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# AFGHANISTAN SUBNATIONAL GOVERNANCE PROGRAMME II

## 2013 SECOND QUARTERLY PROJECT PROGRESS REPORT



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## PROJECT INFORMATION

<b>Award ID:</b>	00058922
<b>Duration:</b>	1 January 2010 -31 December 2014
<b>ANDS Component:</b>	Governance, Rule of Law and Human Rights
<b>Contributing to NPP:</b>	National Priority Programme for Local Governance
<b>CPAP Outcome:</b>	The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
<b>UNDP Strategic Plan Component:</b>	Democratic Governance
<b>Total Budget:</b>	USD 139,000,000 (LOP cost in project document); USD 22,000,000 for the 2013 annual budget.
<b>Implementing Partner:</b>	UNDP
<b>Key Responsible Parties:</b>	UNDP; IDLG; Offices of Provincial and District Governor; Provincial Council, Municipalities
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**COVER PAGE PHOTO:** View of Women developing terms of references for establishing a gender committee in Herat Province during a one day seminar on the "Role of Women in Good Governance" in June 2013.

## ACRONYMS

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

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## EXECUTIVE SUMMARY

Providing technical and capacity development support to the Government of Afghanistan (GoA) to strengthen inclusive and effective local governance remains the core mission of the Afghanistan Subnational Governance Programme (ASGP). That technical support is delivered through national and international governance specialists working with our Afghan partners at both the central (IDLG) level and in Provincial Governors' Offices (PGOs), as well as with Provincial Council (PC), some District Governors' Offices (DGOs), and in Municipal entities in all of Afghanistan's 34 provinces.

ASGP staff continued to support our Government of Afghanistan partner, the Independent Directorate of Local Governance (IDLG), to engage IDLG and other key GoA stakeholders in the drafting of relevant government bills and policies impacting on local governance. ASGP continued to provide mentoring and coaching support to IDLG staff in areas such as capacity development, problem solving and designing capacity assessments. Twinning arrangements with other countries including India, and France were assisted by ASGP technical staff embedded at IDLG.

Strengthening the capacity of Afghan staff (Tashkeel) working in provincial governance is the key task of ASGP's Provincial Component, and is achieved by institutional, organisational and individual capacity development and reform. In this reporting period ASGP continued to assist with efforts to recruit new female and male graduates into the tashkeel, including initiatives targeted towards increasing the involvement of women in governance entities, and training tashkeel staff. Such gender initiatives included policy reform at IDLG and PGO, gender sensitive organisational and individual training for Governors Offices and line departments, and strengthening job fairs and internship schemes that support women's involvement in provincial and municipal institutions.

By the end of Q2, 89 % of Tashkeel staff posts in the PGOs and 80 % of DGOs had been filled and female Tashkeel staff constituted 2.7 % of total PGO Tashkeel, and 1.5 % of DGO Tashkeel. Furthermore, 46 % and 40% of tashkeel staff in the PGOs and DGOs, respectively, had undergone training on their office's operating manual.

ASGP continued to support the Offices of the Provincial and District Governor and IDLG in the preparation of Provincial Development Plans (PDPs) and Provincial Strategic Plans (PSPs) that identify and articulate local governance and development priorities, in line with the offices' leadership and coordination role mandated under SNG policy. By the end of Q2, 17 PDP had been developed, and ASGP and IDLG are working with provincial partners to roll out PSPs in 10 provinces, in addition to the seven PSPs already completed.

ASGP fundamentally recognizes the unique role of oversight, monitoring and mediation mandated to the elected Provincial Councils. In this reporting period, financial, technical and organizational support continued to be provided to all 34 Provincial Councils in Afghanistan including organizing a series of

regional conferences which strengthened opportunities to share best practice between Provincial Council Members.

ASGP's Municipal Team worked directly with 19 municipalities, provincial and district, providing staffing support for 37 technical and capacity development staff working directly in Mayors' offices, supporting service delivery in areas such as revenue collection, business and property registration, and waste management systems, as well as supporting community outreach, including websites and e-governance and websites for five municipalities governance). During the second quarter of 2013, the municipal component supported municipalities of Mazar-e-Sharif, Charikar, Bazarak, Mehtarlam, Bamyan, Nili, Jalalabad and Faizabad to develop revenue enhancement plans and increase own-source revenue. Moreover, ASGP staff provided direct technical assistance to the General Directorate of Municipal Affairs, supporting the development of national policies and strategies, such as municipal advisory boards, public outreach and engagement, and revenue enhancement.

ASGP recognizes the critical partnership that exists between the Project and our Government of Afghanistan partners in IDLG, and in the provinces, districts, and municipalities. We thank our Afghan partners and also our donors from Australia, the European Commission, Finland, Italy, Japan, Sweden, and Switzerland. Without their support ASGP could not make its contribution to international efforts to strengthening subnational governance in Afghanistan.

## RESULTS

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

#### Indicator 1.1 Number of Laws and regulations drafted and approved

- ASGP staff continued providing direct assistance to IDLG in Q2.
- In addition, indirect technical assistance was also provided through National Technical Experts in the Independent Directorate of Local Governance (IDLG) being funded under the Central Letter of Agreement Modality (LoA).
- The legal framework is essential in establishing an enabling environment for Sub-National Governance (SNG). ASGP is supporting the advancement of three key sub-national governance laws, as presented in the table below.

Law	Status
Local Government Law	Status as of date: Currently with MoJ* for making changes recommended by Cabinet Process: Cabinet has referred the law to MoJ twice. In the current round, after incorporating the changes the Law will be submitted to the parliament.

Law	Status
	Next Step: Submission to Parliament *Ministry of Justice (MOJ)
Provincial Council Law	Status as of date: Submitted to Parliament (no change recorded since Q1) Process: The law was cleared by all stages in the cabinet during the first quarter itself. Next Step: Submission to H.E. President after Parliament approval
Municipality Law	Status as of date: Under discussion in the legislative committee (no change recorded since Q1) Process: legislative committee will approve or recommend changes Next Step: Submission to Parliament after Cabinet Approval

**Table 1: Component 1, Q2 Progress**

Key thematic areas where ASGP was involved included discussions on:

- Evaluations of externally funded programmes working in SNG;
- Decision points for action, arising out of the national governors' conference and;
- Review of achievements and the way forward for the General Directorate of Municipal Affairs.
- The national policy for strengthening of governance and development at district and village level. The policy is currently undergoing the approval process within the government.

Sub National Planning

- Formulation of a Provincial Development Plan (PDP) for Nangarhar; and Provincial Strategic Plan (PSP) were completed for Helmand and Takhar Provinces.

## Indicator 1.2 Strength of the organization and management systems for the IDLG

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

- A capacity assessment (CA) of IDLG as an organization was conducted in 2012; the baseline was established to be a calculated score of 2.9<sup>i</sup>. By end of 2013, the CA target is a score reaching 3.2.
- Individual capacity assessments for Tashkeel staff were carried, with coaching support sessions provided by ASGP staff embedded in the Capacity and Institutional Development Directorate (CIDD) jointly with IDLG staff from the Policy Directorate, the Gender Unit.
- Different incentive mechanisms were introduced by the ASGP team in order to motivate the staff and ensure sustained interest in coaching, especially for the formal sessions.

Certificates of recognition were given to coached staff at regular intervals for the following achievements:

- Exemplary performance in the monthly exams;
- Full attendance in the sessions and productive participation in and outside the formal sessions.

Experiential learning via informal activities, case studies and practical examples, jointly with structured lecture and Microsoft PowerPoint sessions were used. The result of the CA exercise can be seen in the following table as end of the quarter ending June 2013.

#### CIDD Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Mar 13	Jun 13		Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual	Target	Actual
1	CDU	4**	1.96	2.08	<b>2.21</b>	2.23	-	2.38	-
2	ODU	3	1.95	2.10	<b>2.18</b>	2.25	-	2.40	-
3	CWH	5	2.12	2.27	<b>2.54</b>	2.42	-	2.57	-



**Figure 1: Coaching session on basics of policy & strategy formulation**

37 coaching sessions conducted with a mix of group and one-to-one sessions were conducted resulting in a total of 180 coaching days provided during Q2, 2013

The formal coaching areas applied during Q2 included: Communication: verbal and written; report writing; 2) Policy and Strategy Formulation, Fundamentals of Capacity Assessment methodology; 3) Fundamentals of IT applications for office work and; 4) Advanced language skills.



Sl. No.	Unit*	# of principal coachees	Mar 13	Jun 13		Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual	Target	Actual
4	Others	1	2.55	2.70	<b>2.95</b>	2.85	-	3.0	-
Total		13	<b>2.15</b>	<b>2.29</b>	<b>2.47</b>	<b>2.44</b>	-	<b>2.59</b>	-

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

- In fact, the CA score exceeded the initial targets set for Q2, for all coached units and the majority of individual staff members.

A Capacity Assessment was also conducted for three additional coached staff from the Policy Directorate. The below baseline CA score was established at the end of Q2, along with targets set for the remaining quarters of the year.

### Policy Directorate Capacity Assessment Scores

Sl. No.	Unit*	# of principal coached	Jun 13	Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual
1	POD	1	<b>2</b>	2.15	-	2.3	-
2	PIM	1	<b>2</b>	2.15	-	2.3	-
3	Others	1	<b>1.5</b>	1.65	-	1.8	-
Total		3	<b>1.83</b>	<b>1.98</b>	-	<b>2.13</b>	-

**Table 3: \*POD: Policy Design Unit PMI: Policy Implementation Unit Others: Non-technical staff of the unit**

Furthermore, the ASGP team was requested to conduct a CA exercise for the staff of the Recruitment Directorate (RD) of IDLG Depending in Q3.

- While conducting the CA for the Recruitment Directorate, two CIDD employees were coached in CA Methodology and can now undertake CAs and will be leading the CA process in Q3.

The results from the RD baseline scores are presented below.

### Recruitment Directorate Capacity Assessment Scores

Sl. No.	Unit*	# of occasional coached	Jun 13	Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual
1	RCT	11	<b>1.89</b>	2.04	-	2.19	-
2	RDB	14	<b>1.75</b>	1.9	-	2.05	-
3	PRA	5	<b>1.87</b>	2.02	-	2.17	-
Total		30	<b>1.84</b>	<b>1.99</b>	-	<b>2.14</b>	-

**Table 4: \*RCT: Recruitment Unit RDB: Recruitment Data Base Unit PRA: Performance Appraisal Unit**

## Twinning Arrangements: Training of District Governors

UP TO HERE- COMPARE WITH SOFIA'S INITIAL DIST GOV FIGURES

On Sunday 5th May 2013, IDLG held a feedback cum reflection session at IDLG main office in Kabul with the purposes of:

- Receiving feedback from District Governors;
- Initiate a dialogue with key donor and other stakeholders on ways of enhancing the learning outcome of the Provincial Training Programme (PTP) series; and how to introduce more interventions for enhanced capacity development (CD) of sub-national governance officials in Afghanistan.

This session was chaired by H.E D.G of IDLG and attended by various key stakeholders including H.E Indian Ambassador to Afghanistan, donor representatives, 11 District Governors<sup>1</sup> who had already finished the PTP course and some deputy Provincial Governors<sup>2</sup>. As a result of the deliberations of the session, it was decided to introduce ways of improving post training follow-up programmes.

### Gender Mainstreaming for Sub National Governance

In Q2, several orientation cum training sessions were conducted familiarizing IDLG central and provincial staff on the aspects and the implementation framework of the anti-harassment policy which was launched in Q1. Sessions were held for IDLG central staff (150 participants) consisting of senior management, middle as well as lower management. Orientation sessions on the policy are now an integral part of the training programmes conducted by the training unit of IDLG. Staffs of PGOs, DGOs and municipalities in Balkh, Jowjan, Herat and Kabul have already been provided with the orientation on the policy. Other provinces will be covered in the subsequent quarters.



**Figure 2: District Governor, Doshi District Baghlan Province, sharing his experience on PTP**

The target segment based training series: "Provincial Training Programme (PTP) – Indo Afghan partnership for strengthening Sub National Governance in Afghanistan" for training of Afghan District Governors which commenced in 2012 continued in Q2, 2013. Till date nine batches of PTP have been conducted and In Q2 and two batches received training;

- 135 Afghan civil servants have been trained, of which 117 were District Governors.
- In total, 17 PTP batches will be completed, covering a

<sup>1</sup> The District Governors from the following districts participated: Shakardara, Kabul; Desabz, Kabul; Estalif, Kabul; Ghorband, Parwan; Bulkhab, Saripul; Chamtal, Balkh; Qarbagh, Ghazni; Shwak, Paktia; Dawlatyar, Ghor; Dishoo, Helmand; Hesawal, Kapisa.

<sup>2</sup> Deputy Provincial Governors from Logar and Parwan also participated

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

ASGP is a direct implementation modality programme of UNDP, wherein the primary financial management and programmatic responsibilities lie with UNDP. However, globally UNDP encourages models, which promote national ownership. In alignment with this approach, ASGP is implementing a Letter of Agreement (LoA) between UNDP and IDLG on funding the cost of 87 NTA positions working in IDLG in different areas of the NPPLG.

A synopsis of directorate-wise key results for the current quarter are presented here.

<b>Key activities/achievements of IDLG Directorates</b> Table 5
<b>Plan &amp; Policy Directorate</b> <ul style="list-style-type: none"> <li>➤ Approval of SNG Laws(details reported under the sub section on indicator # 1</li> <li>➤ Finalization of PSPs and PDPs</li> <li>➤ Conduct of the national Governors' conference</li> </ul>
<b>Strategic Coordination Unit</b> <ul style="list-style-type: none"> <li>➤ Designing and implementation of monthly publication on IDLG's achievements</li> <li>➤ Coordination with governance cluster on issues of district level representation, provincial planning</li> </ul>
<b>M&amp;E Directorate</b> <ul style="list-style-type: none"> <li>➤ Prepared IDLG first quarter report and implemented reporting mechanisms in IDLG.</li> <li>➤ Prepared M&amp;E questionnaire for evaluation of PGOs, PCs and municipalities. Implementation was completed for Balkh and Faryab Provinces, and reports were prepared.</li> </ul>
<b>Human Resources Directorate</b> <ul style="list-style-type: none"> <li>➤ Merit Based recruitment finalized for Provincial Deputy Governors, District Governors</li> </ul>
<b>Capacity and Institutional Development Directorate (CIDD)</b> <ul style="list-style-type: none"> <li>➤ Conducted domestic trainings through in house trainers and facilitated foreign trainings for staff of IDLG central office and SNG offices including PGOs, DGOs, municipalities</li> </ul>
<b>ICT Directorate</b> <ul style="list-style-type: none"> <li>➤ Training provided to provincial staff on web management. Training plan prepared for training provincial staff on various ICT topics</li> <li>➤ Provided IT support to central and provincial offices</li> </ul>
<b>General Directorate of Municipal Affairs(GDMA)</b> <ul style="list-style-type: none"> <li>➤ Finalized the guidelines and procedure for establishing municipal advisory council/board and approved it by the IDLG leadership</li> <li>➤ Finalized the guidelines for public private partnership with municipalities</li> <li>➤ Finalized the guidelines for gender equity in municipal administration</li> <li>➤ Master plans developed for 5 Major Municipalities including Bamyan City.</li> </ul>

## EXPENSES FOR THE QUARTER

During Q2, a total of USD 1,099,903 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where ASGP's IDLG component is in relation to its annual targets by the end of Q2

2013 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
1.1. Three laws drafted, none approved: # of laws and regulations drafted and approved	1.1. Three laws approved, at least three key regulations drafted	25%	20%	Delayed: Though there was positive movement towards approval of each of the three laws, the pace was slower than expected
1.2. Baseline capacity is assessed to be 2.8 on a scale of 1 to 5: Baselines and actual scores for Individual Capacities also measured during the quarter. Strength of the organization and management systems for Independent Directorate of Local governance (IDLG)	1.2. Capacity assessment score increased to 3.2 for organizational capacity. Targets for individual capacity enhancement achieved	25%	25%	On Track: Various mechanisms for capacity enhancement of IDLG are being put in place including capacity development of CIDD staff. 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 and thus increase in CA score for IDLG
1.3 # of NTA positions to be supported via central LoA decided to be 87 and alignment matrix with NPPLG prepared: Regular monitoring of the deliverables achieved via the National Technical Assistance (NTA) positions supported via central LoA ensured and alignment of these deliverables with ASGP and NPPLG deliverables ensured.	1.3. Assessment of the relevance and ASGP as well as NPPLG alignment of the 87 positions conducted; ToRs with clear deliverables developed for all 87 positions; quarterly monitoring mechanism for deliverables as per ToRs established	20%	10%	Delayed: Monitoring mechanism was established in Q1 and IDLG sensitized. The deliverable based NTA reports were received in Q2 but there was a delay in submission by IDLG and also quality of the reports was not up to the mark. The quality improvement will be taken up in Q3

**Table 6: IDLG Component: Annual Work Plan Progress**

## OUTPUT 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS

ASGP continued capacity development support for Provincial and District Governors' Offices (PGOs and DGOs) and Provincial Councils (PCs) across the country, assisting their mandates as articulated in the Subnational Governance Policy of 2010, the National Priority Programme for Local Governance of 2012 (NPPLG) and relevant laws and regulations.

ASGP's support at the subnational levels is undertaken through provincial Letters of Agreement (LOAs), under which UNDP-funded, government-contracted national specialists embedded in the subnational entities engage in hands-on technical and capacity development support to the PGOs, DGOs and PCs.

- A highlight of Q2, the ASGP team in collaboration with IDLG, organized a two-day regional training workshop for the LOA staff in each of the Central, Central Highland, Eastern, Western and Northern regions, with the objectives of providing the LOA staff with an understanding on the government's subnational governance policies and priorities, the roles of LOA staff and LOA fund management.

LOA fund management faced a series of challenges, causing delays in liquidating previous advances and providing the next advances, and impeding project delivery. While training of PGO and LOA staff on details of LOA fund management needs to continue, there is an obvious need to streamline UNDP rules and procedures so as to reduce the transaction costs currently being incurred to manage the LOAs.

Despite the operational challenges, LOA staff deployed in the 34 provinces with guidance from IDLG and ASGP Regional Teams implemented technical support in a range of areas including: strengthening *Tashkeel* capacity; improving provincial and district level government accountability to citizens; reflecting local needs for provincial strategic and development planning; improving inter-governmental coordination between the central government, provinces and districts and enhancing the representative and oversight roles of the PCs.

**Indicator 2.1 Percentage of Tashkeel staff positions filled in the PGOs & DGOs**

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

ASGP's support to the PGOs and DGOs for strengthening the civil service capacity continued across the country on two fronts: 1) addressing *Tashkeel* vacancies by attracting young professionals particularly women and; 2) training *Tashkeel* staff on developing the necessary

skills and knowledge. 89 % of *Tashkeel* staff posts in the PGOs and 80 % of DGOs are filled by end of Q2. Female PGO *Tashkeel* staff constituted 2.7 % of the total PGO *Tashkeel* staff force and 1.5 % of the DGO employees<sup>ii</sup> currently on board as end of June 2013.

Internship programmes targeting females launched in Herat, Bamyan and Daikundi have been completed. 35 female university students (15 in Bamyan, and 20 in Daikund) have gained practical experiences at different PGO departments, paving the way for increasing the intake of female civil servants in public administration. The PGO recruitment committees in these provinces are actively pursuing this goal.

- In Herat, the PGO in partnership with the regional office of Independent Administrative Reform and Civil Service Commission (IARCSC), organized a one-day seminar on '*the role of women in good governance*' with the participation of more than 100 female civil servants and civil society members. The female civil servants represented 46 line departments and eight districts from the province. Adoption of Gender mainstreaming across the public sector was discussed during the seminar. The seminar was supported jointly by the two UNDP programmes: National Institution Building Project (NIBP) and ASGP. Moreover, discussions to increase female *Tashkeel* staff are underway between the PGO and the regional IARCSC office in other provinces. Gender mainstreaming workshops were held for PGO/DGO staff in Helmand and Nimroz. Furthermore, the Nimroz PGO initiated a number of public meetings on the role of women in the civil service.
- In Bamyan, a PGO Human Resources team supported the DGOs in staff performance assessment and training. In Ghor PGO, the TORs of *Tashkeel* staff was reviewed, resulting in a recommendation to IDLG to take into account the composition of the staff and their functions when allocating annual budgets to the PGOs.

### **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 & DGOs**

LOA-funded staff deployed in the PGOs continued with the training and coaching of *Tashkeel* staff in core areas of work related to office management, file management, meeting management, event management, report writing, communication and the use of ICT.

- 42.8 %/ 801 out of 1873 PGO *Tashkeel* staff, and;
- 41.2 % /723 out of 1753 DGO *Tashkeel* staff received training on the Office Manual prepared by IDLG in cooperation with Independent Administrative Reform and Civil Service Commission (IARCSC) in Q2.

The training and coaching sessions have resulted in more systematic administration of the PGOs on several fronts.

- 17 PGOs have completed asset inventory and are keeping track of the PGO assets based on the database, 12 additional PGOs are following suit.
- 18 PGOs are now managing human resources using HR database, while 12 other PGOs are preparing a similar database.

ASGP has been instrumental in supporting the PGOs in holding periodic meetings of Provincial Administrative Assembly (PAA) and Provincial Development Committee (PDC), key instruments for the Governors for leading and coordinating governance and development. It should also be noted that ASGP is a key partner in supporting the PGOs and DGOs with various office equipment and instruments, particularly computers, internet and conference facilities, which have significantly contributed to structuring and expediting their work.

Gender assessment tools have been developed in Herat, led by the PGO and Department of Women's Affairs (DOWA), with the aim of mainstreaming gender in the provincial administrations. Moreover, ASGP has facilitated collaboration between the PGO and DOWA in Nangarhar on recruiting female *Tashkeel* staff and raising awareness on gender equality and socio-economic opportunities for women.

In Balkh, ASGP worked with the UNDP National Area Based Development Project (NABDP) and Gender Equality Project (GEP) in supporting district-level civil service training on gender mainstreaming as well as leadership and conflict management.

#### **Indicator 2.4 Number of PGOs & DGOs with a separate toilet facility for female staff**

Gender-sensitive work environment is another focus area in developing the *Tashkeel* capacity. ASGP chose a separate female toilet facility as an indicator that measures PGO or DGO's explicit commitment to ensuring gender-sensitive administration. The number of PGOs and DGOs with such a facility remains the same, but planning or construction works in several PGOs are in progress. The Badakshan PGO has renovated the existing female toilet.



**ASGP renovates Parwan PGO after a suicide attack, restoring access to public services.**



**Figure 3: Views of renovated Parwan PGO with ASGP funding (left); view of the destroyed PGO after suicide attack on 14th August 2011 (right).**

A suicide attack in 2011 on the Parwan Provincial Governors compound claimed several lives, and also destroyed public offices. The destruction of seven offices and their equipment and administrative resources undermined the PGO's effectiveness, and citizens were unable to access services or participate in governance activities.

Over the 18 months following the attack, PGO and line department personnel were crammed into small rooms. The Finance and Administration Directorate was shifted into two small rooms located at the education line department's building, about 800 meters from the PGO building.

That undermined PGO efficiency and security, according to the Finance and Administration Directorate of Parwan PGO, Mr. Mohammad Habib Azizi:

"For about one year we had tried to find financial resources to re-establish the offices but we could not succeed and for more than one year and a half our staff remained in a location where the space was too small, far from the main building of PGO, and a challenge for our security personnel in terms of security measures and arrangements," Azizi said.

The Governor, at a meeting during the second quarter of 2012, requested ASGP to address the problem. A concept paper and project proposal was developed for the renovation of the attached building of Parwan Provincial Governor Office (PGO), costing USD 16,000. With financial support from ASGP, the building was rehabilitated in the last quarter of 2012 and was inaugurated in March 2013.

Now, UNDPs support has ensure that the Human Resources and Sectorial Departments are fully capable of again delivering timely public services to the local residents of Parwan Province.

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

The formulation of an M&E system for provincial and district governance is under progress. A national M&E/MIS consultant has been identified, who will establish a database consisting of 40 – 50 specific indicators to measure progress on relevant dimensions of provincial and district governance. The same consultant will also assist IDLG’s M&E Directorate to develop an M&E system to keep track of the progress of implementing the NPPLG.

In parallel, ASGP supported M&E activities in the provinces (Herat, Ghor, Badghis, Nangahar, Laghman, Panjshir, Kapisa, Kunduz, Takhar, Badakshan, Kandahar and Uruzgan). At the moment, provincial M&E Committees led by the PGOs focus mainly on monitoring development projects implemented by the Line Ministries or donors. The role of PGO Infrastructure Specialists (LOA staff) has been helpful in this regard, as they contribute to review and implementation of development and departmental projects..

#### **Indicator 2.6 No. of Citizen Service Centres established and operational**

ASGP provides crucial support to the PGOs and DGOs engaging citizens in sub-national and national affairs through information dissemination, dialogue, advocacy and awareness-raising initiatives.

Modeling upon the fully-fledged Citizen Service Centre of Balkh PGO, Samangan, Saripul and Jawzjan are preparing Citizen Service Centres respectively. In parallel, ASGP staff has reviewed international practices as well as the experience in Balkh, which are being fed into draft Citizen Service Center Guidelines. The guidelines are intended to facilitate the replication of the Balkh experience with standardization across the country.

- In Balkh and Jawzjan, the PGO also launched a Resource Centre, an ICT equipped training facility for *Tashkeel* staff, which also aims to serve capacity development needs of citizens, particularly youth and women, in the province. In Bamyān, the PGO Resource and Information Center equipped with government policies, legislations and publications has prepared an upgrading plan, which will involve access to university students and internet connection.

## Jawzjan Learning Resource Center Supports Efficient Administration and Public Services Delivery



Figure 4: Views of the opening of Learning Resource Center by H.E. Jawzjan Governor and H.E. the Swedish Ambassador to Afghanistan and PGO staff being trained at the center

By 2012, the Jawzjan Provincial Governor's Office in Northern Afghanistan, had not implemented a long-term capacity development strategy for the staff, to improve administration and management skills and allow them to more efficiently deliver their daily tasks and responsibilities.

The ASGP technical specialists, including the UNDP regional team based in Mazar, worked with the Jawzjan Governor and team to implement the capacity development strategy. They identified the need to establish a Learning Resource Center, to be located at the PGO. On May 7, 2013, it was officially inaugurated by the Governor of Jawzjan and the Ambassador of Sweden to Afghanistan.

Currently 24 staff members of the PGO including staff from the Provincial Council and from the line departments are enrolled in a two months Microsoft Windows and Office and internet course. Five of the trainees are female.

"Such a Learning Resource Center is a positive step towards enhancing the capacity of provincial and district staff in using computer, internet and access to various resources related to their duty to promote their daily work. I would like to thank both the Swedish government and ASGP/UNDP for their continued support" said H.E. the Governor of Jawzjan.

"This center in Jawzjan provincial governor's office provides a good opportunity for the PGO staff to use the modern technology such as computer and internet and have access to new resources. We will continue our support for the PGO of Jawzjan in the future" said H.E. the Swedish Ambassador.

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

ASGP's support to provincial strategic planning and annual development planning relates to the government agenda of improving provincial planning and budgeting, which is articulated as a specific indicator in the NPPLG and Tokyo Mutual Accountability Framework (TMAF).

Hence, ASGP intends to support the formulation of 10 additional PSPs and one PDP during 2013.

Currently, ASGP, in support of IDLG and in coordination with Ministry of Economy (MoEc), works to:

- 1) Ensure that each province completes annual Provincial Development Plan (PDP);
- 2) Support the PGO to coordinate with the central government to improve the chances of PDP projects being implemented through the government budget and donor resources and;
- 3) Assist the PGO to prepare Provincial Strategic Plan (PSP), which sets out a medium-term strategy and development priorities. At the same time, ASGP facilitates inter-ministerial technical level discussions to clarify the current subnational planning systems, addressing disconnects between different planning practices and making the entire processes harmonized and efficient.

- In this context, ASGP assisted IDLG in organizing a three-day workshop in April 2013 training 24 PSP Specialists (LOA staff), who will be guiding the PSP process in ten provinces during 2013.

The ten provinces will follow the lead of seven provinces, which have so far prepared the PSP and are using it as a basis for annual development planning. The workshop provided an opportunity for senior officials of IDLG and MoEc to work together and bring more cohesion and accountability to the current planning systems, and linking the planning process with provincial budgeting led by Ministry of Finance (MoF).

Development planning without de-concentrated budgeting authority at the provincial level undermines the provincial priorities presented in the PDPs. While PDPs are channelled to the respective Line Ministries by MoEc, the Line Ministries frequently determine the PDP projects to be implemented, without clear reference to the role of the PGO in leading and coordinating development and governance in the province, as per SNG policy. The Governors are therefore keen on attracting the attention of the central government to the PDPs, as an expression of their mandate. ASGP, in support of IDLG, assists such efforts, while working towards reforming the planning and budgeting systems. One of the means employed is by organizing development conferences to present the latest PDP to government and donor representatives.

- Examples of development conferences initiated by Uruzgan, Ghor and Balkh, Farah organized the conference in April 2013. The Farah development conference was also intended to restore confidence in the province in the wake of a major terrorist attack in early April 2013.
- Databases to keep track of PDP projects have been prepared in 13 provinces and are used regularly in Provincial Development Committee (PDC) meetings.

Six more provinces are preparing a similar, PDP-specific database. The database developed in Herat is available on-line with an ability to produce data by district, line department, sector and month or quarter. The experience sharing is on-going in the ASGP team in order to replicate a similar system across the country.

In the meantime, preparations for the PDPs in 2014 are in progress. In Herat, a task force consisting of the PGO, Department of Economy (DOEc) and two UNDP projects, ASGP and NABDP, was conducted for joint district profiling, which will feed into both the Annual District Development Plans (ADDPs) and PDP. A similar coordinated approach has started in Ghor, Badghis and Balkh as well. In Kapisa Province, the LOA staff advise key line departments in preparing their respective annual development plans.

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

The PGO being able to plan, spend and liquidate the LOA advance properly and within the specified time frame is a proxy indicator to measure their procurement and financial management capacity. However, continuing difficulties in LOA fund management has prevented the project from relying on this indicator so far. None of the provinces have been able to liquidate 80% or more of LOA advances during the first half of 2013 due to delays in finalizing the Annual Work Plan of the project component, finalizing the LOA ceilings for 2013, adjusting LOA staff posts needed for each province and amending the LOAs. Continuous training of PGO and LOA staff, as well as clarification and streamlining of UNDP rules, procedures and requirements are indispensable in the way forward.

Meanwhile, LOA staff supported the PGOs in administering provincial procurement (as per the Procurement Law of 2009 and the Presidential Decree No. 18 of 2011), asset management and budget management (i.e. management of a budget allocated by the government through IDLG).

- Procurement training was conducted for PGO and DGO staff in Badghis and PGO staff in the Eastern region. LOA staff provided explicit support to provincial procurement committees in Herat, Badghis, Ghor and Kunduz. In Bamyan, the LOA public finance specialist has helped the PGO to systematize expenditure management for the operational budget.

In parallel, ASGP has initiated an arrangement with UNDP's Making Budget and Aid Work project (MBAW) that supports MOF to jointly organize public financial management (PFM) training in the provinces, covering topics including an overview of budgeting in the country,

systems and formats used for provincial budgeting, costing, budget execution and procurement.

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

- The webpage of the GDCLCA is functional in Dari, Pashto and English. All PC's with functional internet connectivity and electricity supply are now capable of using GDCLCA's web page for organizing capacity development training sessions, public accountability sessions, awareness materials, district visits reporting of regular provincial and district monitoring visits.
- In addition, some PC's also upload their annual work plans as well as GDCLCA has uploaded the National Priority Programme, standard planning and reporting formats , as well as strategy documents for the capacity development of the PCs.

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

- A total of 29 PCs has held at least 153 internal meetings following the PC rules and procedure at least every month during the second quarter of 2013, largely in line with the requirement of the PC law.

The PCs, in most cases, hold periodic meetings with agenda and observing the IDLG-issued PC rules and procedures. Minutes are prepared, filed and used for reporting. In addition, ASGP provides advice on PC's internal management, office procedure and internal management.

- During Q2, ASGP, in support of IDLG, conducted capacity enhancement training for the leadership of the PCs in the East, North and West regions along with the training of PC Specialists (LOA staff). The topics covered the government's subnational policies and programme priorities, the roles of subnational-level councils, PC internal procedures, internal management and coordination, planning and implementation of PC activities and reporting.

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

- 20 PCs had conducted oversight meetings and a total of more than 162 across the country during the second quarter of 2013.

ASGP supported these PC oversight meetings which focus on the monitoring and assessment role of PCs include government and donor- funded projects and public service delivery in health, education, water supply, road and agriculture sectors in the provinces and districts. The meetings are normally attended by a large number of citizens. They also provide opportunities for the PC members understanding of internal community issues and disputes and facilitate resolutions.

The PCs have used various means to reach out to citizens with the aim of receiving their feedback on provincial activities and government responsibilities.

- In Bamyar and Daikundi, a Provincial Monitoring Team conducted a total of five public gathering sessions at the district level. The PCs have conveyed concerns and petitions voiced in these sessions to the respective provincial Line Departments and are following up on a regular basis. The two PCs also conducted a town hall meeting in each province, involving Line Departments, security organs, civil society, religious leaders, Community Development Councils (CDCs) and media.
- ASGP also supported the PCs in Saripul and Samangan to conduct oversight visits to a total of five districts and organize a PC-led Accountability Forum.

ASGP assists these northern PCs (Saripul and Samangan) and other PCs in the Northern region to systematically record and keep track of a range of issues identified in PC internal meetings, monthly PC-PGO meetings, PAA meetings, PDC meetings and other meetings that the PCs hold with Line Departments as necessary. The records will be made available to the public in due course.

- The PC in Kapisa visited nine villages and shared the issues they gathered with the line departments.
- In addition, the PC in Panjshir held a public hearing meeting at the district level.
- Furthermore, the PCs in the South region also conducted visits to districts and communities to listen to and address local issues and conflicts.
- The PC in Herat organized a one-day public discussion on unemployment with ASGP support.
- Added to that, the PC in Faryab played a key role in mobilizing public participation in a municipality cleaning campaign.

- Also, the PC in Badghis held a meeting with national and international NGOs to discuss their activities and the PC's expectations.
- Furthermore, PCs in Ghor and Badghis initiated discussions with the civil society on mechanism for government to engage them. The PCs in Balkh and Faryab have established mechanism to systematically engage communities and civil society organizations.

In the Eastern region, the PC members regularly participate in meetings with PDC and other meetings involving donors, conveying or emphasizing local concerns and priorities.

- For example, the PC in Nangarhar attracted the attention to an old bridge whose capacity was exceeding the traffic and succeeded to obtain funding.
- The PC in Kunar was instrumental in including flood management and irrigation projects in the PDP, both of which had high local priorities.
- ASGP also assisted in the publication of PC periodic magazines (Herat, Ghor, Badghis, Jawzjan and Saripul).
- Public communication strategies have been prepared for the PCs in Jawzjan and Samangan. The strategies are expected to clarify purposes of different communication modalities currently being used and clarify message contents in line with the PC's mandates.

#### **Additional Quarterly Component Highlights:**

- ASGP also supported various citizen engagement activities. In Bamyan, the PGO and Warras DGO conducted a joint public hearing so as to better understand citizens' concerns and priorities at the district level. The event was attended by more than 200 citizens.
- In Balkh, Jawzjan and Faryab, public hearing meetings led by the District Governors were held in a total of ten districts, with the participation from civil society and academia with active involvement of women, youth, elders and religious leaders. Various security-related concerns were raised in these meetings alongside development challenges and issues pertaining to recovery from recent flood-induced damages.
- Citizen engagement with more focus on government's accountability obligations took place in some provinces. In Saripul, a PGO-led Accountability Forum was attended by



nearly 900 participants. Provincial, district and municipal officials reported on achievements and challenges to the citizen participants.

- The PGOs in the South region held a number of community shura with the participation of PC and Community Development Committee (CDC) members.

In support of the mandates of the provincial governors, a number of advocacy and awareness raising events were organized. The Bamyan PGO has taken an initiative to develop a brochure on corruption in an effort to increase integrity in the provincial administration.

- In addition, the Kunduz PGO organized a conference on public awareness for women's situations and roles with more than 500 participants.
- Furthermore, the Kapisa PGO led a press conference on counter-narcotics achievements jointly with the head of education and counter-narcotics departments.
- In Kandahar, the PGO and PC with the support of ASGP and Afghanistan Peace and Reintegration Project (APRP), led the organization of an exhibition of traditional handicrafts produced by women, with the participation of a number of local businessmen. The occasion provided 40 female artisans who took part in the event the first opportunity to interact with public officials and discuss the role of women in governance and peace-building.
- The Kandahar PGO also organized a training workshop for 20 female journalists to train them with journalistic skills and perspectives to identify and report on issues affecting women in the province. The Kandahar PGO introduced public notice boards in various strategic locations in the city with information on government policies, procurement opportunities and job vacancies.

In Panjshir, the PGO is preparing a public relations committee for improving public communication and citizen engagement.

In Q2, some provinces have commenced preparing annual documents such as Yearbooks and Annual Governance and Development Reports (Herat). Monthly or quarterly magazines are regularly produced (Herat, Ghor, Badghis, Helmand Kandahar, Uruzgan and Zabul) and PGO websites are being updated and upgraded (Herat, Ghor and Panjshir)

## EXPENSES FOR THE QUARTER

During Q2, a total of USD 3,213,220 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where ASGP's PGO/DGO/PC component is in relation to its annual targets.

Indicators	2012 Baselines	2013 Annual Targets	Q2 Results	Comments
2.1. % of <i>Tashkeel</i> staff positions filled in the PGOs & DGOs	PGOs: 81% DGOs: 72%	PGOs: 90% DGOs: 80%	PGOs: 89 % DGOs: 80 %	On track
2.2. % of female <i>Tashkeel</i> staff out of all currently employed <i>Tashkeel</i> staff in the PGOs & DGOs	PGOs: 3% DGOs: 0%	PGOs: 5% DGOs: 1%	2.7% 1.5%	Partially on track (slightly off track for PGOs but above track for DGOs)
2.3.% of Tashkeel staff who have received training (any kind of structured training for any duration) on the Office Manual in the PGOs & DGOs	PGOs: 59% DGOs: 46%	PGOs: 100% DGOs: 70%	PGOs: 46 % DGOs: 40 %	On track
2.4 No. of PGOs and DGOs with a separate toilet facility for female staff	PGOs: 8 DGOs: 3	PGOs: 15 DGOs: 5	PGOs: 8 DGOs: 3	Delayed as PGO's have not yet followed up on this recommendation
2.5 M&E system for provincial & district governance established	GOFORGOLD system development but not utilized at all	The M&E system established and shared with IDLG	National M&E/MIS Consultant has been identified and will construct an M&E system for provincial & district governance during Q3.	On track
2.6 No. of Citizen Service Centres established and operational	4 PGOs	6 PGOs	4 PGOs	3 more PGOs are preparing the citizen service centres
2.7 No. of provinces with PSP and PDP completed	PSPs: 7 PDPs: 33	PSPs: 17 PDPs: 34	PSPs: 7 PDPs: 0	Preparations to roll out PSP in about ten provinces underway. Preparations of PDPs 2014 are in progress.

Indicators	2012 Baselines	2013 Annual Targets	Q2 Results	Comments
2.8 No. of PGOs with 80% or more of LOA advances liquidated on time in each quarter	0	34	0	Delayed: The rules and procedures on LOA need clarification and streamlining.
2.9 GDCLCA's page in the IDLG website with relevant information on all the PCs operational	GDCLCA does not have a webpage	GDCLCA's webpage is operational with updates on all the PCs	The webpage is functional and PCs have access to visit. GDCLCA has put various events publication on the web page	On track
2.10 No. of PCs holding monthly internal meetings following the rules & procedures	27 PCs	34 PCs	29 PCs reporting meeting conducted 153 meetings	On track
2.11 No. of PCs conducting oversight meetings completed with minutes/reports at least every quarter	24 PCs	34 PCs	34 PCs reporting meeting conducted 162 meetings	On track

**Table 7: Component Two: Quarter Work Plan Progress**

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

During the second quarter of 2013, the municipal component continued to support targeted institutional, organisational and human resource capacity development in municipalities, and strengthen and streamline service delivery. The component's support to municipalities' focused on revenue enhancement and economic development, public outreach and information-sharing, and support to service delivery and customer services. The highlights of ASGP interventions in each focus area are presented below.

#### Indicator 3.1 Municipalities with CDPs implemented.

ASGP supported the implementation of Capacity Development Plans at the national and subnational levels. ASGP supported the General Directorate of Municipal Affairs with national capacity development policies and tools and also provided technical and capacity development assistance to 19 municipalities.

This implementation resulted in institutional and organisational improvements: municipalities became more focused and effective, as they increasingly worked on plans rather than ad hoc and reactive impulses, and public outreach and civil society engagement improved, following increased adherence to guidelines on communication. Taloqan, Faizabad, Bamyán, Nili, Mehtarlam, Jalalabad, and Charikar prepared capacity development plans and implemented solid waste management, revenue enhancement, and departmental annual plans.

The municipalities also became more efficient organisations, through ASGP support to effective management processes, outlined in the CDP, and improved archive and file management, in Mazar, Aybak, Saripul, Sheberghan, Herat, Mehtarlam, Jalalabad, Bazarak,



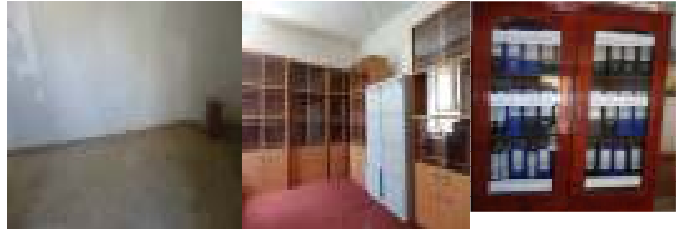
Figure 5: View of the Mazar-I- Sharif Customer Service Center Opening

In Q2, highlights included a Northern Regional Conference on Urban Governance and Development for Northern Region municipalities, in which regional and central municipal government officials addressed challenges and lessons learned regarding municipal revenue enhancement and service delivery. The conference also inaugurated the opening of the ASGP funded Customer Service Center for Mazar-I-Sharif Municipality <http://idlg.gov.af/eng/Latest-News/Regional-Mayor-s-conference-on-Governance->

Charikar, Bamyan, Nili, Faizabad, Kunduz and Taloqan. The municipal staffs were also supported through training on ICT, communications and language skills, and principles of good governance in Taloqan, Mehtarlam, Bamyan, Jalalabad, Sheberghan, Nili, Batikowt, Charikar, Bazarak, Mazar and Saripul. A regional training center was also established in Jalalabad.



Before & after views of Faizabad filing management and Archive room



Before, and after views of Bamyan Archive

### Indicator 3.2 Restructuring initiated in # of municipalities with female employees

ASGP supported the government development of three organizational models for municipalities, and the subsequent restructuring in 11 municipalities. ASGP supported municipalities' orientation of female applicants on ToRs, to encourage females and youth to apply for posts in Jalalabad, Mehtarlam, Panjsheer, Herat, and Mazar.



View of PAR exam in Mehtarlam

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

The overall objective behind the establishment of municipal e-governance is to ensure that citizens are informed and engaged in urban governance, and to improve service delivery. The support to municipalities' e-governance continued in the second quarter, and focused on 5 provincial municipalities to which ASGP had already provided ICT infrastructure. ASGP complemented its focus on e-governance and citizen engagement, by supporting educational multimedia programmes and magazines, as well as support to school and university-level municipal committees. These committees model Afghan municipalities, and educate Afghans, particularly women and youth, about municipalities' responsibilities to their citizens. This public outreach occurred in Jalalabad, Kunduz, Faizabad, Bamyan, Chariker, Mazar-e-Sharif, Sheberghan, Saripul, Bazarak, Nili, Aybak, Herat and Torkham.



View of clip broadcasting in Nangarhar national TV

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

During the second quarter of 2013, the municipal component enabled municipalities of Mazar-e-Sharif, Charikar, Bazarak, Mehtarlam, Bamyan, Nili, Jalalabad and Faizabad to develop revenue enhancement plans and increase own-source revenue through:

- Updating revenue enhancement action plan and strategy, revenue profiles and revenue M&E framework;
- Designing of effective systems and processes for revenue management, implementation of tax mapping and designing of billboards, arrears and rent management;
- Stakeholder training and workshops on effective revenue management and Safayi tax and business permit systems.

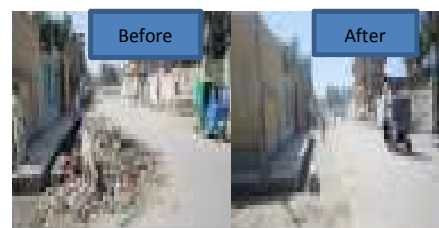
### Indicator 3.5 - No. of municipalities with minimum service standards and No. of Municipal Advisory Boards established

Service delivery improvement remained a major focus area for municipal component during the second quarter of 2013. Within this period, ASGP-supported municipal technical and capacity development specialists contributed to municipal service delivery projects, such as water supply, small bridge construction, and concerting of canals in Bazarak, Bamyan, Nili, Jalalabad, Mehtarlam. ASGP has supported a number of municipalities' infrastructure development, by supporting professional engineers embedded in municipal offices, to implement and evaluate project design under the Letter of Agreement funding modality.

ASGP support to service delivery also included waste management and cleaning projects in Jalalabad,



Views of renovated water wells in Nili



Registration, reduction and rehabilitation of collection point process in Jalalabad



Registration, reduction and rehabilitation of collection point process in Mehtarlam

Mehtarlam, Bamyan, Nili and Mazar municipalities, as well as public awareness campaigns, such as municipal clean and green campaigns, and celebration of the World Environment Day.

## EXPENSES FOR THE QUARTER

During Q2, a total of USD 583,244 was spent for this output. For more details, please see Annex 2.

**Below is a snapshot of where ASGP's Municipal Component is in relation to its annual targets after Q2, 2013**

2013 Baseline	2013 Annual Targets	Q2 Planned	Q2 Actual	Comments
3.1- 17 of targeted municipalities have CDP: 25 municipalities with CDPs implemented.	3.1 25 of municipalities (19 provincial and 6 districts) have CDPs published and implementation ongoing in 50% of them	50%	40%	Off Track; Drafts prepared while implementation delayed due to late fund transfer
3.2 None of the municipalities are restructured; only restructuring plan approved: Restructuring initiated in # of municipalities with female employees.	3.2 Restructuring initiated in 10 of 19 targeted municipalities with 10% female workforce.	35%	15%	Off track: After restarting the implementation, the designated government commission led the project. ASGP role became limited to TA only.
3.3 Four municipalities have functional website and 20 public awareness campaigns organized: # of e-governance applications set up.	3.3 Five municipalities have functional website with certain e-governance applications set up.	40%	40%	On Track
3.4. 85% of targeted municipalities have revenue enhancement action plan and 50% reflected increase in revenue: % of municipalities with revenue enhancement plan and % of increase in municipal revenue from its own sources.	3.4. 100% of targeted municipalities have revenue enhancement action plan and 20% increase in revenue from sustainable sources. (the baseline for 20% increase would be the previous year's revenue of municipality)	50%	35%	Delay in recruitment of LOA staffs; delay in approval of ASGP plan and budget.
3.5 No minimum service standards formulated for service delivery, neither any MAB established. 800 established GOs: # of municipalities with minimum service standards and # of GOs and MABs established.	3.5 Minimum service standards formulated and introduced for 10 targeted municipalities and MABs established in 10 of targeted municipalities.	40%	20%	Delay in recruitment of service delivery specialist.



## GENDER SPECIFIC RESULTS

By the end of Q2, female Tashkeel staff constituted 2.7 % of total PGO Tashkeel, and 1.5 % of DGO Tashkeel.

In Q2, orientation cum training sessions were conducted familiarizing IDLG central and provincial staff on the aspects and the implementation framework of the anti-harassment policy which was launched in Q1. Orientation sessions on the policy are now an integral part of the training programmes conducted by the training unit of IDLG.

Specific results benefitting increased participation of women in local governance, have been achieved within the PGO Component, in Bamyan and Daikundi Provinces, where a total of 35 female university students have gained practical experiences and exposure to subnational governance through internships completed at different PGO departments.

It is expected that increased exposure of female university students to PGO departments will facilitate future increased employment of women in Bamyan and Daikundi Provinces.

## PARTNERSHIPS

ASGP's expanding partnerships with national partners, work with civil society and relationships with donors, continued to positively affect the programme work during Q2. ASGP continued its productive and positive relationships with all Government of Afghanistan partners at the national and provincial level. Furthermore, ASGP is exploring opportunities for sharing in partnership initiatives with the UNDP Programmes, National Area Based Development Programme (NABDP) and the Gender Equality Programme (GEP).

At the joint UNDP-IDLG project board meeting on April during Q2, held at IDLG, H.E. Deputy Minister of Policy and Technical Affairs called ASGP 'the best single partner IDLG has had.' On the ownership and partnership between ASGP and IDLG, he said that "ASGP helped IDLG establish or grow most of its key functions, ASGP advisors helped us with a lot of our key achievements, and ASGP support is, in my opinion, one of the main reasons why capacity of Provincial Governors Offices has increased so much in the last few years."

IDLG's General Director of Municipal Affairs echoed these positive comments during a May municipal conference in Balkh, in which he described ASGP's positive and important impact on capacity development and governance of municipalities across Afghanistan.

During Q2, UNDP Country Office, in partnership with DFID, Denmark and Estonia, and the Office of the Provincial Governor of Helmand, explored potential donor and UNDP support to development and governance activities in the province. Subnational governance is key to this UNDP work plan, and ASGP is actively working with donors and the PGO to support the delivery of this agenda.



ASGP continues to work with civil society, including media, women's groups, shuras, and democratically elected entities such as Provincial Councils and grassroots, democratically-elected municipal, community and neighbourhood organizations. ASGP attempts to involve these actors in effective and inclusive governance processes, including governance and planning processes and forums, public accountability and reporting forums, and public outreach and media engagement campaigns.

## Issues

- **Resource mobilization for IDLG**

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

The mitigation strategy includes measures to diversify sources of salary and resource support to IDLG, including the in principle approval of Ministry of Finance for the Multi Donor Special Account for IDLG. Furthermore, ASGP has raised awareness through donor and stakeholders briefings on the central role of IDLG in subnational governance.

- **The Letter of Agreement modality**

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

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

- **Insecurity**

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

The mitigation strategy involves greater remote management, led by the UNDP Country Office, and via enhanced internet facilities linked with the PGOs, DGOs and PCs, for areas where security-cleared flights are unavailable and road missions are not allowed. The Southeast

region, some provinces in the West and South and Nooristan as well as many of the districts fall under the category.

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

## RISKS

- **Donor earmarking**

During Q2, several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.

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

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

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

## I. LESSONS LEARNED

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

UNDP/ASGP and IDLG have improved the efficiency and effectiveness of the LOA management compared to Q1, through additional recruitment of a focal point for LoA implementation.

The lessons learned that will be incorporated into the future of the project include ASGP's recruitment and deployment of additional human resources, which helped ASGP educate partners about the Standard Operating Procedures (SOP) for the LOA. The team will continue to work with the broader ASGP operations and communications team, and ASGP's regional governance teams, to educate partners regarding the LOA.

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

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

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

## **II. FUTURE PLAN**

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

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

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

With the completion of the LOA amendments and the provision of the next advances, the PGOs/PCs and municipalities will accelerate implementation of a range of ASGP activities as per the work plans and budgets, including outstanding issues of recruitment, and orientation for newly recruited staff. ASGP will extend its support to district municipalities, as per

commitments to GDMA and donors. An M&E system with a total of approximately 40 indicators will be rolled out to assess progress on subnational governance and ASGP's contribution.

## ANNEXES

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

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i - j - k-m)
AusAid	1,000,000	1,000,000	708,771	1,926	293,155	-	-	166,561	126,595	-	-	-	-	126,595
European Union	16,019,908	15,810,203	10,878,009	10,736	4,942,930	-	-	1,646,033	3,296,896	-	4,140	209,705	-	3,292,756
Finland	261,780	-	-	-	-	261,780	-	-	261,780	-	-	-	-	261,780
Italy	2,565,924	2,565,924	2,173,338	(11,100)	381,486	-	-	131,218	250,268	-	-	-	-	***250,268
Japan	6,989,196	4,989,196	1,433,068	-	3,556,128	2,000,000	-	1,834,798	3,721,330	-	-	-	-	3,721,330
SDC (Switzerland)	3,835,636	3,835,636	3,798,831	18,530	55,335	-	-	-	55,335	-	-	-	-	55,335
Sweden (SIDA)	17,277,644	3,756,010	-	-	3,756,010	6,887,052	-	1,985,281	8,657,801	-	(2,175)	6,634,582	-	8,659,976
UNDP (CCF)	4,558,025	4,180,609	4,180,609	-	-	377,416	-	62,363	315,053	-	10,447	-	-	304,606
UNDP (Core Fund)	2,423,181	933,311	933,311	-	-	1,489,870	-	1,384,334	105,536	-	-	-	-	105,536
<b>Grand Total</b>	<b>54,931,294</b>	<b>37,070,889</b>	<b>24,105,937</b>	<b>20,092</b>	<b>12,985,044</b>	<b>11,016,119</b>	<b>-</b>	<b>7,210,569</b>	<b>16,790,593</b>	<b>-</b>	<b>12,412</b>	<b>6,844,287</b>	<b>-</b>	<b>16,527,914</b>

Note:

- i) The figures provided in the above statement are provisional; the final figures will be known once the 2013 mid year closure exercise has been completed by end of August 2013.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iii) \*\*\* The above un-spent balance of USD 250,268 under Italy was committed through LOA advances, and will be fully exhausted upon submission of the clearance report to UNDP by end of October 2013.

## ANNEX 2: EXPENSES BY OUTPUT

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

#### Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Expenses (April-June 2013)	Commulative Expenses (Jan-June 2013)	Delivery Rate
Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	4,072,714	342,631	1,099,903	1,442,533	35%
<b>Sub-total Output 1</b>	<b>4,072,714</b>	<b>342,631</b>	<b>1,099,903</b>	<b>1,442,533</b>	<b>35%</b>
Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	10,440,946	1,368,314	3,213,220	4,581,533	44%
<b>Sub-total Output 2</b>	<b>10,440,946</b>	<b>1,368,314</b>	<b>3,213,220</b>	<b>4,581,533</b>	<b>44%</b>
Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	2,854,363	306,925	583,244	890,169	31%
<b>Sub-total Output 3</b>	<b>2,854,363</b>	<b>306,925</b>	<b>583,244</b>	<b>890,169</b>	<b>31%</b>
Output 4: (Atlas ID 78993): ASGP management and technical support cost	1,260,692	254,350	41,983	296,333	24%
<b>Sub-total Output 4</b>	<b>1,260,692</b>	<b>254,350</b>	<b>41,983</b>	<b>296,333</b>	<b>24%</b>
<b>Grand Total</b>	<b>18,628,714</b>	<b>2,272,219</b>	<b>4,938,350</b>	<b>7,210,569</b>	<b>39%</b>



## ANNEX 3: EXPENSES BY DONOR

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

#### Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-Mar-2013)	Expenses (April-June 2013)	Commulative Expenses (Jan-June 2013)	Delivery Rates
AusAid	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	420,938	5,907	160,654	166,561	40%
	<b>Sub-Total</b>	<b>420,938</b>	<b>5,907</b>	<b>160,654</b>	<b>166,561</b>	<b>40%</b>
European Union	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	352,212	-	-	-	0%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	3,072,103	409,903	1,091,161	1,501,064	49%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	253,545	(57)	32	(25)	0%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	865,309	180,160	(35,166)	144,994	17%
	<b>Sub-Total</b>	<b>4,543,169</b>	<b>590,007</b>	<b>1,056,027</b>	<b>1,646,033</b>	<b>36%</b>
Italy	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	107,000	5,039	112,660	117,699	110%
	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	-	939	12,580	13,519	
	<b>Sub-Total</b>	<b>107,000</b>	<b>5,979</b>	<b>125,240</b>	<b>131,218</b>	<b>123%</b>
Japan	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	1,354,405	327,794	662,271	990,065	73%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,333,229	302,192	532,310	834,501	63%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	14,659	6,053	4,179	10,232	70%
	<b>Sub-Total</b>	<b>2,702,293</b>	<b>636,038</b>	<b>1,198,760</b>	<b>1,834,798</b>	<b>68%</b>
Sweden (SIDA)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,853,216	-	11	11	0%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	5,486,500	618,966	1,186,474	1,805,440	33%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,267,589	-	38,779	38,779	3%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	380,724	54,347	86,685	141,032	37%
	<b>Sub-Total</b>	<b>8,988,029</b>	<b>673,313</b>	<b>1,311,948</b>	<b>1,985,261</b>	<b>22%</b>
UNDP (Core Fund)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,489,870	294,745	1,089,514	1,384,259	93%
	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	-	456	(456)	-	
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	-	13,790	(13,714)	75	
	<b>Sub-Total</b>	<b>1,489,870</b>	<b>308,991</b>	<b>1,075,343</b>	<b>1,384,334</b>	<b>93%</b>

UNDP (CCF)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	377,416	47,886	10,378	58,264	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	-	705	-	705	
	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	-	3,394	-	3,394	
<b>Sub-Total</b>		<b>377,416</b>	<b>51,985</b>	<b>10,378</b>	<b>62,363</b>	<b>17%</b>
<b>Grand Total</b>		<b>18,628,714</b>	<b>2,272,219</b>	<b>4,938,350</b>	<b>7,210,569</b>	<b>39%</b>



## ANNEX 4: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDAT ED	STATUS
1	Women may be prevented from joining civil service due to lack of qualifications, local cultural traditions, harassment and inadequate accommodating working conditions.	March 2011	Societal/ Organizational	Impact=5 Probability=5	Support women and gender mainstreaming at IDLG and subnational entities and improve coordination with DOWA, and women's groups and CSO. Work with Female Provincial Councillors' Networks established in six regions and the female advisory groups at provincial, district and municipal level to improve work environment for female civil servants.	Regional Teams	Regional Teams	Q1 2013	Reducing
2	Regular unavailability of PC members for sessions, limiting the degree of representation and contributions to meetings, policy making, planning and oversight of development programmes.	15 Aug 2011	Organizational	Impact=3 Probability=4	Actively engage PC's in provincial strategic and development planning, provincial recruitment and M&E efforts. Develop and implement PC-specific indicators to systematically monitor their performance and publish the results to promote positive competition across the PCs.	Regional Teams/ASGP Kabul	Regional Teams	Q1 2013	Same.
3	Due to the long-term nature of ASGP's capacity development focus (individual, organizational, institutional), stakeholder concerns over UNDP/ASGP deliverables may materialise if progress is not consistently communicated to stakeholders.	Feb 2011	Planning/Visibility/Societal	Impact=2 Probability=2	Support local PGO/DGO and municipal stakeholder communication activities and plans to ensure stakeholders remain informed on ASGP and subnational partners' progress toward results and outcomes. Increase ASGP regionalization, including national and international staff in the provinces.	Regional Teams	Regional Teams	Q1 2013	Reducing.
4	De-concentration of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption.	March 2011	Organizational/Planning	Impact=3 Probability=2	The Standard Operating Procedure has been rolled out.	Regional Teams/ASGP Kabul/IDLG	Regional Teams	Q1 2013	Slightly improving.
5	Attempts to strengthen the actual role and the mandated oversight powers of provincial councils, by strengthening their oversight function, may cause resistance among provincial Subnational governance entities.	Quarter 1, 2011	Political	Impact=2 Probability=4	Encourage Subnational government entities, especially PGOs, ministerial line departments, and DGOs, to collaborate with the PCs within the regulatory framework (eg PC Provincial Monitoring Teams' overseeing of the performance of SNG entities. Stress that oversight is not necessarily adversarial. Develop Capacity Development Plans for PC members including a well-defined introduction to the mandate of the PCs and the expectations for the assigned oversight roles within the framework of SNGP.	Regional Teams	Regional Teams	Q1 2013	Reducing
6	Political interference in LOA staff recruitment can adverse impact the quality and commitment of the recruited LOA staff.	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA staff should be closely monitored and strong oversight mechanism need to be put in place	RPM	North	Q2 2013	Reducing
7	Popular legitimacy and effectiveness of Provincial Councils may suffer significantly,	Second half of 2010	Political	Impact=5 Probability=1	Encourage the government to appreciate the PCs' roles in improving accountability and advocating for	ASGP Kabul/IDLG	RPM/ASGP Kabul	Q1 2013	Improving.

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDAT ED	STATUS
	unless the Provincial Councils are empowered to make a meaningful contribution in policy making, planning and monitoring / evaluation of development programmes.				the interests of citizens. Actively engage PC in provincial strategic planning and M&E efforts.				
8	Effectiveness of Provincial Councils is likely to be adversely affected by insufficient capacity of councillors' and inadequate internet access/ICT equipment.	Second half of 2010	Organisational	Impact=5 Probability=5	Develop and implement a capacity development programme and mobilize support and resources for the PCs.	Regional Team and ASGP Kabul	RPM/ASGP Kabul	Q2 2013	Improving. But some PCs do still not have stable internet access and electricity supply
9	During Q2, several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.	Second half of 2013	Financial		The mitigation strategy includes UNDP/ASGP advocacy toward donors and stakeholders about the value of support that is not earmarked, and is aligned with GoA and development goals. At the same time, ASGP's Annual Work Plan attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver development and governance results across all provinces.	ASGP Kabul	ASGP Kabul	Q2 2013	

## ANNEX 5: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
1	Delay in salary payments to LOA staff	Dec. 2011, 2012	LOA staff in Kabul and provinces face delays due to operational and financial rules and processes specified between UNDP and IDLG. Impact = 5 Priority = 5	Greater education re. the SOP, and engagement between UNDP and IDLG management, technical, and field staff.	ASGP Kabul & Regional Teams	Reducing

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
2	Provincial Councils lack basic office facilities and internet access	Throughout 2012	PCs are generally disadvantaged in receiving government budget allocations. A few of the PCs do not have internet access, which affects their capacity. Several of the PCs are in buildings without regular electricity supply. Impact = 4 Priority = 4	LOA and donor commitments support PCs.	ASGP Kabul & Regional Teams	Reducing
3	Weak coordination among PGOs, DGOs, PCs and line departments	2010	The current centralized structure of the government creates constraints on the roles of the PGOs, DGOs and PCs for discharging their responsibilities as per the policy and law. Impact = 3 Priority = 3	Improving (ASGP facilitates PGOs and DGOs coordinating/leadership roles and PCs' oversight responsibilities.)	ASGP Kabul & Regional Teams	Reducing
4	Low capacity and inadequate number of qualified staff in PGOs, DGOs, PCs and line departments	2010	The project addresses capacity development at several levels, including individual capacities. However, the civil service's incentives contribute to a persistent relative lack of capacity at the subnational level. Impact = 4 Priority = 4	Improving, especially in PGO, DGOs, and PCs. The project increasingly focuses on training Tashkeel staff.	ASGP Kabul & Regional Teams	Reducing
5	Lack of trainings and workshop on AWP, LOA fund utilization and SOP and other financial, procurement procedures and management	April, May and June 2012	Organizational  Impact = 4 Priority = 4	Conduct training and learning opportunities to support staff.	Regional Teams/IDLG	Reducing
6	An overall issue for ASGP is the probability of funding shortfall in provinces, especially ones not receiving Transition funding support in 2013, due to shortfall in projected donor funding contributions.	October, November, December, 2012	Financial  Impact = 3 Priority = 4	ASGP has been consistently trying to broaden the donor pool, as well as explore opportunities to attract additional funding from existing donors through a pro-active approach.	ASGP Kabul, regional teams	Reducing
7	Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, maintaining the IDLG current staffing level is unsustainable	February 2012	Operational Impact = 3 Priority = 4	UNDP is working with donors and the Government of Afghanistan to address financial sustainability, which remains a problem in all Afghan ministries. The Ministry of Finance-led unification of civil service salaries or the Capacity Building for Results salary scales should inform UNDP and donor support to IDLG in the long term.	ASGP Kabul, IDLG	Reducing

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<sup>i</sup> This indicator relates to enhancing the capacity of IDLG in order to discharge its key functions, the main ones relates to capacity development of the IDLG Central Office and the functioning of the SNGEs including the Provincial Governor's Offices (PGOs), District Governor's Offices (DGOs), Municipalities and Provincial Councils (PCs).

<sup>ii</sup> The total Tashkeel Staff workforce constitutes of 3626 persons (1873 working in the PGOs, and 1753 in the DGOs) out of which 78 are female (51 in the PGOs and 27 in the DGOs) as of end of June 2013.