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AFGHANISTAN SUBNATIONAL GOVERNANCE PROGRAMME

2014 SECOND QUARTER PROJECT PROGRESS REPORT



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PROJECT INFORMATION

Award ID:	00058922
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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: ASGP's Fatima Mehraeen addresses a job fair in Nili for female applicants for tashkeel positions at the Provincial Governors Office and line departments, organised between ASGP and the Civil Service Commission (CSC). The job fair focused on preparation for the Civil Service exams and interviews, and is part of ASGP and CSC's efforts to increase female tashkeel recruitment and retention.

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) Second 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, such as IDLG's Capacity Development Plan and the development of policy and terms of reference for gender focal points in municipalities, as well as capacity development initiatives that complement the MOF's draft Provincial Budgeting Policy, such as planning and budgeting and Public Financial Management for PGO, DGO and line department tashkeel.

ASGP support to IDLG's organisational 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 Q2 demonstrate 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). ASGP's technical and financial support to IDLG's updated Capacity Development Plan, which includes policy statements on capacity development and gender, is another quarterly highlight.

ASGP-supported organisational 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 promoted in governance and capacity development activities. During Q2, 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).

ASGP's municipal highlights include its focus on support to district as well as provincial municipal revenue, and support to the integration of gendered priorities in municipal capacity development plans and broader institutional and organisational reforms. During Q2, ASGP supported the development of 15 district revenue enhancement action plans, while five municipal capacity development plans now include gender priorities. ASGP also supported IDLG's General Directorate of Municipal Affairs to develop terms of reference for gender focal points in municipalities.

In addition to the successes of Q2, it is important to acknowledge the challenges and lessons learned of that quarter, as well as the challenges that lie ahead. First among these is government partners' leadership and programme delivery at the national and subnational levels during the Presidential and Provincial Council elections. Electoral law restricted PGO and PC activities during the electoral campaign, including certain governance activities supported by ASGP, while the first and second rounds of the Presidential elections, and the subsequent electoral audit, prevented the inauguration of PCs, who at the close of Q2 were still unable to conduct their roles under the SNG policy. (The inauguration of the President precedes the inauguration of the PC members and members' identification of the senior PC posts of Chairperson, Deputy, and Secretary). As a mitigating strategy, ASGP personnel and PC specialists worked with Provincial Council candidates and GDCLCA on a range of activities, such as orientation of the candidates on PC policies, roles and responsibilities, the development of annual work plans for the PCs (with GDCLCA), and focus on other fields relevant to PCs' mandate, such as database development and knowledge management. Another challenge for the quarter, as the Civil Service Commission publicly anticipated, is the involvement of senior Government leadership and tashkeel personnel in the elections, and the high turnover in tashkeel personnel, which undermined governance and slowed government activities for a period. 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 also stepped up support to tashkeel recruitment and retention.

It is also important to note the challenges as well as the highlights of ASGP's ambitious attempts to mainstream gender into the work-plans and activities that it conducts jointly with government partners. The challenges have impacted progress against a number of targets across IDLG, provincial and district, and municipal components. In Q2 ASGP began implementation of a work-plan that committed a minimum of 12% to specific gender initiatives, following inputs from the UNDP Gender Unit and the UNDP's Gender Equality Project, as well as ASGP's government partners and the Ministry of Women's Affairs. The delivery rate is on track, and the results and highlights of ASGP's attempts to mainstream gender are detailed throughout this report and in Section III Gender Specific Results. However it is also evident during this quarter that government partners' competing priorities, and their leadership of ASGP work-plans and activities, frustrated ASGP attempts to promote this aspect of subnational governance reform. This is detailed in the report, alongside mitigating strategies.

ASGP would like to thank current donors and subnational governance partners for continuing their partnership with the only GOA-endorsed, National Priority Programme to support subnational governance across Afghanistan, as we 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 personnel in Q2 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 subnational governance: the Local Administration Law, the Provincial Council Law, and the Municipality Law.

In Q2 2014 IDLG's Policy directorate worked with GOA partners, such as the Ministry of Justice (MOJ), the Cabinet and the Parliament, to advance the three laws. These ASGP-funded IDLG personnel lobbied Ministry personnel and Parliamentary members, by attending legislative committees at the MOJ and Cabinet, and more broadly by writing letters to MPs and advocating to them to progress the legislation. However, Parliament and Members' focus on the Presidential Elections during Q2 impeded progress against this indicator. The quarterly target of 25%, which aims for the approvals of three laws and the drafting of at least three key regulations by the close of 2014, is off target and has implemented 10% of what is needed to achieve the target, according to IDLG Directorate personnel.

During Q2, MPs and Parliamentary committees did not meet as frequently as normal, and Parliament focused on other urgent legislative priorities (an anti-money laundering law, and laws defining parliament participation and rights of the deputy President). 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	<p><i>Status:</i> Currently with the internal security committee of Parliament.</p> <p><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.</p> <p><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.</p>
Provincial Council Law	<p><i>Status:</i> Currently with Parliament.</p> <p><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.</p> <p><i>Next Step:</i> Approval in the two houses of the Parliament, followed by Presidential approval.</p>
Municipality Law	<p><i>Status:</i> Under discussion in the legislative committee of cabinet.</p> <p><i>Process:</i> If cabinet recommends changes, the MOJ will incorporate them and the Law will be resubmitted to the cabinet</p> <p><i>Next Step:</i> Submission to Parliament after Cabinet Approval</p>

Sub National Planning

IDLG's policy directorate continued to support Sub National Governance Entities (SNGEs) to prepare Provincial Strategic Plans (PSPs). During Q2, work continued on the seven PSPs launched in 2013 for Parwan, Panjshir, Kunduz, Ghor, Jawzjan, Saripul and Loghar. The PSP involves two phases: profiling, and then planning. In Q2, the profiling phase was 80% complete, an improvement over Q1, in which the profiles were 60% complete). ASGP supported the strategic plans technically and financially, and supported IDLG's PSP specialists.

In Q2, IDLG initiated development of regulations for the PGO and DGO, which provide rules on issues of financial management, particularly procurement and budget allocation to districts, office human resource management, with an emphasis on rules of recruitment and performance, and the role of the provincial and district governor in leading and development local planning, including PSPs and PDPs.

Indicator 1.2 Strength of the organisation and management systems for IDLG

ASGP aims to develop capacities in IDLG central, and to strengthen its Capacity and Institutional Development Directorate (CIDD) and Policy Directorate to lead capacity development initiatives and to develop and implement key SNG policies and strategies, and progress against this indicator is on target.

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 Q2 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. (The individual CA scores are reported in this section alongside other capacity development (CD) initiatives undertaken during the quarter). During Q2, ASGP personnel

coached and mentored 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. (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.)

Fifteen coaching sessions were conducted during Q2. Some were group sessions while some were one to one, resulting in a total of 67 coachee days. The ASGP CD team uses group and one to one coaching sessions, including regular sessions with Principal Coachees (Pr.C), who interact regularly with the coaches, as well as occasional coaches, who interact occasionally with the coachees. The coachee profile for these sessions was 14 principal coachees (Pr.C) and 5 occasional coachees (OC). There were 4 Pr.Cs from CIDD and 10 from 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. Q2 focused on Capacity Assessment methodology; IT applications for office work; communication skills, and report writing and advanced language skills. ASGP also provided one individual coaching and mentoring to the coachees in their respective fields. Specific capacity assessment scores for the CIDD and Policy Directorate Tashkeel staff are below.

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	2.28	2.65		2.75	
2	ODU	2	1.95	2.15	2.38	2.25	2.28	2.35		2.45	
3	CWH	4	2.12	2.73	2.71	2.83	2.65	2.93		3.03	
4	Others	1	2.55	3.10	3.20	3.20	3	3.30		3.40	
Total		10	2.15	2.61	2.62	2.71	2.50	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	2.58	2.70		2.80	
2	PIM	2	2	2.43	2.40	2.38	2.50	2.48		2.58	
3	PLC	2	-	1.98	1.85	2.08	1.93	2.18		2.28	
4	Others	1	1.5	1.90	2.15	2.00	2.05	2.10		2.20	
Total		8	1.83	2.20	2.23	2.26	2.27	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.

During Q2, IDLG's CD personnel visited Mazar to support and coordinate the CD activities in the province, with ASGP. IDLG CD personnel worked with ASGP regional teams and the PGO, PC and municipalities in that province and in Samangan and Jawzjan.



Coaching in progress



Provincial Training Programme (PTP) & Financial Management Training Debriefing and feedback session 8 June 2014



PTP series closing ceremony at India's Institute of Public Administration, India on 6 June 2014

Twinning Arrangements:

Training of District Governors

ASGP supports 'twinning arrangements' between IDLG and subnational governance entities and relevant institutions in other countries, to share knowledge through exposure visits and trainings. In 2014, IDLG has two significant programmes that follow the twinning 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). The FMT series concluded in Q1 of 2014. Here, ASGP provided technical support to content development and implementation, and provided operational and logistical support to the training.

Provincial Training Programs (PTP)

Two batches of PTP training were conducted in Q2, with 37 trainees, as PTP training drew to a close in the quarter. The number of trainees increased over Q1, in which two batches of PTP training were conducted with 31 trainees. Most PTP training occurred in 2013, following the beginning of the series in 2012. In all, 16 batches were conducted and 256 Afghan civil servants were trained, of whom 221 were District Governors. There is only one female district governor in Afghanistan, and she did not participate in this PTP.

The PTP and FMT supported capacity development of the personnel and organisations of IDLG and provincial offices. Participants developed technical skills in their respective subject areas, such as governance for District Governors and financial management for finance directorate personnel. The participants also acquired an understanding of comparative systems used in neighboring countries, and the challenges and lessons that they could apply to their work in Afghanistan. In Q1, the FMT training involved two female financial tashkeel personnel, who

worked in IDLG and in the Kabul PGO, but in Q2 the training did not involve any female tashkeel personnel. CIDD's capacity to conduct trainings has also become more systematic, as CIDD now assigns different training roles to specific staff. CIDD and IDLG can therefore conduct training for provincial officials in a more efficient and sustainable manner.

IDLG held a debriefing and feedback session on the PTP and FMT training in June. The IDLG leadership, and certain District Governors and provincial Finance Directors that participated in the PTP and FMT series, all shared their experiences. IDLG's Deputy Minister H.E. Farid Mamundzay and H.E. Indian Ambassador chaired the session, which involved other SNG stakeholders, such as donors and personnel from other Ministries.

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 IDLG's 87 NTA personnel as well as activities 'essential for governance.' The Standard Operating Procedure for the Letter of Agreement obliges NTA personnel to submit comprehensive activity reports and timesheets, and to share these documents with respective ASGP technical teams, while the UNDP Country Office also provides an oversight role. Supported LOA activities include training and workshops, certain essential equipment, and other expenses directly related to the LOA activities, while support to staff includes those positions agreed between UNDP/ASGP and IDLG. The current staffing structure at IDLG is based upon a UNDP Country Office 2013 decision to support 87 positions, following its review of the alignment of these personnel with the NPPLG.

ASGP, and IDLG in IDLG's Q1 and Q2 reports, and its 2013 annual report, reported deliverables based on the NPPLG. The quality of reports by NTA personnel increased during 2014 and during Q2, reflected in NTA personnel deliverable reports and IDLG Q1 and Q2 reports. These reports all identified activities and results in terms of NPPLG component and subcomponent deliverables, which supported monitoring of results of NTA personnel.

**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 IDLG and UNDP/ASGP were unable to initiate the development of gender equality principles into subnational planning guidelines, IDLG delivery and monitoring/oversight standards, and the IDLG M&E system. ASGP and IDLG have developed an action plan for IDLG central during Q3 that will initiate progress against these indicators.

EXPENSES FOR THE QUARTER

During Q2, a total of USD\$446, 560 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:

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

2014 Baseline	2014 Annual Targets	Q1 Actual	Q2 Plan	Q2 Actual	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%	10%	50%	100%	Off target. The laws have not progressed during Q2, although they remain at advanced stages of approval. Parliament and Members' focus on the Presidential Elections during Q2 impeded progress against this indicator. In Q2, IDLG initiated development of two regulations for PGOs and DGOs.
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%	On target. 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 organisational 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%	20%	20%	20%	On target. The quality of reports by NTA personnel increased during 2014. A direct result of monitoring of this indicator was a high quality IDLG annual report, released in Q1, as well as IDLG Q1 and Q2 reports, 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	Zero	Review of SNG strategic documents from gender		SNG strategic documents integrate gender equality	1.4 Gender equality principles and requirements integrated in key SNG strategic	Off target. ASGP and IDLG have developed an action plan for IDLG central during Q3 that will initiate progress against these indicators.

	such as SNGP and NPPLG.		lens		principles	documents such as SNGP and NPPLG.	
1.5 Absence of GM tool	1.5 GM tool developed to integrate GE principles into IDLG service delivery standards and monitoring/oversight standards	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. ASGP and IDLG have developed an action plan for IDLG central during Q3 that will initiate progress against these indicators.
1.6 Absence of GE indicators	1.6 Set of GE indicators developed for integration in IDLG M&E system	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. ASGP and IDLG have developed an action plan for IDLG central during Q3 that will initiate progress against these indicators.

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 Q2 2014, 2309 tashkeel staff positions were filled in the PGOs, 87% of some 2650 positions according to the organisational structures provided by the Civil Service Commission (CSC) and data from the PGOs' HR departments. For DGOs, 1521 of some 2120 tashkeel staff positions were filled, or 72%.

This declined from Q1 2014, which registered 2477 filled PGO tashkeel staff positions and a tashkeel retention rate of 94%, and 1802 DGO tashkeel staff positions and a tashkeel retention rate of 85%.

This decline, according to tashkeel personnel, PGOs HR departments, and the CSC, is primarily due to the elections, as tashkeel personnel left the offices to work on presidential and political campaigns, or left provincial or district offices perceived to be targets. In addition, there are also claims that tashkeel personnel were removed during a period in which there was less government and international scrutiny on organisational and personnel retention and recruitment. Progress against these indicators is off target for PGOs and DGOs, which aimed for 90% and 85% of tashkeel positions filled, respectively.

Female tashkeel staff numbered some 37 (or 1.7% 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.

In Q2, 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.



A groupwork session for female participants in the ASGP-CSC workshop in Nili, Daykundi. The workshop focused on exam preparation and interview skills for CSC-administered tashkeel positions in the PGO and line departments.

Tashkeel retention and female representation varies by province. In Kapisa, for example, 100% of personnel had been recruited by the close of Q2, with the support of ASGP, including four new female employees, while in Wardak, two more female employees were recruited by the PGO. ASGP supported the PGOs' human resources department to identify and

recruit the candidates. ASGP also supports the development of organisational policies that support greater female participation in

governance. For example, in Q2, ASGP supported the Panjsher PGO to develop a policy paper for increasing female participation in local governance.

This 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 Q2, 20 PGOs implement promotional/motivational activities to advocate for female recruitment, as progress against the indicator is off target. The PGOs include Balkh, Faryab, Baghlan, Kunduz, Badakshan, Takhar, Khost, Parwan, Kapisa, Logar, Wardak, Bamyan, Daykundi, Herat, Badghis, Ghor, Farah, Nimroz, Kandahar and Uruzgan.

To support retention of the small number of female PGO tashkeel personnel, and to support recruitment of more female tashkeel staff among the 159 or so tashkeel vacancies during Q2 (up from 100 in Q1, for reasons outlined above), 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 coaching and internship programmes involve the PGOs identified in the province above, and the PGO also supports the CSC to lead these workshops in other provinces, such as the northern provinces of Saripul and Samangan. The participants in these workshops tend to include younger women, especially university or high school students and graduates, as well as women with some experience in the public sector,

who are looking to rejoin the workforce or find new employment. In other provinces that did not implement promotional/ motivational activities for female recruitment, such as Paktika and Paktya in the south east, security is cited as a constraint, as participants are unwilling to travel from the districts to the provincial center where the training is located, while line department personnel are at times unwilling to travel to the districts. Additional data on the training programmes will be provided in the progress report for the third quarter.



In Uruzgan, an official from the Department of Women's Affairs addresses a PGO session on increasing female employment in the PGO and line departments.

Indicator 2.2 PGO HR includes Gender Mainstreaming (GM) session

During Q2, 24 PGO HR plans include a Gender Mainstreaming Session, unchanged from Q1, and progress against the indicator is off target of 25.

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 19% of all tashkeel personnel in the PGOs, or 438 of some 2309 personnel, and 18% of DGOs in Q2, or 273 of some 1521 personnel, and progress is off-target for both PGOs and DGOs, which was set for 22% and 20% respectively. The percentage of tashkeel staff trained in Q2 is a slight drop from Q1, when it reached approx. 22% of PGO tashkeel and 20% of tashkeel personnel, principally because of changes in tashkeel personnel, and a change in focus on SNG partners' priorities in the provinces and districts, associated with the election. 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 Reform and Civil Service Commission (IARCSC). During this quarter, the bulk of this training occurred in Saripul, Faryab, Baghlan, Kunduz, Badakshan, Takhar, Laghman, Kunar,

Nuristan, Khost, Paktya, Kabul, Panshir, Kapisa, Wardak, Bamyān, Daykundi, Herat, Farah, Nimroz, and Kandahar.

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 Q2, 11 PGOs and four DGOs have a separate toilet facility for female staff, unchanged from Q1. Progress against this indicator is off target for PGOs and DGOs, where the target is 12 and six respectively, principally because of delays in supporting PGOs to finalise workplans that provided for separate toilet facilities for women, and in transferring the funds for this purpose. The PGOs of Balkh, Jawzjan, Samangan, Saripul, Kapisa, Parwan, Bamyān and Daykundi, all remain committed to construction or repair of a separate toilet facility, and construction is set to occur in Q3.

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

Thirteen provinces have Provincial Gender Committees established to support gender sensitive service delivery, unchanged from Q1, and progress against this indicator is off target of 15 Provincial Gender Committees. ASGP anticipates that PGOs will renew their focus on provincial workplans after the Presidential and Provincial Council elections, which will allow ASGP to support the establishment of Provincial Gender Committees and help ensure that progress against this indicator returns to its target.

During Q2, ASGP worked with PGOs to ensure that Provincial Gender Committees continued to support gender responsive service delivery, mostly through the provision of technical advice and support provided by ASGP regional teams and ASGP-supported embedded personnel. 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. 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

2.6 PGOs Have Communication Strategies

21 PGOs have provincial communication strategies, unchanged from Q1, and progress against this indicator is off target of 22 PGOs that have Communication Strategies.

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, Zabol and Kandahar. Work on communication strategies is underway in other provinces, such as Balkh and Saripul, which should help ensure that progress against this indicator returns to target in Q3.

According to the SNGP, a provincial communication strategy identifies the public information and communication goals and is 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), and also to the implementation of these strategies. Such IDLG/PGO Communication Strategies typically include objectives such as increased public awareness of and engagement with IDLG and the PGO, and the establishment of transparent and credible subnational governance entities. Examples of ASGP support to implementation of these objectives includes promotion of information about IDLG/PGO policies and services, through support to public forums, workshops, and PGO public relations and public information campaigns, and support to greater involvement of the public and stakeholders in policy development, and PGO programmes and events, such as provincial and district development workshops and conferences. 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. In Saripul during Q2, some 1100 citizens used the centre to seek services from the PGO and line departments, register petitions, and receive official letters (maktoob) and taskira. 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.

Provincial Strategic and Development Planning

Indicator 2.7 Provinces Have Completed PDPs and PSPs



The Uruzgan Provincial Governors Office leads a committee to ratify the Provincial Development Plan.

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

During Q2, the outstanding Q1 PDP for Logar was updated, and IDLG reported an increase in the completion rate to 80%, up from 60% in Q1, for work on the PSPs launched in 2013 for Parwan, Panjshir, Kunduz, Ghor, Jawzjan, Saripul and Logar.

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 September, 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. In Q2, 18 PDPs utilized a gender mainstreaming session in the development or implementation of the provincial plans, down from 21 in Q1, and in line with the general slow down in PGOs implementation of their mandate in governance and development, as they focused on electoral priorities.

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 Q2, 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 14 PGOs received Public Financial Management (PFM) training during Q2, which is off target of 23, and down from Q1, in which 17 PGOs' tashkeel staff received PFM training.

The decline is due to changes in tashkeel retention and recruitment, around the election, and the preoccupation of Provincial and District Governors in the electoral process, which impacted their leadership of capacity development and governance work plans and activities.



The Herat Governor acknowledges ASGP and the MOF for their support to a joint workshop on public financial management.

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

Zero Provincial Councils (PCs) held monthly internal meetings following the rules and procedures during Q2, as the first and second rounds of the Presidential elections, and the subsequent electoral audit, prevented the constitution and inauguration of PCs. Progress against this indicator is off target, as anticipated in the 2013 APR and the Q1 report, and

PCs will be unable to hold legitimate internal meetings or conduct legitimate oversight meetings, or fulfill their formal responsibilities, until the President is first inaugurated. The inauguration of the President precedes the inauguration of the PC members and members' identification of senior PC posts (PC Chairperson, Deputy, and Secretary).

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. Ordinarily, these PC specialists support PCs to discharge their responsibilities, and also support capacity development training and initiatives for female PC members and regional PCs. Instead, during this period, the PC specialists worked with PC candidates and GDCLCA to orient PC candidates on PC policies, roles and responsibilities, through workshops and meetings, and with ASGP and GDCLCA to develop inauguration and annual work plans, as well as some capacity development and outreach visits as detailed below.

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



ASGP-supported embedded PC specialists prepare PC Annual Work Plans, at an ASGP-supported workshop involving IDLG, GDCLCA, and ASGP personnel.

In Q2, zero PC members received capacity development training/ orientation on the DCC policy, as PCs were not constituted and inaugurated, and progress is off target.

ASGP will resume full capacity development training/DCC policy work when the PCs are formally inaugurated and the Government proceeds with the DCC policy. Nevertheless, ASGP did support capacity development of PCs in several respects during Q2, and also

contributed to a scoping exercise regarding district policy.

During Q2, ASGP supported GDCLCA and embedded PC specialists to develop annual work plans for PCs, which for the first time establish a single plan for each PC, to focus PCs on their mandate and avoid duplication. ASGP supported a two-day PC annual planning workshop in May, which involved ASGP, PC specialists, GDCLCA, and IDLG directors of Monitoring and Evaluation, Capacity Development, and Human Resources. The workshop resulted in annual work plans with four components: capacity development, knowledge sharing, PC responsibilities, and dispute resolution. As a result of the workshop, the PC specialists, GDCLCA, and IDLG directorates developed a coordinated and defined annual work plan for the PCs, and PC specialists developed a greater understanding of their responsibilities to GDCLCA and other directorates of IDLG.

In addition to ASGP support to such organisational capacity development, ASGP-supported PC specialists also focused on training the tashkeel that also support the PCs. For example, in the western region, the PC specialists worked with ASGP to train the PC tashkeel on general office administration and on IT skills. As soon as the PCs are inaugurated, ASGP will resume full support to 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 would continue to focus on monitoring and reporting, administration, gender, and SNG policies, in line with the PC objectives under the NPPLG, as well as the DCC policy.

DCC, as the policy underlines, is an interim measure ahead of direct council elections. The DCCs would constitute a single representative body for district governance and development, and foster effective service delivery and greater transparency and accountability.

Indicator 2.12 Regional PCs hold initiatives specifically for women.

No regional PC forums held any activities during Q2, including zero initiatives specifically for women, and progress against this indicator is off target.

This lack of progress is because PCs were not formally inaugurated, as anticipated in Q1. Provincial Councils, and the larger regional PC bodies supported by ASGP, should resume regional forums and initiatives specifically for women, once the President and Provincial Councils have been inaugurated. Nevertheless, the management of ASGP and the National Democratic Institute have jointly discussed their capacity development programmes, particularly NDI's focus on personnel capacity development of female PC members, to ensure that donor-supported initiatives for women are coordinated and do not duplicate efforts.

Indicator 2.13 PCs Members Undertake Monitoring Missions to Districts

Zero Provincial Councils had members who undertook formal district monitoring mission during Q2, according to GDCLCA, because of electoral restrictions on PC activities and because PCs were not formally constituted and inaugurated by the close of Q2. Progress against this indicator is off target. Despite these apparent restrictions, ASGP regional teams, PC incumbents and ASGP-supported PC specialists report that many PC members continued to undertake monitoring missions to districts, particularly in the southern and northern provinces. PC members still receive remuneration from IDLG/GDCLA until the new PCs are appointed, and many continue to fulfill their formal role as PC members, although they appear to operate without GDCLCA's formal endorsement. Without this endorsement, these PC members' district monitoring missions are difficult to quantify, however they address issues such as security challenges and service delivery, including construction and infrastructure projects, and mediation of tribal and family disputes.

EXPENSES FOR THE QUARTER

During Q2, a total of USD\$ 2,472,749 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 Actual	Q2 Plan	Q2 Actual	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	2477 (94%) for PGOs; 1696 (85%) for DGOs.	95% for PGOs; 87% for DGOs	2309 (87%) for PGOs; 1521 (72%) for DGOs.	95% for PGOs; 89% for DGO	95% for PGOs; 90% for DGO	Off-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.	49 (2%) for PGOs, 33 (2%) for DGOs.	7% for PGOs, 3% for DGO.	37 (1.7%) for PGOs, 33 (2%) for DGOs.	10% for PGOs, 5% for DGO	12% for PGO, 6% for DGO.	Off target for PGOs and DGOs. Cumulative target.
PGOs implement promotional/motivational activities to advocate for female recruitment (new Q1 baseline/ indicator).	34 PGOs	20	24	20	28	34	Off-target. Cumulative target.
2.2 24 PGO HR includes Gender Mainstreaming (GM) session (new Q1 baseline/ indicator)	34	24	25	24	30	34	Off-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	90% of PGO personnel; 80 % of DGO personnel	22% for PGOs and 20% for DGOs	25% for PGOs and 20% for	19% for PGOs and 18% for DGOs.	30% for PGOs and 20% for	30% for PGOs and 20%	Off-target. The quarterly indicator refers to training of distinct tashkeel personnel over that quarterly period.

100%.			DGOs		DGOs	for DGOs	
2.4 Nine PGOs and four DGOs have a separate toilet facility for female personnel.	14 PGOs and 8 DGOs	11 PGOs and 4 DGOs	12 PGOs and 6 DGOs	11 PGOs and 4 DGOs	13 PGOs and 7 DGOs	14 PGOs and 8 DGOs	Off target. Cumulative target.
2.5 Provinces have Provincial Gender Committees established to support gender sensitive service delivery (new Q1 baseline/ indicator)	18	13	15	13	16	18	Off-target. Cumulative target.
2.6 PGOs Have Communication Strategies (new Q1 baseline/ indicator)	30	18	22	21	26	30	Off-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 PDPs, 7 PSPs	34 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	18	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 PGOs	23	14	29	34	Off-target. Cumulative target.
2.10 34 PCs held 204 internal meetings (IMs) following the rules and procedures	34 PCs hold 700 IMs	34 PCs held 68 IMs	34 PCs hold 200 IMs	0	34 PCs hold 200 IMs	34 PCs hold 200 IMs	Off-target. PCs formal activities suspended during the election and audit, and at the close of Q2 PCs have not been inaugurated.

2.11 PC members receive capacity development training/DCC policy. (new Q1 baseline/ indicator)	All PC members received CD training	50	100	0	100	100	On-target. PCs formal activities suspended during the election and audit, and at the close of Q2 PCs have not been inaugurated.
2.12 Regional PCs hold initiatives specifically for women. (new Q1 baseline/ indicator)	Regional forums involve 9 PCs that hold initiatives specifically for women	0 PCs	5	0	7	9	Off-target. Cumulative target. PCs formal activities suspended during the election and audit, and at the close of Q2 PCs have not been inaugurated.
2.13 Number of PCs whose members undertake monitoring missions to districts (new Q1 baseline/ indicator)	34 undertake 8 district monitoring missions	34 undertake 6	34 undertake 8	0 formal monitoring missions	34 undertake 8	34 undertake 8	Off-target. PCs formal activities suspended during the election and audit, and at the close of Q2 PCs have not been inaugurated.

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 GDMA, municipalities, and individual employees 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 eighteen municipalities during Q2, one more than the 17 in Q1, and progress against the indicator remains on target of eighteen municipalities. The additional municipal CDP is for Mahmood Raqi in Kapisa, while implementation is ongoing in Mazar, Maimana, Saripul, Sheberghan, Aybak, Herat, Qala-e-naw, Cheghcheran, Jalalabad, Mehtarlam, Torkham, Kandahar, Charikar, Panjsheer, Bamyan, Faizabad, and Taloqan. The CDPs are primarily supported through ASGP's municipal specialists, embedded technical and capacity development specialists in the municipality, and implementation of CDP activities.



Training Center in Saripul Municipality

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. Specific training for some 200 municipal officials (including 10 women), focused in Q2 on the establishment and orientation of Municipal Advisory Boards (MABs), Revenue Enhancement Action Plans (REAPs), and training related to the

establishment of district municipal networks, in addition to ongoing technical and general training, and the on the job mentoring and learning facilitated by ASGP personnel and embedded technical assistance. Five municipalities now have gender priorities integrated into their CDP, with Nili and Mahmood Raqi CDPs registering these priorities during Q2, in addition to Mazar, Herat and Charikar CDPs. 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).

Indicator 3.2 - Restructuring initiated in 10 municipalities

Restructuring has been ongoing in 33 municipalities during Q2, and progress against this indicator and the year-long reform process is on-target, at 20% of what is needed to achieve the target. (First and second quarterly targets are 20% respectively, where third and further quarter targets aims for 35% respectively).

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 and its implementation in 33 provincial municipalities (aside from Kabul), while in the provinces during Q2 ASGP specifically supported technical and capacity development specialists to implement PAR in Charikar, Nili, Mazaar, Farah and Jalalabad. Most municipal posts had been advertised by the close of Q2. 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

Sixteen municipalities have developed and implemented communication and public participation strategies, and progress against this indicator remains on target of 16 for the quarter.

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. During Q2, GDMA approved in principle the e-governance concept paper and recommended its trial in pilot municipalities during Q3 (formal approval is expected following the trial and any successful implementation, and is expected in Q4). ASGP is developing a municipal e-governance package of municipal applications and orientation, which should be finished by Q3 and introduced in at least one municipality. 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.



A female school municipal committee election Ancha district, Jawzian province.

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 Q2, ASGP supported 213 School Municipal Committees and eight University Municipal Committees. Of the SMCs, 45 were constituted through elections during Q2, and 13 were

established for the first time. 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 eight University Municipal Committees are in Mazar, Herat, Jalalabad, Bamyan (3), and Nili (2), and the figure is unchanged from Q1. 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 Kandahar, Herat, Mazar and Jalalabad websites) which also serve as a tool for information sharing, and social and broadcast media.

Indicator 3.4 Municipalities have improved service delivery

During Q2, three municipalities secured improved service delivery, as measured by support to the completion of three small service delivery projects. However, progress against this indicator is off target of eight municipalities.

ASGP supported the completion of three small service delivery projects, including completion of Faizabad water supply, jointly funded by UNDP/ASGP and municipal community, and with the technical support of ASGP, and the construction of a public toilet in Nili. Other service delivery projects initiated in Q2 and still ongoing, include the construction of a small park for children in Nili, and another small park in Jalalabad.

ASGP also supported improved service delivery through four municipalities that include minimum service standards (MSS), and the ASGP and GDMA review of gender sensitivity of municipal services. In contrast to Q1, an additional MAB has been created in Nili and meets regularly, and there has been no change in the number of municipalities that provide minimum service standards. In Q2, GDMA halted ASGP's review of gender sensitive municipal services, saying that GDMA instead wished to focus on PAR. During Q1, ASGP had identified that zero municipalities had organisational and business processes that supported gender sensitive service delivery. (For ASGP supports to other gender municipal initiatives, including the development of municipal gender focal points as part of PAR, please refer to the section on gender.) 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.

ASGP also supported 14 Municipal Advisory Boards (MABs), drawn from civil society, Nahia and Gozar organisations, Maliks, and women's and youth groups, to advise municipal bodies on community development needs and priorities, and solicit public feedback, to ensure municipalities are more representative and accountable. 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.

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

Fifteen Revenue Enhancement Action Plans (REAP) were being developed during Q2 for the district municipalities of Herat province, in addition to the nineteen provincial municipal REAPs, and progress against this indicator is off target for provincial REAPs, and on target for district REAPs.

In Q2, REAPs were updated and finalized for the provincial municipalities of Saripul, Aybak,

Farah, and Cheghcheran (seven municipalities were finalized in Q1 in Taloqan, Faizabad, Aybak and several district municipalities of Samangan). 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 progress against this indicator is on target.

During Q2, ASGP's municipal component and its embedded technical and capacity development specialists focused technical support on the municipalities of Mehtarlam, Faizabad, Jalalabad, Charikar, Bamyan, Nili, Bazarak, Taloqan, Qala-e-naw, Mazar, Saripul, Aybak, and Maimana.



Mazar municipal Nahiya revenue management meeting

ASGP's technical specialists supported the municipal government to raise sustainable own source revenue, through support to government property registration, contract management of municipal markets, properties, and business permits, and city services charges. Municipal revenue data suggests 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'.

EXPENSES FOR THE QUARTER

During Q2, a total of USD\$591, 375 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 Actual	Q2 Plan	Q2 Actual	Q 3 Plan	Q4 Plan	Comments
3.1- 15 municipalities have CDP implemented	20	17	18	18	19	20	On-target
3.2 GDMA supported with formulation of organisational 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)	15 (225 SMC, 9 UMCs)	16 (213 SMC, 8 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	8	3	11	15	Off-target Cumulative target

3.5 19 provincial and 10 district municipalities have REAP.	30	19	21 provincial and 9 district municipalities develop REAPs	19 provincial and 13 districts develop REAPs	21 provincial and 9 district municipalities implement REAPs	30	Off-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

In Q2, ASGP began implementation of a work-plan that commits a minimum of 12% to specific gender initiatives. This work-plan was developed in Q1 with our government partners IDLG, Provincial and District Governors Offices, Provincial Councils and municipalities, and the UNDP Gender Unit and the UNDP's Gender Equality Project, as well as other government partners such as the Department of Women's Affairs and IDLG.

ASGP focused on support to gender priorities in the capacity development areas of organisational reform and personnel development, across Provincial and District Governors Offices, municipalities, and IDLG.

Q2 gender highlights for Provincial and District Governors Offices included continued financial and technical support to the office of Afghanistan's female district governor, as well as a continued partnership with the UNDP's Gender Equality Project (GEP) to support Provincial Gender Committees, which promote gender sensitive service delivery and oversight of line department services that impact women. ASGP's ongoing capacity development work with tashkeel personnel includes orientation on gender policy, such as the ASGP-supported anti-harassment guideline, and the role of gender and SNG. 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. For IDLG, ASGP provided financial and technical support to IDLG's updated Capacity Development Plan, and ASGP's Capacity Development Specialist provided technical inputs on gender for integration into the Plan.

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. Another highlight of ASGP's support to municipalities and the General Directorate of Municipal Affairs include the development of terms of reference for gender focal points in municipalities. ASGP and ASGP-supported personnel in GDMA supported provincial and Kabul partners to develop the organisational policy, and also provided technical inputs into the development of the terms of reference for the position. ASGP also supported GDMA to undertake a gender survey in fourteen provincial municipalities, and provided technical inputs into the development of the survey. While GDMA halted ASGP's review of gender sensitive municipal services, because it instead wished to focus on PAR, ASGP continued to support gender mainstreaming through gender initiatives relevant to PAR, such as the development of terms of reference for gender focal points, and the municipal gender survey.

Unfortunately, the delay in the inauguration and establishment of Provincial Councils restricted ASGP's ability to support female PC members and regional female PC networks, and capacity development of female PC members and gender sensitive training for all PC members did not occur during Q2. However, ASGP did initiate work with the UNDP CO Gender Specialist on training opportunities for female PC members, and worked with the National Democratic Institute to ensure that both projects' planned capacity development work with female PC members would be coordinated and complementary.

IV. PARTNERSHIPS

In Q2, 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.

A highlight of Q2 partnerships with other GOA entities included work with the Ministry of Finance (MOF), to implement ASGP-supported capacity development training that best complements the draft Provincial Budgeting Policy, and ensures that PGO, DGO and municipalities adhere to current MOF regulations. 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. 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 worked with GEP to support Provincial Gender Committees, which promote gender sensitive service delivery. In Q2 in Herat and in Balkh, ASGP worked with JHRA to secure municipal endorsement of terms of reference for street vendors, which codifies the rights and protections of some of the most vulnerable municipal workers.

ASGP continued to work with donors on project implementation and project design during Q2. ASGP and ASGP-supported personnel continued to provide inputs into planned USAid provincial and municipal programming, and planned National Democratic Institute support to Provincial Councils. ASGP also works closely with GIZ in several of the north and northeastern provinces, where GIZ supports some aspects of governance and development. ASGP international and national personnel implemented the SNG work plan 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 personnel also contributed to UNDP's subnational governance work stream.

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**

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. Q2 showed further progress in this strategy, following some success in Q1 2014, as several donors indicated that their future support to subnational governance would be broader and non-earmarked.

- **Resource mobilization for IDLG**

Sustainability of long-term salary and resource support for IDLG remains unclear.

The mitigation strategy includes development of a new 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. A similar mitigation strategy in 2013 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 Q2 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 Q2, and this risk will continue into Q3. Electoral law restricted PGO and PC activities during the electoral campaign of Q1, including certain governance activities supported by ASGP. In Q2, the Provincial and District Governors Offices' preoccupation with the election, and the interests of some tashkeel personnel, persisted throughout the first and second round of voting, and the ongoing election audit, and hindered work plan implementation and project delivery.

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 and ASGP improved donor and stakeholder coordination in Q2 2014, and clarified project and SNG programme delivery and strategy. This coordination and direction is particularly important in the context of future subnational governance programming. UNDP recognizes the importance of continued support to SNG in Afghanistan, particularly as ASGP is the only programme to provide comprehensive, nationwide support to SNG, aligned with the NPPLG. ASGP identified several factors that worked well.

The lessons learned that will be incorporated into the project consistent meetings at the management, technical and field level between key donors and stakeholders in subnational governance. These donors include the EU, DFID, the Swiss Development Cooperation, the Swedish International Development and Cooperation Agency, Japan, and Korea. Other stakeholders include USAid and the National Democratic Institute, which plan to support SNG in the future. The key GOA partners include IDLG, as well as the Ministry of Finance and the Ministry of Rural Rehabilitation and Development. ASGP remains the only programme to actively support PGOs, PCs, and municipalities throughout Afghanistan, and the main source of support to IDLG central, following the dissolution of NDI and PBGF support to PCs and PGOs in 2013.

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. 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. 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.

ASGP and IDLG's development and implementation of the 2014 work plan includes greater coordination with other donors and implementing partners, such as DFID, USAid, and the

National Democratic Institute, 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. 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.

VIII. ANNEXES

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	16,026,169	15,810,203	15,943,864	(33,059)	(166,720)	-	-	(8,110)	(158,610)	8,800	2,068	215,966	-	(169,478)
Finland-00110	669,389	669,389	2,324	-	667,065	-	17.98	58,076	609,007	-	-	-	-	609,007
France-00112	405,551	405,551	151,332	-	254,219	-	-	58,409	195,810	1,133	-	-	-	194,677
Italy	2,565,924	2,565,924	2,546,979	(10,902)	8,043	-	-	42	8,001	-	159	-	-	7,842
Japan	6,989,196	6,989,196	6,954,067	793	35,922	-	-	(15,974)	51,896	-	634	-	-	51,261
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	-	-	1,105,066	3,159,645	-	1,440,034	2,824,676	29,219	1,040	-	-	2,794,417
Sweden (SIDA)	17,277,644	10,643,062	8,276,907	-	2,366,155	7,046,027	19.35	1,102,416	8,309,786	7,340	(2,175)	(411,444)	-	8,304,621
DFID	9,600,000	9,600,000	9,515,061	9,057	93,996	-	-	-	93,996	-	-	-	-	93,996
Denmark-00095	320,000	320,000	-	-	320,000	-	-	93,335	226,665	-	-	-	-	226,665
Estonia-00105	475,543	475,543	-	-	475,543	-	-	130,628	344,915	1,002	-	-	-	343,914

Korea	8,000,000	5,000,000	-	-	5,000,000	-	30.89	2,120,824	2,879,207	243,876	654	3,000,000	-	2,634,677		
UK-00248	651,466	651,466	-	-	651,466	-	-	101,260	550,205	2,725	-	-	-	547,480		
UNDP (CCF)	4,132,110	4,132,110	4,132,110	-	-	-	-	410	(410)	-	-	-	-	(410)		
UNDP (TRAC)	2,846,330	2,446,330	2,446,330	-	-	400,000	-	154,369	245,631	-	7,254	-	-	238,377		
Grand Total	79,002,013	65,591,819	54,698,610	(11,633)	10,939,233	10,605,672	68	5,235,721	16,309,252	-	294,095	9,634	-	2,804,521	-	16,005,523

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

Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-March 2014)	Expenses (April-June 2014)	Cumulative Expenses (Jan-June 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	350,767	446,560	797,327	26%	
Sub-total Output 1	3,029,932	350,767	446,560	797,327	26%	
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	18,796,815	1,065,986	2,472,749	3,538,735	19%	
Sub-total Output 2	18,796,815	1,065,986	2,472,749	3,538,735	19%	
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	2,343,523	306,871	591,375	898,246	38%	
Sub-total Output 3	2,343,523	306,871	591,375	898,246	38%	
Output 4: (Atlas ID 78993):	-	101	1,313	1,413	***	
Sub-total Output 3	-	101	1,313	1,413		
Grand Total	24,170,270	1,723,725	3,511,997	5,235,721	22%	

Note:

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

ANNEX 3: EXPENSES BY DONOR

Donor Name	Project Output ID and Description	2014 Budget (AWP)	Expenses (Jan-March 2014)	Expenses (April-June 2014)	Cumulative Expense (Jan-Jun 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	58,954	149,451	25%
	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	3,031,887	346,776	497,438	844,215	28%
	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	265,267	446,369	69%
Sub-Total		4,264,712	618,375	821,659	1,440,034	34%
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	320,000	42,512	50,823	93,335	29%
Sub-Total		320,000	42,512	50,823	93,335	29%
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	475,542	59,673	70,955	130,628	27%
Sub-Total		475,542	59,673	70,955	130,628	27%
Finland	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place.	150,861	-	81	81	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	401,608	15,874	15,234	31,108	8%
	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	-	26,887	26,887	21%
Sub-Total		679,066	15,874	42,202	58,076	9%

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	161,861	13,462	22,390	35,853	22%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	92,358	1,663	20,893	22,556	24%
Sub-Total		254,219	15,126	43,284	58,409	23%
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	82,534	211,562	18%
	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	6,154,262	449,059	1,175,025	1,624,084	26%
	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	192,475	285,178	41%
Sub-Total		8,000,002	670,790	1,450,034	2,120,824	27%
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	651,466	36,972	64,288	101,260	16%
Sub-Total		651,466	36,972	64,288	101,260	16%
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	204,844	282,723	38%
	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	7,617,679	152,941	550,292	703,233	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	760,470	30,416	86,043	116,459	15%
Sub-Total		9,117,418	261,237	841,179	1,102,416	12%

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)	(5,930)	(17,133)	
	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	(190)	1,160	
Sub-Total		-	(9,854)	(6,120)	(15,974)	
EC	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	-	(900)	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)	32,191	(7,890)	
	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)	-	(364)	
	Output 4: (Atlas ID 78993):	-	101	43	144	
Sub-Total		-	(41,243)	33,134	(8,110)	
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	53,853	99,246	153,099	38%
	Output 4: (Atlas ID 78993):	-	-	1,270	1,270	
Sub-Total		400,000	53,853	100,516	154,369	39%
UNDP (CCF)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	-	409	1	410	
Sub-Total		-	409	1	410	
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	7,845	-	42	42	1%
Sub-Total		7,845	-	42	42	1%
Grand Total		24,170,270	1,723,725	3,511,997	5,235,721	22%

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	Q2 2014	Consistent
2	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	Q2 2014	Reducing
3	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	Q2 2014	Reducing