, as CO Gender Unit did not contribute to the development of the subnational planning guidelines, IDLG delivery and monitoring/oversight standards, and IDLG M&E system, according to the commitment between ASGP Component One, IDLG, and the Gender Unit.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 350,766 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of Output-1 progress in relation to its annual targets:

2014 Baseline	2014 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Q3 Plan	Q4 Plan	Comments
1.1. Three laws drafted, none approved.	1.1. Three laws approved, at least three key regulations drafted	25%	25%	25%	50%	100%	All the laws have moved to advanced stages of approval. The long and arduous process of approval meant that despite progress, the Laws remain unapproved. The impending Elections further slowed down the process.
1.2 Baseline capacity for 2014 is assessed to be 3.2 on a scale of 1 to 5: Baselines and actual scores for Individual Capacities also measured during the quarter for the indicator.	1.2. Capacity assessment score increased to 3.4 for organizational capacity. Targets for individual capacity enhancement for Tashkeel staff of CIDD and Policy Directorate achieved	25%	25%	25%	25%	25%	Various mechanisms for capacity enhancement of IDLG have been put in place including capacity development of CIDD and Policy tashkeel staff and target segment based approach to training. Individual level capacity assessment is being done each quarter and enhanced capacity as a result of coaching has been measured. This will result in gradual organizational capacity enhancement
1.3. Revised ToRs with clear deliverables developed for all 87 positions; established quarterly monitoring mechanism for deliverables as per ToRs.	1.3. Quality deliverables based reporting achieved in each quarter, enabling proper monitoring of results of NTA	25%	25%	25%	20%	20%	The quality of NTA reports increased during 2014. A direct result of monitoring of this indicator was a high quality IDLG annual report, released in Q1, which quantified progress on NPPLG component wise deliverables.

1.4 Anti-Harassment Policy of IDLG written and launched; Lack of any other structured gender based principles and mechanisms in key SNG strategies	1.4 Gender equality principles and requirements integrated in key SNG strategic documents such as SNGP and NPPLG.	Indicator finalized	Zero	Review of SNG strategic documents from gender lens	SNG strategic documents integrate gender equality principles	1.4 Gender equality principles and requirements integrated in key SNG strategic documents such as SNGP and NPPLG.	Off target.
1.5 Absence of GM tool	1.5 GM tool developed with support from gender unit of cross practice unit in UNDP CO, to integrate GE principles into IDLG service delivery standards and monitoring/oversight standards	Indicator finalized	Zero	GM tool developed	GM tool implemented	GM tool developed with support from gender unit of cross practice unit in UNDP CO, to integrate GE principles into IDLG service delivery standards and monitoring/oversight standards	Off target.
1.6 Absence of GE indicators	1.6 Set of GE indicators developed with support from gender unit of cross practice unit in UNDP CO for integration in IDLG M&E system	Indicator finalized	Zero	GE indicators established	GE indicators populated with data	Set of GE indicators developed with support from gender unit of cross practice unit in UNDP CO for integration in IDLG M&E system	Off target.

B. OUTPUT 2: Provincial Governors Offices and District Governors Offices have capacity to lead and develop, plan and programme, and implement strategies for improving governance, development and security in accordance with ANDS

Throughout Q1 2014 ASGP continued to support capacity development and governance for Provincial and District Governors' Offices (PGOs and DGOs) and Provincial Councils (PCs) across Afghanistan, contributing toward shared UNDP-IDLG democratic governance outcomes, including effective and accountable institutions, able to deliver services that foster human development.

The Offices of Provincial and District Governor, under the SNGP, lead and coordinate governance, development and security in that province or district, with the Provincial Governor serving as executive head of the Provincial Administration. ASGP supports the PGO via embedded technical and capacity development specialists, UNDP/ASGP personnel based in seven regional offices, and specific technical and capacity development activities that UNDP, IDLG and the PGO/DGO determine are 'essential for governance'.

ASGP-supported embedded technical and capacity development specialists, UNDP/ASGP regional teams, and IDLG, focus on PGO and DGO organisational reform, including tashkeel retention and development, administrative reform, public outreach, provincial and strategic planning, and public financial management. ASGP includes specific activities for gender, as well as gender mainstreaming principles such as those articulated in the NPPLG, which ensure that SNG entities are addressing gender issues in line with their established mandate.

PGO and DGO Organisational Reform

Indicator 2.1 Number of Tashkeel positions filled disaggregated by gender

By the end of Q1 2014, 2477 tashkeel staff positions were filled in the PGOs, which is 94% of some 2650 positions according to the organisational structures provided by the Civil Service Commission and data from the PGOs' HR departments. 1696 of some 2120 tashkeel staff positions were filled in DGOs, or 85%. These improvements from Q4 2013 which registered tashkeel retention rates of 2305 or 87% for PGOs and 1802 or 85% for DGOs. Progress against these indicators is on target for PGOs and DGOs, which aimed for 90% and 85% of tashkeel positions filled, respectively.

Female tashkeel staff numbered some 49 (or 2% of all currently employed tashkeel staff) in the PGOs and 33 (or 2 % of female tashkeel staff out of all currently employed tashkeel staff) in DGOs. The PGO tashkeel female employment rates are below the 4% target for PGOs and on target for the 2% target for DGOs. The tashkeel positions are identified according to the Civil Service Commission structure, and the data source is provided by the PGO HR departments.



An ASGP-IARCSC Workshop for Wardak PGO tashkeel.

In Q1, ASGP partnered with the PGO and DGO, IDLG, line departments, and civil society, to support tashkeel retention and recruitment, particularly with public forums, training, and governance reforms that support women’s involvement in governance. In Parwan for example, ASGP and the PGO organized a district governance conference attended by 300 people, aimed at canvassing suggestions for more effective provincial governance, which were adopted by the Governor. And in Wardak, for example, ASGP and the IARCSC conducted various workshops for PGO tashkeel personnel, focused on professional retention and performance appraisals. The workshop is part of ASGP’s broader work with the IARCSC and IDLG, to orient tashkeel on their responsibilities and deliverables, and improve tashkeel retention and female participation in governance. ASGP-supported PGO recruitment committees, and broader IARCSC and IDLG organisational reform of PGOs and DGOs, now also includes gender mainstreaming.

During Q1, 20 PGOs implement promotional/motivational activities to advocate for female recruitment, as progress against the indicator is on target.

To support retention of the small number of female PGO tashkeel personnel, and to support recruitment of more female tashkeel staff among the 100 or so tashkeel vacancies each quarter, ASGP is supporting gender measures such as promotional activities to advocate for female recruitment. This includes focused coaching for females applying for the tashkeel through the CSC exams, and internship programmes at the PGO and line departments. These efforts support the inclusion of women in subnational governance, and an increased intake of female civil servants in public administration.

Indicator 2.2 PGO HR includes Gender Mainstreaming (GM) session

During Q1, 24 PGO HR plans include a Gender Mainstreaming Session, as progress against the indicator is on target.

ASGP supports the implementation of gender mainstreaming activities associated with PGO HR plans, such as PGO recruitment committees’ attention to female applicants and orientation on gender priorities and MOWA policy. ASGP also support PGOs and DGOs to develop and update organizational plans and databases, so that they can monitor recruitment and professional development, with reference to gender objectives.

ASGP also works with other GOA and UN partners to increase tashkeel retention, female participation, and broader gender responsive administrative systems. These partners include the Ministry of Women’s Affairs, UNAMA, and UNDP projects such as the Gender Equality Project (GEP).

Provincial Governors Offices’ gender-responsiveness and administrative/management systems

Indicator 2.3 Percentage of tashkeel staff who have received training (any kind of structured training for any duration) on the Office Manual in the PGOs and DGOs

Training on the Office Manual reached approximately 22% of all tashkeel staff in the PGOs and 20% of DGOs in Q1, and progress remains on-target for both PGOs and DGOs. Training of tashkeel staff is provided by ASGP technical and capacity development specialists embedded in the PGO and DGO, ASGP regional teams and ASGP capacity development and training specialists, in partnership with IDLG and with the cooperation of the Independent Administrative



DGO training on office procedures, Kapisa

Reform and Civil Service Commission (IARCSC).

The Office Manual outlines the PGO/DGOs' mandate, relationship with institutions such as line departments and PCs, and leadership of development and administrative forums such as the Provincial Administrative Assembly (PAA) and the Provincial Development Committee (PDC).

Indicator 2.4 Number of PGOs and DGOs with a separate toilet facility for female staff

By Q1, 11 PGOs and four DGOs have a separate toilet facility for female staff, an increase of two toilets in two PGOs over Q4 2013, and progress against this indicator remains on target for PGOs and off target for DGOs.

While progress against this indicator need not always require construction of a separate facility, PGO and DGO work plans generally prioritise other activities. However, some PGOs in the northern, central, and central highlands provinces have committed to construct a separate facility for 2014, and in Q1 some PGOs allocated a provisional budget to the activity. These PGOs include Balkh, Jawzjan, Samangan and Saripul, and Kapisa, Parwan, Bamyān and Daykundi.

This indicator is one of several that assess PGO and DGO's commitment to gender-sensitive administration. It also measures the offices' alignment with the basic facilities and amenities for subnational institutions, as identified in Afghanistan's SNGP. In addition to support to PGOs and DGOs progress in this area, ASGP also supports other governance entities to establish a separate toilet facility. Examples of successful efforts here include customer service and citizen service centres in the north, which each have a separate toilet facility for women.

Indicator 2.5 Provincial Gender Committees are established to support gender sensitive service delivery

13 Provinces have Provincial Gender Committees established to support gender sensitive service delivery, and progress against this indicator is on target.

During Q1, ASGP worked with PGOs to establish Provincial Gender Committees to support gender responsive service delivery. The committees have a consistent mandate and key membership, as it is comprised of PGO, DOWA, and line department representatives, although the exact composition can vary according to the province (Provincial Gender Committees function in the provinces of Balkh, Samangan, Badakshan, Kunar, Paktika, Ghuznee, Kabul, Kapisa, Wardak, Parwan, Logar, Herat, Bamyān and Daykundi. In Herat, for example, the gender committee also coordinates with the UNDP's Gender Equality Project, and with civil society. ASGP provides technical and financial support to these committees, which monitor and support gender sensitive service delivery among line departments and national and international NGO at the provinces and districts.

Provincial Governors Offices' Interactions with the Public

Indicator 2.6 PGOs Have Communication Strategies

21 PGOs have provincial communication strategies, and progress against this indicator is on target.

The provinces with communication strategies include Balkh, Saripul, Jawzjan, Faryab, Baghlan, Kunduz, Badakshan, Takhar, Kunar, Khost, Paktika, Ghuznee, Kabul, Kapisa, Panjsher, Farah, Herat, Ghor, Uruzgan, Zabul and Kandahar. IDLG formally endorsed the

Uruzgan communication strategy in Q1 2014, following its development and initial implementation in 2013 supported by ASGP. IDLG endorsed that provincial communications strategy as the national model for the promotion of effective provincial and district communication among PGO and DGO and civil society. ASGP also initiated a communication needs assessment for the northern PGOs and some northern DGOs, to build on lessons learned by provincial partners, IDLG, and ASGP, particularly following the effective technical and capacity development support provided to the Uruzgan PGO and DGO. The objectives is to trial a more effective model for PGO communication in the north in Q2 and Q3, and roll this out to the remaining provinces during Q3 and Q4.

The SNGP identifies a provincial communication strategy, which identifies the public information and communication goals and serves as the basis for provincial annual public communication plans, as a cross cutting SNG and PGO issue, critical to the promotion of dialogue between subnational and central government and citizens. ASGP provides technical and financial support to the development of PGO communication strategies (and for some Provincial Council and DGO entities).

ASGP also supports capacity development of the PGO organisation and personnel to implement the provincial communication strategies. ASGP-supported technical and capacity development specialists embedded in PGOs and with TORs in public outreach and communications, ASGP regional teams, and ASGP communications and capacity development personnel conduct this capacity development. ASGP also works with other GOA partners, including IDLG and the provincial Department of Information and Culture, as well as donor-supported projects such as the Government Media and Information Centre in four regional centres, and with GIZ in several north and north eastern provinces.

ASGP support to provincial communication strategies involves civil society, including media, women's groups, and shuras, to support more inclusive, efficient and accountable governance. In Q1, examples include dedicated training and capacity development campaigns in Balkh, as well as general support to public forums such as public accountability and reporting forums, and to general media and public outreach personnel and activities.

To further support PGOs interactions with the public, six PGOs have Citizen Service Centres (CSCs) established and operational, following the inauguration and operationalization of the Saripul CSC in Q1. The CSC is an ASGP-IDLG-PGO initiative that streamlines citizens' access to the PGO and relevant Line Departments to receive citizens' petitions, grievances and needs requests, and allows citizens to contribute to PGO decision-making. This supports effective and accountable governance that is responsive to citizen needs and priorities and supports service delivery.



The Saripul Governor Abdul Jabar Haqbin and SIDA officer Hoshang Schiwa cut the ribbon to inaugurate the Saripul Citizen Service Centre, supported by UNDP/ASGP regional manager Yuqesh Pradhanana.

Provincial Strategic and Development Planning

Indicator 2.7 Provinces Have Completed PDPs and PSPs

Among Afghanistan's 34 provinces, 33 have current PDPs and seven have PSPs, and progress against the indicator remains on target.

During Q1, IDLG reported a 60% completion rate for work on the PSPs launched in 2013 for Parwan, Panjshir, Kunduz, Ghor, Jawzjan, Saripul and Loghar (for more information please refer to component one).

The PDP for Logar province remains outstanding from 2013, although work began in Q1 on updating the provincial and district profiles that would inform an updated PDP for that province. ASGP, the MOE, PGO and DGO and line departments are currently contributing to updates on all PDPs. However, any updated PDPs are unlikely to be launched until after the inauguration of the new Government in August, and the subsequent appointments of Provincial Governors by the President.

ASGP supports the PDP and PSP through UNDP/ASGP technical specialists, ASGP-supported personnel in the PGO and PC, and support to IDLG central, including 20 PSP specialists during 2014. ASGP support to the PDP and PSP helps identify and address Afghanistan's provincial development priorities, assess gaps in capacity, technical support, and resource mobilisation, and rally Ministries and development partners to collaborate on specific activities that advance shared development outcomes which are aligned with the National Priorities of the Afghan Government. ASGP, in support of IDLG, attempts to address the disconnect between Kabul-centric governance and the provincial priorities presented in the PDPs, by assisting PGOs and IDLG to organize development conferences to present the PDP to government and donor representatives, and to involve central government and line departments in the development of the PDP. The process supports efficient, coordinated and transparent governance and service delivery, and establishes clear lines of accountability and results.

PDPs and PSPs should also include a gender mainstreaming session, in line with the NPPLG identification of gender as a cross cutting theme across provincial plans and activities and the GOA emphasis on gender priorities. In Q1, 21 PDPs utilized a gender mainstreaming session in the development or implementation of the provincial plans. For example, in Q1 in Herat, the Provincial Women's Development Committee, supported by ASGP and GEP, promoted gender focused development priorities identified in the PDP, on women's livelihoods and economic development (a partnership with GEP), and internship programmes in line departments.

Indicator 2.8 Number of PGOs that hold PDP conferences/ workshops/ initiatives to launch the PDP

18 PGOs held PDP conferences/ workshops/ initiatives to launch the PDP during Q1, and progress against the indicator is on target. The PGOs that hold PDP launching events include Balkh, Saripul, Samangan, Baghlan, Badakshan, Takhar, Nangarhar, Nuristan, Badghis, Farah, Paktika, Ghuznee, Kabul, Kapisa, Wardak, Parwan, Logar, Bamyán, Uruzgan, Kandahar, and Nimroz.

The development of a PDP is an ongoing process, and includes consultative forums with line departments, the public, and civil society, as well as formal administrative meetings chaired by the PGO, such as the Provincial Development Committee. The SNGP identifies such consultations as a factor that improves governance and a 'two way flow of information' between provincial government and all people, and contributes to broader SNG reforms.

Public Financial Management in Provincial Governors' Offices

Indicator 2.9 Number of PGOs whose tashkeel staff receives Public Financial Management (PFM) training in line with Ministry of Finance policy

Tashkeel staff at 17 PGOs received Public Financial Management training during Q1, which is on target.

This PFM training, in line with MOF policy, focuses on financial and procurement management, budgeting and accounting, GOA and Mustofiat processes (the mustofiat is the provincial representative of the Ministry of Finance), and implementation of various budgets (development and operational). The training focuses on PGO personnel whose TOR involves these financial, procurement, and budgeting and accounting functions.

ASGP regional teams and embedded technical and capacity development specialists train contract and tashkeel personnel at the PGO, PC, municipality and line departments. ASGP often partners with the Ministry of Finance and the Civil Service Commission to deliver these trainings, which resulted in an improved understanding of financial clearances and procurement, and increased efficiency at the PGO, PC, municipality and line departments.

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

A total of 34 PCs held 68 internal meetings following the PC rules and procedure during Q1, and progress against the indicator is off target of 96. Internal meetings slowed in March ahead of official campaigning for the Provincial Council elections, as March electoral law restrictions impacted PC activities, including internal meetings, and brought to a close PC members' official term. In addition, although PCs in most provinces were able to regularly hold monthly internal meetings for much of Q1, security challenges in Nuristan and Kunar meant that the PCs couldn't always form the required quorum to hold internal meetings in that province according to the rules and procedure, and instead held meetings outside of the province.

These internal meetings encompass a range of issues. They assess PC members' activities in relation to SNG and development challenges, and focus on how best to resolve issues in partnership with the line department or subnational body. The internal meetings at times also involve individual capacity development activities (such as training in financial management and M&E), or institutional reform.

In addition, 34 PCs conducted 34 oversight meetings across Afghanistan during Q1, to monitor and assess government and donor-funded projects and public services, in areas such as health, education, infrastructure and agriculture. The oversight meetings usually involve dozens to hundreds of participants, including civil society, government stakeholders such as line departments and provincial and district officials, and donor representatives (where relevant). The PC also resolves community and civil disputes, including issues of gender and sharia law, in the context of marriage, or property disputes.



Balkh province Female PC members at a PGO and PC workshop on provincial and district governance, supported by ASGP

ASGP support includes an embedded PC Technical and Capacity Development Specialist for 31 of the 34 PCs across Afghanistan, as well as other essential governance activities consistent with their mandate. The specialist supports PC members' compliance with the rules of procedure, and at meetings, public forums, and provincial monitoring. PCs still require training on the rules and procedures introduced by IDLG in 2007, and ASGP personnel, as well as ASGP embedded PC specialists, provide this training throughout Afghanistan, and in regional capitals on occasions where provincial travel is not feasible. ASGP supports PCs to more effectively function as representative, democratically elected bodies able to hold government to account.

Indicator 2.11 Number of PCs whose members receive capacity development training/DCC policy

Nine PCs from the north and western regions, totaling 50 PC members, received capacity development training and training on the DCC policy across Afghanistan during Q1, and progress against the aspect of the indicator is on-target.

ASGP supports the capacity development of all PCs across Afghanistan, through the embedded PC Technical and Capacity Development Specialist, ASGP regional teams, and ASGP PC specialists, and their GDCLCA colleagues. This capacity development training focuses on monitoring and reporting, administration, gender, and SNG policies, in line with the PC objectives under the NPPLG.

In Q1, 10 PC members and a total of 80 stakeholders from two provinces received orientation on the DCC policy, and progress remains on target.

The DCC policy establishes a single representative body for district governance and development, and fosters effective service delivery and greater transparency and accountability. According to the approved policy, Provincial Councils are a primary entity for support to DCCs, while the offices of the Provincial and District Governor lead and coordinate the development and governance processes shared across the proposed executive institutions. GDCLCA, as IDLG's General Directorate for Coordination of Local Councils Affairs, plays a key role in supporting this policy. And ASGP, and UNDP's NABDP project, are identified in the DCC Implementation Framework and the subsequent IDLG-MRRD MOU as the implementing partners for the DCC roll out.



An ASGP-supported PC specialist leads Capacity Development training for PC members in Herat

In Q1, ASGP supported the Balkh PGO and PC and GDCLCA to hold an orientation workshop on the DCC policy. The Balkh Provincial Council Chair Dr Hadid and the Balkh PGO's Technical Head Akhtari lead the two day workshop, which involved a range of subnational actors from two northern provinces and several districts that would hold roles and responsibilities under the policy. Other participants included PC members, PGO, DGO and District Development Assembly personnel, line department representatives, MRRD and NABDP representatives, civil society, and UNAMA and UN agency personnel and donors. As a result of the DCC orientation workshop, participants were aware of the DCC policy and the proposed roles and relationships they would hold, and how the policy would promote more effective and accountable governance and development.



ASGP PC specialist Hashmat Hijran facilitates a DCC workshop, led by Balkh PC Chair Dr Hadid and Balkh PGO Technical Head Akhtari

Indicator 2.12 Regional PCs hold initiatives specifically for women.

No regional PC forums held any activities during Q1, including zero initiatives specifically for women, and progress against this indicator is off target.

This lack of progress is because PCs were largely occupied with campaigning and the electoral process during Q1 and will be occupied with these duties for much of Q2. Provincial Councils, and their larger regional bodies supported by ASGP, until CD training begins in July after the inauguration of the PC members and their identification of senior PC posts (PC Chairperson, Deputy, and Secretary).

Indicator 2.13 PCs Members Undertake Monitoring Missions to Districts

All 34 Provincial Councils had members who undertook one district monitoring mission during Q1, although progress against this indicator is off target.

Progress against this indicator is off target because PCs usually undertake more frequent monitoring missions to districts, but were largely occupied with campaigning and the electoral process during Q1 and will be occupied with these duties for much of Q2. According to the SNGP, 'improving the monitoring, oversight and supervisory roles of PCs is central to improving accountability and service delivery', including at the district level. As line ministries allocate greater responsibility down the service delivery chain, it is particularly pressing for the PCs to have greater monitoring, oversight and supervisory roles to ensure that local service providers are providing an adequate level of services. District monitoring during Q1, covered issues such as security challenges and service delivery, including construction and infrastructure projects.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 1,065,986 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of Output-2 progress in relation to its annual targets:

2014 Baseline	2014 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Q3 Plan	Q4 Plan	Comments
2.1 Approx. 2305 tashkeel positions filled in the PGOs out of some 2650 positions (87%), and approx. 1759 tashkeel positions filled in the DGOs out of some 2120 positions (83%).	90% for PGOs; 90% for DGO	90% for PGOs; 85% for DGOs	2477 (94%) for PGOs; 1696 (85%) for DGOs.	95% for PGOs; 87% for DGOs	95% for PGOs; 89% for DGO	95% for PGOs; 90% for DGO	On-target for PGOs and DGOs. Cumulative target.
Female tashkeel constitute 3% of all employed tashkeel in the PGO, and 1.8% of the DGO.	12% for PGOs, 6% for DGOs.	4% for PGOs, 33 2% for DGOs.	49 (2%) for PGOs, 33 (2%) for DGOs.	7% for PGOs, 3% for DGO.	10% for PGOs, 5% for DGO	12% for PGO, 6% for DGO.	Off target for PGOs, on target for DGOs. Cumulative target.
PGOs implement promotional/motivational activities to advocate for female recruitment (new Q1 baseline/ indicator).	34 PGOs	20	20	24	28	34	On-target. Cumulative target.
2.2 24 PGO HR includes Gender Mainstreaming (GM) session (new Q1 baseline/ indicator)	34	24	24	25	30	34	On-target. Cumulative target.
2.3 27% of PGO personnel and 24% of DGO personnel received training on the office manual (any kind of training of any duration) during Q4 2013, with cumulative annual baselines for OM training of 100%.	90% of PGO personnel; 80 % of DGO personnel	20% for PGOs; 20% For DGOs	22% for PGOs and 20% for DGOs	25% for PGOs and 20% for DGOs	30% for PGOs and 20% for DGOs	30% for PGOs and 20% for DGOs	On-target. The quarterly indicator refers to training of distinct tashkeel personnel over that quarterly period.

2.4 Provinces have Provincial Gender Committees established to support gender sensitive service delivery (new Q1 baseline/ indicator)	18	13	13	15	16	18	On-target. Cumulative target.
2.5 PGOs Have Communication Strategies (new Q1 baseline/ indicator)	30	21	18	22	26	30	On-target. Cumulative target.
2.6 Nine PGOs and four DGOs have a separate toilet facility for female personnel.	14 PGOs and 8 DGOs	10	11 PGOs and 5 DGOs	12 PGOs and 6 DGOs	13 PGOs and 7 DGOs	14 PGOs and 8 DGOs	On target. Cumulative target.
2.7 33 Provinces Have Completed PDPs and 7 Have Completed PSPs	34 PDPs, 11 PSPs	33, with progress on 34th PDP and other PSPs	33, with progress on 34th PDP and other PSPs	33 PDPs, 7 PSPs	34 PDPs, 9 PSPs	34 PDPs, 11 PSPs	On-target. Cumulative target.
2.8 Number of PGOs that hold PDP conferences/ workshops/initiatives to launch/ develop the PDP (new Q1 baseline/ indicator)	34	10	18	18	25	34	On-target. Cumulative target.
2.9 PGOs with tashkeel staff who receive Public Financial Management training in line with MOF policy (new Q1 baseline/ indicator)	34	17	17 PGOs	23	29	34	On-target. Cumulative target.
2.10 34 PCs held 204 internal meetings (IMs) following the rules and procedures	34 PCs hold 700 IMs	34 PCs hold 102 IMs	34 PCs held 68 IMs	34 PCs hold 200 IMs	34 PCs hold 200 IMs	34 PCs hold 200 IMs	Off-target. The quarterly indicator refers to training of distinct tashkeel personnel over that quarterly period.
2.11 PC members receive capacity development	All PC members	50	50	100	100	100	On-target. The quarterly indicator refers to training of

training/DCC policy. (new Q1 baseline/ indicator)	received CD training						distinct tashkeel personnel over that quarterly period.
2.12 Regional PCs hold initiatives specifically for women. (new Q1 baseline/ indicator)	Regional forums involve 9 PCs that hold initiatives specifically for women	3 PCs	0 PCs	5	7	9	Off-target. Cumulative target.
2.13 Number of PCs whose members undertake monitoring missions to districts (new Q1 baseline/ indicator)	34 undertake 8 district monitoring missions	34 PC members undertake 6 district monitoring missions	34 undertake 6	34 undertake 8	34 undertake 8	34 undertake 8	Off-target. The quarterly indicator refers to training of distinct tashkeel personnel over that quarterly period.

C. OUTPUT 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenue and deliver basic public services by 2014

The municipal component's capacity development work focused on increasing municipalities' revenue streams and improving basic public services. ASGP support included technical and capacity development specialists embedded in 19 provincial municipalities, and in the Government partner the General Directorate of Municipal Affairs, and support to other provincial and district municipal activities. ASGP's support to GDMA capacity development and governance, across the Kabul institution GDMA, municipal organisations, and individuals within municipalities, resulted in more effective, accountable, and service oriented municipalities, and promoted financial and municipal deconcentration in accordance with the NPPLG. ASGP interventions and progress against each indicator within this municipal output are identified below.

Indicator 3.1 Municipalities have developed and implemented Capacity Development Plans (CDPs)

ASGP supported ongoing implementation of capacity development plans for seventeen municipalities during Q1, and progress against the indicator remains on target. The seventeen municipalities are Mazar, Maimana, Saripul, Sheberghan, Aybak, Herat, Qala-e-naw, Cheghcheran, Jalalabad, Mehtarlam, Torkham, Kandahar, Charikar, Panjsheer, Bamyān, Faizabad, and Taloqān). The CDPs are primarily supported through ASGP's municipal specialists, embedded technical and capacity development specialists in the municipality, and implementation of CDP activities. ASGP also supported the drafting of a CDP for the Mahmood Raqi municipality in Kapisa province.

Municipal CDPs identify support to areas such as revenue generation and service delivery, communication and public participation, and the development of office procedure and guidelines, which contributes to organizational reform and more effective and responsive service delivery. More broadly, ASGP assisted the General Directorate of Municipal Affairs with institutional and national capacity development policies across Afghanistan, provided direct technical and capacity development assistance to 8 municipalities (Nili, Mehtarlam, Bazarak, Jalalabad, Mazar, Herat, Charikar, and Bamyān), and ASGP regional teams and the municipal component trained and mentored contract and tashkeel personnel (the training includes a two day workshop on solid waste management for cleaning and greening personnel in Bamyān, and English language and computer and IT training for personnel in Faizabad, Mehtarlam and Saripul). Three municipalities (Mazar, Herat and Charikar) have gender priorities integrated into their CDP, including an emphasis on municipal policies, organisations and personnel. The CDPs included a policy statement committing to gender priorities support to the recruitment, retention and training of female tashkeel and technical (donor supported) personnel, and gender sensitive service delivery, such as gender equality principles of land distribution (so that women interested in purchasing or using municipal land do not face discrimination).



Training Center in Saripul Municipality

Indicator 3.2 - Restructuring initiated in 10 municipalities

Restructuring has been ongoing in 33 municipalities during Q1, and progress against this indicator and the year-long reform process is on-target.

The restructuring follows IDLG and IARCSC endorsement of ASGP-supported organisational models for reform of municipalities. ASGP support at GDMA central led to the approval of Public Administration Reform implementation in 33 provincial municipalities (aside from Kabul). In some municipalities the posts were advertised in Q1, while others will be advertised in Q2 and Q3. During 2013, ASGP provided technical support to GDMA's organisational reform, and in Q4 2013 the Office of Administrative Affairs approved the organizational models for nationwide rollout. Such municipal restructuring ensures that organizations are appropriately resourced, through pay and grading reform and competitive and meritocratic recruitment, to effectively deliver services.

Indicator 3.3 – Municipalities have public communication and participation strategies developed and implemented

14 municipalities have developed and implemented communication and public participation strategies, and progress against this indicator remain on target.

ASGP supports the development of municipal public communication and participation strategies, through the ASGP technical and capacity development specialists in GDMA central and in the municipalities, and through focused support to aspects of these strategies, including e-governance, School and University Municipal Committees and public awareness programmes. The public communication and participation strategies are three to five year plans, developed during 2012 and 2013, and are now all being implemented. ASGP supported GDMA to finalise the e-governance concept paper, which has been tabled for the endorsement of GDMA/IDLG, and ASGP is developing a municipal e-governance package of municipal applications and orientation. E-governance can enhance public participation and also improve service delivery, by making services such as business licenses, and Safayi tax (cleaning or maintenance tax) more readily available and efficient, and by reducing transaction costs.

ASGP is also supporting effective municipal public outreach and communication through School and University Municipal Committees and public awareness programmes, to ensure citizens are more informed and engaged, and that municipal governance and service delivery is more inclusive, effective and sustainable.

In Q1, ASGP supported 200 School Municipal Committees and eight University Municipal Committees, and eight city-wide municipal public outreach programmes. School and University-level Municipal Committees model Afghan municipalities, and educate Afghans, particularly women and youth, about the roles and responsibilities of municipalities to their citizens. The University Municipal Committees are in Mazar, Herat, Jalalabad, Bamyan (3), and Nili (2). The SMCs are in all regions, although most common in the north (with 66 provincial and district SMCs). ASGP also promoted municipal public outreach and awareness through municipal websites (for example by support to Herat, Mazar and Jalalabad websites) which also serve as a tool for information sharing, social and broadcast media, and supported annual result reports for four municipalities.



A female school municipal committee

Indicator 3.4 Municipalities have improved service delivery

During Q1, municipalities have improved service delivery, as measured by small service delivery projects, as progress against this indicator is on target.

ASGP supported the completion of five small scale service delivery projects, including solid waste management in Nili, road concreting in Mazar, fencing of dumpsite boundaries in Bazarak, supply of receptacles in district municipalities in Samangan and culvert construction in two locations in Mehtarlam. ASGP also supported two other small service delivery projects, including water supply project in Faizabad and creation of a small park in Jalalabad, which are ongoing.

ASGP also supported improved service delivery through 13 ASGP-supported Municipal Advisory Boards (MABs) that meet regularly, four municipalities that include minimum service standards (MSS), and the ASGP and GDMA review of gender sensitivity of municipal services.

ASGP supports MABs to ensure citizen engagement in municipal decision making, and supports the development and implementation of MSS and gender sensitive service delivery, to identify the services that citizens, male and female, can expect from their municipality.

MABs, drawn from civil society, Nahia and Gozar organisations, Maliks, and women's and youth groups, advise municipal bodies on community development needs and priorities, and solicit public feedback, to ensure municipalities are more representative and accountable. In 2013, GDMA identified MABs as the single prioritised body for municipal representative governance and development. ASGP contributes to institutional, organizational and individual support to the national roll out of MABs, including the development of MAB policy and guidelines, MAB creation on the ground, and orientation and training for MAB members. In Q1, ASGP supported MABs to meet regularly in Mehtarlam, Charikar, Jalalad, Herat, Bazarak, and Sheberghan, and supported the renovation and equipment of MAB offices in Saripul and Aybak.

The MSS also supports improved service delivery, by identifying the services that citizens can expect from their municipality, and the municipality's responsibility to its constituents. ASGP supports implementation of these standards through technical and capacity development specialists that support engineering and infrastructure development. The specialists drafted engineering and infrastructure plans for municipal buildings and commercial markets, conducted public consultation, and costed, implemented and monitored projects such as water wells (Faizabad), small bridges (Mehtarlam), and road gravelling (Mazar). Other personnel supported municipal services such as business and property registration, Safiya tax, and environment and waste management, including cleaning and greening and door to door waste collection.

ASGP also reviewed municipal services and communicated with GDMA on next steps for gender sensitive service targets. ASGP identified that zero municipalities have organisational and business processes that support gender sensitive service delivery, although ASGP is supporting provincial and district municipalities and GDMA to address this. In municipalities, gender sensitive service delivery is limited to the extent that CDPs include services that promote gender priorities such as gender sensitive land distribution.

Indicator 3.5 Number of municipalities that have a Revenue Enhancement Action Plan (REAP)

Nineteen municipalities have a Revenue Enhancement Action Plan (REAP), and progress against this indicator is on target.

In Q1, REAPs for seven municipalities were finalized (Taloqan, Faizabad, Aybak and several district municipalities of Samangan), while REAPs for Cheghcheran, Farah and Qala-e-now have been updated. ASGP continued to support the implementation of REAPs, in provincial and district municipalities such as Mehtarlam, Qala-e-naw, Chechcheran, Farah and Herat.

Municipalities are unique among Afghanistan’s subnational governance entities in that they are constitutionally mandated to raise revenue, independent of the central government’s budget allocation, and deliver services (such as business and property registration, and environment and waste management), in line with the principles of financial and political deconcentration articulated in the SNG.

Indicator 3.6 % of municipalities that register increase of 20% or more (yr on yr) in municipal own-source revenue

While municipal revenue fluctuates seasonally and is confirmed annually in accordance with the financial year, municipal revenue department reports suggest that municipalities will continue the positive trends of 2013, in which some 73% of ASGP’s 19 targeted municipalities register an increase in sustainable, own sources annual revenue. This supports municipalities to become more sustainable and autonomous, in line with the principles of financial and municipal deconcentration articulated in the NPPLG. The NPPLG identifies municipal revenue generation and management as a ‘critical issue’, for municipal administrations. Municipalities’ unique function in subnational governance allows them to support ‘reform’ of ‘financing of local government’, as the NPPLG puts it, to help ‘underpin local democracy and accountability’.



Revenue Trends in Bamyani municipality.

EXPENSES FOR THE QUARTER

During Q1, a total of USD 306,871 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of Output-3 progress in relation to its annual targets:

2014 Baseline	2014 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Q 3 Plan	Q4 Plan	Comments
3.1- 15 municipalities have CDP implemented	20	17	17	18	19	20	On-target.
3.2 GDMA supported with formulation of organisation model and implementation in 10 municipalities.	Support GDMA to complete reform in 10 cities.	20%	20%	20%	35%	35%	On-target.
3.3 13 Municipalities have developed and implemented communication and public participation strategies including e governance, 200 SMC & 8 UMC	19 (270 SMCs, 12 UMCs)	14 (205 SMC, 8 UMCs)	14 (205 SMC, 8 UMCs)	15 (225 SMC, 9 UMCs)	17 (250 SMC, 10 UMCs, 275 SMC, 8 UMCs)	19 (270 SMC, 12 UMCs,)	On-target.
3.4 10 small scale service delivery projects implemented.	15 municipalities have improved service delivery	5	5	8	11	15	On-target. Cumulative target.

3.5 19 provincial and 10 district municipalities have REAP.	30	19	19	21 provincial and 9 district municipalities develop REAPs	21 provincial and 9 district municipalities implement REAPs	30	On-target.
3.6 Fourteen municipalities register increase in municipal own-source revenue.	20	20	20	20	20	20	On-target, according to municipal revenue depts.' provisional quarterly reports

III. GENDER SPECIFIC RESULTS

ASGP's support to institutional, organizational, and individual capacity development and governance in Q1 contributed to increased gender equality and gender mainstreaming in IDLG and in Provincial and District Governors Offices, local councils, and municipalities across Afghanistan, and brought significant improvements to women's lives. ASGP, and IDLG, interpret gender mainstreaming to mean that the differential impacts on men and women are considered in all policy, planning and project activity, and disaggregated data and inputs are identified in M&E to demonstrate how ASGP impacts gender, and how gender informs subnational governance.

In Q1, ASGP worked with the UNDP Gender Unit and the UNDP's Gender Equality Project, and consulted with government partners such as the Department of Women's Affairs and IDLG, to develop an annual workplan that commits a minimum of 12% to specific gender initiatives. This also responds to the priorities established by UNDP globally in the Strategic Plan, and to the Afghanistan Country Programme Document, which integrates gender equality throughout all outcomes. ASGP's enhanced M&E framework, developed with inputs from these same partners, SNG entities, and UNDP CO, increased ASGP and SNG entities' focus on gender activities and results in governance and service delivery, in line with the principles of gender mainstreaming as defined in the NPPLG.

During Q1 ASGP supported gender mainstreaming in the capacity development areas of organisational reform and personnel development. This focus included on gender responsive administrative systems, gender sensitive service delivery, and gender sensitive capacity development in IDLG, Provincial and District Governors Offices, Provincial Councils, and municipalities, supported gender equality and achieved specific gender results (for more information, please see the results and indicators in each of the three outputs). To support these results, ASGP often worked with other GOA and civil society partners (identified below) and with UNDP projects such as the Gender Equality Project (GEP) and the Justice and Human Rights Project (JHRA), as well as with UNAMA.

Q1 gender highlights included ASGP's continued financial and technical support to the office of Afghanistan's female district governor, as well as support to regional gender networks such as Provincial Gender Committees and female regional Provincial Councils, which promote gender sensitive service delivery and oversight of line department services that impact women. ASGP's ongoing capacity development work with tashkeel personnel, included orientation of contract personnel on gender policy, and greater recruitment of female candidates. ASGP also works with the Civil Service Commission (CSC) and other subnational partners such as the Department of Women's Affairs (DOWA) to support female candidates preparing for the tashkeel recruitment exams for the PGO and DGO and for the civil service, to increase their prospects as civil servants in public administration. And ASGP continued to support female internship schemes in the PGO and line departments, to enable women to gain practical experiences in governance. ASGP support to gendered priorities also includes civil society and municipalities, such as ASGP support to female school and university-level municipal committees, which model Afghan municipalities and educate citizens about the roles and responsibilities of municipalities toward women.

In addition to ASGP-supported efforts to mainstream gender across all aspects of capacity development and subnational governance, ASGP also supports specific, focused training on gender in the PGOs. In Q1, 12% of PGO tashkeel staff received training on gender awareness. This training focused on gender equality principles (including specific sessions on the ASGP-supported anti-harassment policy and other gender sensitive organisational policies), gender sensitive governance and service delivery (such as the role of the PGO and

SNG entities in supporting inclusive governance), and the gender mandates of GOA partners such as the Department of Women's Affairs, IDLG, and the and the SNG.

UNDP/ASGP personnel, as well as ASGP-supported technical and capacity development specialists embedded in the PGOs, conducted the training and mentoring of tashkeel colleagues and counterparts on gender awareness, as well as PGO and DGO office procedures (as outlined in the Provincial and District Office Manuals), and general professional skills related to office management, reporting, and communication and ICT.

ASGP's support to such initiatives during Q1, and to ongoing institutional, organizational and individual capacity development, contributed to increased gender equality and gender mainstreaming in Afghanistan's subnational governance, and brought significant improvements to women's lives.

IV. PARTNERSHIPS

In Q1, ASGP continued to partner with the GOA, UNAMA and UN agencies, civil society, donors, and project implementers, to improve ASGP programme results and contribute to more effective subnational governance.

ASGP's work with GOA partners in Q1 focused on knowledge management and capacity development, as ASGP's ability to implement activities with some of these partners was restricted. This restriction was due to protracted negotiations with IDLG central, and delayed approval of an Annual Work Plan, which confined ASGP's operations to a temporary budget. Nevertheless, examples of productive partnerships with other GOA entities included work with the Ministry of Finance (MOF), to identify and enhance ASGP-supported capacity development training that would best complement the draft Provincial Budgeting Policy, and ensure that PGO, DGO and municipalities adhered to current MOF regulations. And another highlight included ASGP support to PGO and PC engagement with the Ministry of Rural Rehabilitation and Development (MRRD) and the UNDP Programme National Area Based Development Programme (NABDP), in relation to their leadership of the orientation workshop on the District Coordination Council policy. ASGP continued to supported IDLG and other provincial and municipal partners to engage with DOWA and highlight the integral role of the National Action Plan for Women of Afghanistan (NAPWA), and issues of gender equality and gender mainstreaming. Examples of this partnership in Q1 include ASGP-supported training of tashkeel personnel, as well as partners' shared roles in promoting gender sensitive service delivery, at the PGO through the Provincial Gender Committee, and in the municipality. ASGP, and IDLG, continued to work with IARCSC, to improve tashkeel capacity, and promote organisational and institutional reform. In Q1, ASGP also worked with the UNDP Programmes Gender Equality Project (GEP) and the Justice and Human Rights Project (JHRA), to support gender priorities and results.

ASGP continues to work with civil society, including media, women's groups, and Shuras, to make governance more inclusive, efficient and accountable. Examples in Q1 include dedicated training and capacity development campaigns, as well as general support to public forums such as public accountability and reporting forums, and to general media and public outreach personnel and activities.

ASGP continued to work with donors and other SNG project implementers in Q1. During Q1, ASGP international and national personnel were mobilized for work in Helmand, as part of the Helmand Engagement Plan developed by the UNDP Country Office, DFID, Denmark and Estonia, and the Office of the Provincial Governor of Helmand.

ASGP continues to engage with donors and programme implementers on issues of project design and best practice. ASGP and ASGP-supported personnel continued to provide inputs into USAid provincial and municipal programming, and into GIZ development work in several northern and north eastern provinces.

ASGP would like to thank all 12 donors for their continued support, including those donors that committed in Q1 to further support to subnational governance. Ongoing donor support is critical to the work of ASGP, its provincial and municipal partners, and to IDLG, as we work toward more effective, democratic and sustainable subnational governance in Afghanistan.

V. ISSUES

- **Donor earmarking**

In Q1, several donors continued to tie their aid to specific provinces, which skewed support to SNG and undermined GOA and development policy.

The mitigation strategy includes joint UNDP/ASGP, IDLG and provincial and municipal partners' advocacy toward donors and stakeholders about the value of support that is not earmarked, and is aligned with GOA and development goals. Q1 showed further progress in this strategy, following some success in Q4 2013, as several donors indicated that their future support to subnational governance would be broader and non-earmarked. ASGP's AWP also attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver development and governance results across all provinces.

- **Resource mobilization for IDLG**

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

The mitigation strategy includes implementation of an ASGP resource mobilisation strategy, joint ASGP-IDLG and IDLG-GOA resource mobilisation initiatives (for example on the DCC policy), including appeals to SNG donor forums and board meetings, and joint forums that underline IDLG's central role in subnational governance. This mitigation strategy has secured funding for IDLG central in 2014.

- **The Letter of Agreement modality**

A Letter of Agreement (LOA) between UNDP, IDLG, each PGO, and some Municipal Offices empowers governance institutions to take the lead in implementation of specified ASGP governance and capacity development activities (including salary support to personnel), in line with the principles of financial and political deconcentration articulated in the NPPLG and SNG. The agreement attempts to devolve decision-making and work planning to the provincial level, and ensure that UNDP partners follow appropriate financial and operational practices. However, the LOA has yet to become an efficient instrument to systematically support activities, and delays in advances and liquidation are common.

During Q4 2013, ASGP, IDLG and provincial partners determined that UNDP should assume responsibility for direct payment for these activities in the provinces. ASGP in Kabul will directly pay the salaries of the technical and capacity development specialists working in provincial offices, while ASGP's regional offices will manage payment for provincial activities. ASGP and provincial partners will continue to adhere to programmatic aspects of the Standard Operating Procedures (SOP) that had governed the LOA, and will continue to

support partners to develop work plans, activities and personnel that are 'essential for governance'.

Other aspects of the mitigation strategy include education to all partners about the SOP for the LOA, and an emphasis on the need for adherence to the SOP. ASGP personnel in Kabul and the provinces worked with IDLG and the MOF during Q1 to improve financial management and procurement competencies among all partners, particularly provincial GOA focal points who work on the LOA, to promote the rules and procedures defined by UNDP/ASGP and IDLG, and the GOA.

- **Insecurity**

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

The mitigation strategy involves greater use of ASGP supported technical and capacity development specialists (referred to above as 'LOA personnel') and internet communication to remotely monitor activities and results in areas where security-cleared flights are unavailable and road missions are not allowed, and first-hand monitoring is not possible. The Southeast region, some provinces in the West and South and Nuristan as well as many of the districts fall under the category.

Please refer to the full issue log in the annex for a comprehensive account of issues that could affect the achievement of the project results.

RISKS

Risks are a possibility that an event will occur and affect the achievement of the project results. This section highlights only the risks that have been identified in this quarter. Please refer to the full risk log in the annex for a comprehensive account of risks that could affect the achievement of project results.

- **Leadership and organisational change among GOA and SNG partners**

The 2014 Presidential and Provincial Council elections impacted the delivery and leadership of UNDP/ASGP's government partners at the national and subnational levels in Q1, and this risk will continue into Q2. Electoral law restricts PGO and PC activities during the electoral campaign, including certain governance activities supported by ASGP. As these provincial partners will not be able to lead AWP development and implementation, project delivery slowed in Q1 and will also slow in Q2. To mitigate this, ASGP in Q1 worked with other SNG personnel unaffected by electoral restrictions, to support governance work, and will continue to implement this strategy if required in subsequent quarters.

The GOA and international community anticipate changes to the leadership of many GOA ministries following the elections. ASGP will also be affected by the anticipated changes in the tenure and appointment of Governors, who coordinate governance and development and also function as the representative and appointee of the President. Such leadership changes may also include organizational change, including the technical and capacity development specialists embedded in the PGO, PC and municipal offices. For ASGP, such changes, if they do occur, will likely lead to delays in programme implementation, as personnel may be unfamiliar with UNDP/ASGP and GOA policies and processes. ASGP attempts to mitigate the risk by supporting organizational and individual capacity development for subnational

partners and a broad range of technical specialist and tashkeel personnel, to minimize the impact of changes of certain personnel.

National Technical Assistance (NTA) Policy Implementation

UNDP has been working with IDLG since Q2 2013 to implement the GOA policy on National Technical Assistance (NTA), and finalized implementation of the policy in Q1. ASGP identified some challenges among the credential and terms of reference of LOA personnel in IDLG central, which affected the finalisation of the IDLG component of the ASGP AWP, while IDLG did not endorse the broader ASGP-IDLG AWP. This delayed support to Provincial and District Governors Offices, PCs, and municipalities in Q1.

To mitigate this risk, UNDP/ASGP and UNDP CO continue to monitor NTA issues, and are reviewing the LOA for lessons learned (see below).

VI. LESSONS LEARNED

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

The Q4 2013 decision to cancel the fund management aspect of the provincial LOA that had operated during 2013, and resume direct payment by UNDP highlights the challenges of supporting stringent and efficient financial management and procurement and political and financial deconcentration, in a context informed by inadequate capacity, centralized processes, and insecurity. UNDP/ASGP and IDLG, with the support of donors and implementing partners, are jointly identifying lessons learned that will address these challenges, particularly financial management controls at IDLG central.

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

UNDP/ASGP significantly improved donor and stakeholder coordination in Q1 2014 and 2013, which enabled ASGP to clarify programme delivery and strategy. ASGP identified several factors that worked well.

The lessons learned that will be incorporated into the project include monthly and consistent meetings at the management, technical and field level between key donors and stakeholders in subnational governance, including the EU, DFID (including their technical assistance team Adam Smith International), and USAID, as well as with IDLG, GOA and ASGP partners at the central and subnational level. Following the closure of PBGF in Q3 2013, ASGP is now the only programme to support PGOs throughout Afghanistan; with the suspension of NDI, ASGP is now the only programme to support Provincial Councils throughout Afghanistan, and ASGP is one of the few programmes to support IDLG central.

VII. FUTURE PLAN

Taking into account results and outcomes, and the issues, risks, and lessons learned, ASGP's programme strategy for 2014 includes the following future plans:

The UNDP/ASGP project will be extended to ensure continued support to subnational governance, and to reduce any gap between ASGP II and any subsequent UNDP subnational governance project. UNDP's corporate position is that the extension will be for one year, until December 31 2015.

ASGP and IDLG's development and implementation of the 2014 work plan includes greater coordination with other donors and implementing partners, such as DFID (including Adam Smith International) and USAid, as well as consultation with MRRD and MOF, to utilize each partners' comparative advantage in support of new SNG policies (such as the DCC policy and the draft Provincial Budgeting Policy) and results. Specifically, ASGP will work with IDLG and MRRD and other SNG partners to trial the policy, in line with the IDLG-MRRD implementation framework. ASGP expects to work more closely with IDLG and the MOF in 2014 to develop financial management capacity in SNG bodies, and with MOWA to support gender equality and gender mainstreaming, in line with the NPPLG and UNDP and donor priorities. ASGP will continue to work with IDLG, donors and subnational partners on improving the efficiency and effectiveness of the LOA modality for support to IDLG central, and to develop this capacity within IDLG. This includes an emphasis on the roles and procedures defined by UNDP/ASGP and IDLG, including the recruitment, reporting lines, and performance of the LOA personnel, capacity development of contract and tashkeel personnel, and organizational reform of relevant directorates. UNDP also conducted an audit of ASGP and IDLG, and UNDP is obliged to conduct a capacity assessment of IDLG as an implementing partner. UNDP/ASGP will also continue to monitor implementation of the GOA NTA policy.

ASGP will continue to provide input into UNDP's SNG strategy and future programme design, including the identification of lessons learned and an exit strategy. An evaluation of ASGP will occur in Q2, and the project will outline how the lessons learned from ASGP will inform future programme design in the context of the SNG strategy. ASGP will continue to contribute to UNDP strategies, such as the UNDP regionalisation strategy, which aims to increase UNDP coherence and promote 'delivery as one', in order to increase efficiency and programme delivery, and contribute to ASGP and UNDP outcomes.

VIII. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for period January to March 2014 for (ASGP II)

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2014					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2013 (b)	Expenses 31/12/2013 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g-h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i-j-k-m)
AusAid	1,000,000	1,000,000	931,105	1,926	70,821	-	-	-	70,821	-	-	-	-	70,821
European Union	16,019,908	15,810,203	15,943,864	(33,059)	(166,720)	-	-	(41,243)	(125,476)	26,400	44,880	215,966	-	(196,756)
Finland	669,389	669,389	2,324	-	667,065	-	-	15,874	651,191	-	-	-	-	651,191
France	405,551	405,551	151,332	-	254,219	-	-	15,126	239,094	-	-	-	-	239,094
Italy	2,565,924	2,565,924	2,546,979	(11,100)	7,845	-	-	-	7,845	-	-	-	-	7,845
Japan	6,989,196	6,989,196	6,954,067	-	35,129	-	-	(9,854)	44,983	-	-	-	-	44,983
SDC (Switzerland)	3,835,637	3,835,637	3,798,532	20,551	57,657	-	-	-	57,657	-	-	-	-	57,657
SDC (Switzerland)	4,207,054	1,047,409	-	-	1,047,409	3,159,645	-	618,375	3,588,679	-	-	-	-	3,588,679
Sweden (SIDA)	17,277,644	10,643,062	8,276,907	-	2,366,155	-	-	261,237	2,104,919	7,523	(2,175)	6,634,582	-	2,099,571
DFID	9,600,000	9,600,000	9,515,061	9,057	93,996	-	-	-	93,996	-	-	-	-	93,996
Denmark	320,000	320,000	-	-	320,000	-	-	42,512	277,488	-	-	-	-	277,488
Estonia	475,543	475,543	-	-	475,543	-	-	59,673	415,870	6,611	-	-	-	409,259
Korea	8,000,000	5,000,000	-	-	5,000,000	-	-	670,790	4,329,210	193,886	-	3,000,000	-	4,135,324
UK	651,466	651,466	-	-	651,466	-	-	36,972	614,494	3,311	-	-	-	611,183
UNDP (CCF)	4,132,110	4,132,110	4,132,110	-	-	-	-	409	(409)	-	-	-	-	(409)
UNDP (TRAC)	2,846,330	2,446,330	2,446,330	-	-	400,000	-	53,853	346,147	-	2,175	-	-	343,972
Grand Total	78,995,752	65,591,819	54,698,610	(12,624)	10,880,586	3,559,645	-	1,723,724	12,716,507	237,730	44,880	9,850,548	-	12,433,897

Note:

- i) Data contained in this report is an extract of UNDP financial records. All financial provided above is provisional
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: EXPENSES BY OUTPUT

The Interim Donor Report for period January to March 2014 for (ASGP II)

Annex 2. Expenses by Output

Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-March 2014)	Delivery Rate	Remarks
Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	3,029,932	350,766	12%	
Sub-total Output 1	3,029,932	350,766	12%	
Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	15,497,629	1,065,986	7%	
Sub-total Output 2	15,497,629	1,065,986	7%	
Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	2,318,188	306,871	13%	
Sub-total Output 3	2,318,188	306,871	13%	
Output 4: (Atlas ID 78993):	-	101	***	
Sub-total Output 3	-	101		
Grand Total	20,845,749	1,723,724	8%	

Note:

*** The above expenses incurred without budget is the deperciation expenses of fixed assets and no budget require for this year.

ANNEX 3: EXPENSES BY DONOR

The Interim Donor Report for period January to March 2014 for (ASGP II)

Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-March 2014)	Delivery Rates
SDC (Switzerland)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place.	586,681	90,497	15%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	2,928,985	346,776	12%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	646,144	181,102	28%
Sub-Total		4,161,810	618,375	15%
Denmark	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	318,432	42,512	13%
	Sub-Total	318,432	42,512	13%
Estonia	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	451,774	59,673	13%
	Sub-Total	451,774	59,673	13%
Finland	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place.	150,861	-	0%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	351,773	15,874	5%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	126,597	-	0%
Sub-Total		629,231	15,874	3%
France	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	143,445	13,462	9%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	92,358	1,663	2%
Sub-Total		235,803	15,126	6%
Korea	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,153,122	129,028	11%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	6,112,663	449,059	7%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	692,619	92,703	13%
Sub-Total		7,958,403	670,790	8%
UK	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	597,060	36,972	6%
	Sub-Total	597,060	36,972	6%

Sweden (SIDA)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	739,268	77,879	11%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	4,593,497	152,941	3%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	760,470	30,416	4%
Sub-Total		6,093,236	261,237	4%
Japan	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	-	(11,203)	
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	-	1,350	
Sub-Total		-	(9,854)	**
EC	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	-	(900)	
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	-	(40,081)	
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014		(364)	
	Output 4: (Atlas ID 78993):	-	101	
Sub-Total		-	(41,243)	***
UNDP (Core Fund)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	400,000	54,262	14%
Sub-Total		400,000	54,262	14%
Grand Total		20,845,749	1,723,724	8%

Note:

- ** The above credit (minus) figures are because of a portion of cash has been deposited to UNDP bank account, after the closure of all provincial / municipal bank accounts in January 2014.
- *** The above EU credit(minus) figures are from exchange gained, staff costs and equipment wrongly charged to EU which are adjusted in may 2014 accounting period in UNDP financial records.

ANNEX 4: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
1	Donor earmarking. Several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.	June 2013	Operational Impact = 4 Priority = 4	UNDP/ASGP and IDLG advocacy toward donors and stakeholders about the value of support that is not earmarked. ASGP's Annual Work Plan attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver across all provinces and components.	ASGP Kabul, IDLG	Reducing
2	Resource mobilisation for IDLG. Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, maintaining the IDLG current staffing level is unsustainable	February 2012	Operational Impact = 3 Priority = 4	UNDP is working with donors and the Government of Afghanistan to address financial sustainability, including implementation of the NTA policy.	ASGP Kabul, IDLG	Reducing
3	The LOA modality, including delay in salary payments to LOA personnel, due to operational and financial rules and processes specified between UNDP and IDLG.	Dec. 2011, 2012, 2013	Impact = 5 Priority = 5	In Q1 ASG move to direct payment for all provincial activities and personnel. Greater education re. the SOP, and engagement between UNDP and IDLG management, technical, and field staff. Greater focus on capacity development of LOA personnel working in financial management and procurement.	ASGP Kabul & Regional Teams	Reducing
4	Insecurity. The fluctuating security situation continues to affect project delivery in some areas, compounded by the reduction of UNAMA and UNHAS flights and the closure of some UNAMA facilities.	December 2013	Impact = 3 Priority = 3	Greater use of LOA personnel and other partners in project implementation and increased remote monitoring of activities and results in particularly insecure areas.	ASGP Kabul & Regional Teams	Increasing

ANNEX 5: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
1	Leadership and organisational change among GOA and SNG partners, caused by political campaigning, Presidential and PC elections, and subsequent appointments.	November 2013	Political	Probability=5 Impact=5	Support organizational and individual capacity development for subnational partners and a broad range of technical specialist and tashkeel personnel, to minimize the impact.	ASGP Kabul	ASGP Kabul	Q4 2013	Consistent
2	The GOA National Technical Assistance policy had not been implemented by the close of Q4 and delays in this process have affected the finalization of the IDLG component of the ASGP AWP, impacting delivery in Kabul and in the provinces.	November 2013	Political	Probability=5 Impact=5	UNDP/ASGP and IDLG established a regular taskforce to address NTA issues.	ASGP Kabul	ASGP Kabul	Q4 2013	Consistent
3	Women may be prevented from joining the civil service and excluded from governance due to lack of qualifications, other barriers, and inadequate working conditions.	March 2011	Societal / Organizational	Probability=5 Impact=5	Support women and gender mainstreaming at IDLG and subnational entities. Work with IDLG, CSC, and female PC networks to improve work prospects and environment for female civil servants.	Regional Teams	Regional Teams	Q4 2013	Reducing
4	Political interference in LOA recruitment can adversely affect the recruitment and performance of LOA personnel.	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA personnel closely monitored and strong oversight mechanism, including an SOP, put in place and to be adhered to. A UNDP No Objection Letter will also be required for the recruitment and extension of LOA personnel.		Northern Regional Team	Q4 2013	Reducing