



Empowered lives.
Resilient nations.

AFGHANISTAN SUBNATIONAL GOVERNANCE PROGRAMME II

2013 THIRD QUARTERLY PROJECT PROGRESS REPORT

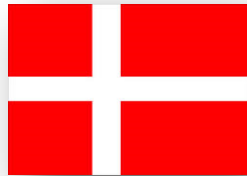


UNITED NATIONS DEVELOPMENT PROGRAMME

DONORS



Australia



Denmark



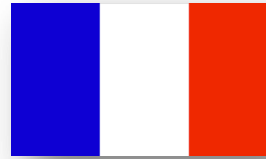
Estonia



European Commission



Finland



France



Italy



Japan



Sweden



Switzerland



United Kingdom

PROJECT INFORMATION

Award ID:	00058922
Duration:	1 January 2010 -31 December 2014
ANDS Component:	Governance, Rule of Law and Human Rights
Contributing to NPP:	National Priority Programme for Local Governance
CPAP Outcome:	The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
UNDP Strategic Plan Component:	Democratic Governance
Total Budget:	USD 139,000,000 (LOP cost in pro doc); USD 23, 271,400 2013 annual budget.
Implementing Partner:	UNDP
Key Responsible Parties:	UNDP; IDLG; Provincial, District Governors Offices; Provincial Council; Municipalities
Project Manager:	Christopher Carter
Chief Technical Advisor:	Christopher Carter
Responsible Assistant Country Director:	Shoaib Timory

COVER PAGE PHOTO: Members of the Northern Region Female Provincial Council network, supported by ASGP

ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Subnational Governance Programme (UNDP)
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
NPPLG	National Priority Programme for Local Governance
NPP	National Priority Programme
PC	Provincial Council
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PRT	Provincial Reconstruction Team
PSP	Provincial Strategic Plan
SNG	Subnational Governance
SNGP	Subnational Governance Policy
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
RESULTS.....	6
A. OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor subnational governance policy are in place	6
EXPENSES FOR THE QUARTER	10
B. OUTPUT 2: Provincial Governors Offices and District Governors Offices have capacity to lead, develop, and implement strategies for improving governance, development and security in accordance with the Afghanistan National Development Strategy.....	12
EXPENSES FOR THE QUARTER	20
C. OUTPUT 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenue and deliver better public services by 2014	23
EXPENSES FOR THE QUARTER	Error! Bookmark not defined.
II. GENDER SPECIFIC RESULTS	28
IV. PARTNERSHIPS	29
V. ISSUES.....	30
VI. RISKS	31
VII. LESSONS LEARNED	31
VIII. FUTURE PLAN.....	32
ANNEXES – ANNEX 1: FINANCIAL TABLE.....	33
ANNEX 2: EXPENSES BY OUTPUT	34
ANNEX 3: EXPENSES BY DONOR	35
ANNEX 5: ISSUE LOG	39

EXECUTIVE SUMMARY

This Third Quarter Report of the Afghanistan Subnational Governance Programme (ASGP) outlines the work the Project is doing in all 34 Provinces of Afghanistan. ASGP is a capacity development programme that supports more effective, sustainable and inclusive subnational governance among the Independent Directorate of Local Governance (IDLG), Provincial and District Governors' offices, 19 municipalities and all 34 Provincial Councils.

Highlights of this Third Quarter Report include new partnerships with the Ministry of Finance, focused on local planning and budgeting training and gender empowerment for the tashkeel (Afghan civil service) in Kandahar, Balkh and Herat, and development with IDLG and the Adam Smith Institute's technical assistance embedded there, to assist IDLG with their expanded provincial mandate. New donor partnerships include the UK's Department for International Development (DFID), Denmark and Estonia to support subnational governance in Helmand Province, and additional donor support from France, while internal UNDP partnerships include work with other UNDP projects, such as the Gender Equality Project (GEP).

ASGP recorded significant progress across its three key outputs, which target IDLG; Provincial and District Governors' Offices (PGO/DGOs) and Provincial Councils (PCs), and municipalities.

For the IDLG component, Q3 highlights include support to capacity development of technical assistance and tashkeel personnel, especially Capacity and Institutional Development Directorate and the Policy Directorate, and Capacity Assessments (CA) findings during Q3 show enhanced capacities for IDLG staff and directorates. Other component support includes Provincial Strategic Planning, training of District Governors, and gender mainstreaming, including on-going work associated with the anti-harassment policy. Currently UNDP is implementing Afghan Government policy relating to the new National Technical Assistance (NTA) guidelines which help bridge salaries of tashkeel and contracted staff working in IDLG.

In the Provincial Component, ASGP supported PGOs and DGOs to develop civil service capacity by addressing tashkeel vacancies and training tashkeel staff, including on gender mainstreaming and monitoring and evaluation. ASGP supported PGOs to lead and coordinate development and governance through the development of Provincial Development Plans and Provincial Strategic Plans, including PDPs for Nangarhar and Khost, and PSPs for Logar, Ghor and Parwan. ASGP also supported training on the Office Manual for 58% of tashkeel staff during the quarter, and supported improved provincial budgeting and communication and outreach, improving the individual and organisational efficiency of Provincial and District Governors' Offices and fostering more effective and inclusive local governance.

ASGP continued to support Provincial Councils to fulfil their oversight roles, through technical assistance and capacity development, and supported a range of Afghanistan's municipalities, including the regional municipal capitals of Balkh and Herat, to the small municipalities of Taloqan and Nili, to deliver services and raise revenue, contributing to accountable and responsive local governance.

ASGP support to gender largely focused on organizational and individual capacity development for contract and tashkeel personnel, focusing on IDLG's anti-harassment policy, gender sensitive governance, and gender mainstreaming. ASGP partnered with IDLG, GEP, and the United Nations Assistance Mission to Afghanistan (UNAMA), to conduct workshops, training and conferences that support gender-sensitive governance. ASGP also continued to support governance initiatives that directly and positively impact women's economic livelihoods, including internship and employment programmes based at the Bamyan and Herat PGO and municipality. The internship programme in Bamyan, for example, provided 30 women this quarter to gain practical experiences at different PGO

departments, supporting the inclusion of women in subnational governance. Employment programmes supported 140 women in the Central Highlands and in Herat to purchase materials for embroidery and tailoring, who make crafts that are then resold by the municipality.

In addition to outlining the successes of this project, it is important to also acknowledge challenges that may lie ahead. One major challenge is the uncertainty of the national security situation following the anticipated withdrawal of international forces in 2014. Currently staff in ASGP’s seven regional offices are able to visit a majority of provinces. This may not be the case in the future. Another serious challenge is donor earmarking for 2014, which fosters inequality in development and in programme delivery.

Finally, ASGP would like to thank our central Government partner, the IDLG, our Government of Afghanistan partners including staff and politicians in all 34 Provinces and our ASGP donors. Without the support of Australia, Denmark, Estonia, the EU, Finland, France, Italy, Japan, Sweden, Switzerland, and the United Kingdom (DFID), this project would not be possible.

RESULTS

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

Indicator 1.1 Number of Laws and regulations drafted and approved

The current section provides an overview of the activities/results which contributed to strengthening the enabling environment for subnational governance via the respective strategies, policies and laws. These results were achieved through direct technical assistance from ASGP as well as the National Technical Assistance provided by ASGP to Independent Directorate of Local Governance (IDLG).

A key element of the enabling environment is the legal framework for subnational governance (SNG). The support was provided also to the Provincial Budget Policy, developed by the Ministry of Finance. Provincial stakeholders received the policy and were able to bring all the inputs through ASGP support. ASGP will continue to support the dissemination and implementation of the Provincial Budget Policy in close cooperation with the Ministry of Finance in the provincial and district level.

In close cooperation between MRRD and IDLG, the DCC policy has been developed.

The current status of the three key laws is presented in the table below.

Law	Status
Local Administration Law	Status as on date: Currently with the internal security committee of the parliament Process: It was submitted to the parliament by MoJ* after making changes recommended by Cabinet Next Step: After approval of the law by lower house of the parliament, it will need approval of the upper house and then sent for Presidential approval. *Ministry of Justice (MOJ)
Provincial Council Law	Status as on date: This is currently with Parliament Process: The Law was cleared by cabinet long back but is awaiting parliament approval. Next Step: After Parliament approval this will be submitted for Presidential approval.
Municipality	Status as on date: Under discussion in the legislative committee of cabinet. Several

Law	Status
Law	meetings were held in the second quarter for this purpose Process: If changes are recommended by cabinet, same will be incorporated by MoJ and will be submitted to the parliament. Next Step: Submission to Parliament after Cabinet approval

The implementation of National Priority Program for Local Governance (NPPLG) continued in 2013. Regular meetings of the Sub National Governance Coordination forum were conducted for consultations on issues related to NPPLG implementation. The thematic areas in the meetings during the quarter were monitoring and evaluation framework of IDLG and Public Administration Reforms taken up by IDLG, with special focus on merit based recruitment.

Sub National Planning IDLG's policy directorate continued supporting the Sub National Governance Entities (SNGEs) in preparation of provincial plans in the form of Provincial Strategic Plans (PSPs) which are aligned with the NPPLG. During the quarter, PSPs of Logar, Ghor and Parwan were launched. Development conferences were also conducted for the provinces of Khost and Nangarhar in order to discuss the preparation and implementation respectively of the provincial plans.

Indicator 1.2 Strength of the organization and management systems for IDLG

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

This indicator relates to enhancing the capacity of IDLG in order to discharge its key functions, one of them being capacity development (CD) of the IDLG central office and also the SNGEs such as the Provincial Governor's offices (PGOs), District Governor's offices (DGOs), Municipalities and Provincial Councils (PCs). A capacity assessment (CA) of IDLG as an organization was conducted in 2012 and the baseline was established to be 2.9. The target for 2013 is 3.2. The organizational CA score for 2013 will be arrived at by repeating the CA exercise for IDLG in the last quarter of 2013.

During the first three quarters of the year, individual level capacity assessment for tashkeel staff (called 'coachees') of different directorates was carried out. Baselines and targets were established in one quarter and actual CA scores monitored in subsequent quarters.

The individual CA scores, i.e. actuals for third quarter are reported in this section. The CA actuals exceeded targets in case of all units of the Capacity and Institutional Development Directorate (CIDD) and also for most individual staff members.

The coaching and mentoring of tashkeel staff of CIDD and Policy Directorate, using group theory sessions¹ as explained in Q1 report continued in the third quarter. In all, 25 coaching sessions were conducted during the quarter for 20 coachees (details provided in following paras). Some were group sessions while others were one to one resulting in a total of 130 coachee days.

The formal coaching areas during the quarter were: Policy and Strategy Formulation which included basics of how to write policies and also overview of important strategies such as Afghanistan National Development Strategy (ANDS), NPPLG, Sub National Governance Policy (SNGP) and anti-harassment policy of IDLG along with; Fundamentals of Capacity Assessment methodology; fundamentals of IT applications for office work; Communication skills; report writing and advanced language skills. Specialized sessions were conducted to orient the policy unit tashkeel staff on the gender policy of IDLG. In addition to these topics one to one coaching and mentoring was provided to the coachees in their respective areas of work. Along with the technical topics, constant emphasis was also laid on personality and professional development.

¹ For further information please refer to ASGP Q1 report, section on output 1

In order to motivate the staff and ensure sustained interest in coaching, different incentive mechanisms were used. Certificates of recognition were given to coachees at regular intervals for the following: exemplary performance in the monthly exams; highest attendance in the sessions and productive participation in and outside the formal sessions. One such certificate distribution ceremony was held on 22nd July 2013. In this ceremony, certificates of completion of six months of coaching were awarded to 15 coachees. This form of appreciation introduced healthy competition and resulted in increased enthusiasm to learn amongst the coachees. Along with the structured lecture and power point sessions, several other techniques were used such as experiential learning via informal activities, case studies and practical examples. The popularity of coaching conducted by ASGP team has continuously resulted in an increase in the number of coachees. In Q3, 4 additional coachees from Policy directorate joined the existing group. This is especially notable in view of the fact that this decision was taken by the Policy Director, who recognizes the value offered by the coaching provided by the ASGP team.

The baseline capacity scores for the CIDD and policy unit tashkeel staff were established in Q1 and Q2 respectively. At the end of Q3, the CA exercise was repeated for those coachees to determine the capacity scores at the end of the quarter. For the new coachees baselines were established as on September 2013. It was expected that as a result of the coaching provided during the quarter, there would be enhancement in capacities. This hypothesis was proved by the results, as can be seen in the actual CA scores at the end of Q3 in the following table. In fact, the actuals exceeded targets in case of all units of CIDD and also for most individual staff members.

CIDD Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Mar 13	Jun 13		Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual	Target	Actual
1	CDU	4	1.96	2.08	2.21	2.23	2.35	2.38	
2	ODU	3	1.95	2.10	2.18	2.25	2.27	2.40	-
3	CWH	5	2.12	2.27	2.54	2.42	2.61	2.57	-
4	Others	1	2.55	2.70	2.95	2.85	2.85	3.0	-
Total		13	2.15	2.29	2.47	2.44	2.52	2.59	-

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

Capacity Assessment results for the Policy Directorate coachees is presented in the following table. For the existing coachees baseline was established at the end of Q2 while for the additional coachees who joined during Q3, baselines were created in this quarter. Actuals at end of Q3 reflect an average for all the coachees.

Policy Directorate Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Jun 13	Sep 13		Dec 13	
			Baseline	Target	Actual	Target	Actual
1	POD	1	2	2.15	2.25	2.3	-
2	PIM	3	2	2.15	2.04	2.3	-
3	PLC	2	-	1.65	1.73	1.8	
4	Others	1	1.5	1.65	2.00	1.8	-
Total		7	1.83	1.98	2.00	2.13	-

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

Overall, coaching and mentoring is resulting in enhanced capacities for all coachees. However, it was observed that the progress was more sustainable in case of the policy directorate. A contributing factor

here could be a better buy in from the directorate in charge i.e. the policy director and therefore ownership of the process. A downward trend was observed in the regularity of the CIDD coachees, which perhaps was a reflection of the absence of a full time director for the unit.



Female coachee receives certificate of completion from Policy Director IDLG



PTP10 debriefing session, chaired by DG HR IDLG



Certificate of completion being given by Programme Officer, UNDP

Twining Arrangements: Training of District Governors

The target segment based training series titled ‘Provincial Training Programme (PTP) – Indo Afghan partnership for strengthening Sub National Governance in Afghanistan’ for training of Afghan District Governors which was started in 2012 continued in 2013. Up to date 10 batches have been conducted and 149 Afghan civil servants have been trained, of which 129 were District Governors. In all 17 batches will be completed, covering a total of 258 trainees. In the current quarter, one batch received training.

In the current quarter, in addition to conducting the pre departure orientation session, a debriefing session was also conducted upon return of the trainees. In this session the trainees shared their learning from the programme with other staff members from IDLG. Feedback was also provided to the donor representative and IDLG senior management. The PTP training programmes are thus contributing to the dual results of enhanced skills of the district governors as well as transfer of skills to staff who have not attended the training in person.

During the quarter substantial progress was made on the approval process for a training on Financial Management (for IDLG and provincial staff), to be conducted with support from the same donor as PTP series. The training programmes will be conducted in the subsequent quarters.

Gender Mainstreaming for Sub National Governance

Training on the anti-harassment policy of IDLG was an integral part of the various training programmes conducted for the provincial offices by the training unit of IDLG and also those conducted by ASGP regional teams. An intensive coaching was also provided to the policy unit tashkeel staff, by ASGP CD team. The coaching consisted of theoretical background on the rationale for the policy and also hands on walk through of each section of the policy with an aim of facilitating its implementation.

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

ASGP is a direct implementation modality programme of UNDP wherein the primary financial management and programmatic responsibilities lie with UNDP. However, globally UNDP encourages models which promote national ownership. In alignment with this approach, ASGP is implementing a Letter of



RBM training being delivered to IDLG NTA staff by M&E specialist UNDP.

Agreement (LOA) between UNDP and IDLG to support 87 NTA positions working in IDLG on different areas of NPPLG. In order to effectively monitor the results achieved by the NTA positions it was agreed in the beginning of 2013 that each NTA position holder will submit a deliverables based quarterly report. In quarter 1 and 2 ASGP team coordinated with IDLG M&E and Human Resource (HR) units for preparation and submission of the reports. Based on analysis within UNDP, it was felt that there was a need to improve the quality of the reports and also to enhance the results focus on NTA deliverables.

This capacity gap in terms of results based reporting within IDLG was partially addressed by conducting a training session on 22nd July 2013 in IDLG for the NTA positions on the subject of Results Based Management, in general and that of deliverables based reports by IDLG NTA staff, in particular. The programme was jointly conducted by the M&E directorate of IDLG and the ASGP Capacity Development team in IDLG. The programme was conducted using only in house IDLG and UNDP resource persons. It was inaugurated by Director General (DG) HR and was attended by nearly 40 NTA position holders in IDLG along with representatives from UNDP Country office programme unit and learning unit. The topics delivered in the training programme were basics of monitoring and evaluation, fundamentals of results based reporting and detailed understanding of each section of the ASGP results based reports for NTA positions.

In addition to the training on the theory and practical of the ASGP results based reporting, the session also resulted in a detailed discussion and dialogue on the NTA mechanism, roles and responsibilities of the NTAs and reporting requirements. In UNDP's capacity development framework, engagement of the stakeholders is considered to be a critical element in the CD process. The discussion generated during the training programme, being the first such dialogue at the functional level, served as a very important step towards improving the results orientation amongst the ASGP supported NTA positions in IDLG. It is hoped that as a result of the training and off line discussions with the M&E directorate, the quality of reports in the subsequent quarters will improve.

EXPENSES FOR THE QUARTER

During Q3, a total of USD683, 415 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where ASGP's IDLG component is in relation to its annual targets by the end of Q3.

2013 Baseline	2013 Annual Targets	Q1 Actual	Q2 Actual	Q3 Planned	Q3 Actual	Comments
1.1. Three laws drafted, none approved	1.1. Three laws approved, at least three key regulations drafted	20%	20%	25%	20%	Though there was positive movement towards approval of each of the three laws, the pace was slower than expected. The work on regulations can commence only after approval of Laws
1.2. Baseline capacity is assessed to be 2.9 on a scale of 1 to 5 Baselines for	1.2. Capacity assessment score increased to 3.2 for	25%	25%	25%	25%	Various mechanisms for capacity enhancement of

<p>Individual Capacities also measured during the quarter.</p>	<p>organizational capacity. Targets for individual capacity enhancement achieved</p>					<p>IDLG are being put in place including capacity development of CIDD staff. Individual level capacity assessment is being done each quarter and enhanced capacity as a result of coaching has been measured. This will result in gradual organizational capacity enhancement and thus increase in CA score for IDLG</p>
<p>1.3 # of NTA positions to be supported via central LOA decided to be 87 and alignment matrix with NPPLG prepared:</p>	<p>1.3. Assessment of the relevance and ASGP as well as NPPLG alignment of the 87 positions conducted; ToRs with clear deliverables developed for all 87 positions; quarterly monitoring mechanism for deliverables as per ToRs established</p>	<p>75%</p>	<p>10%</p>	<p>10%</p>	<p>5%</p>	<p>Monitoring mechanism was established in Q1 and IDLG sensitized. The deliverable based NTA reports were received in Q3 but there was a delay in submission by IDLG and also quality of the reports was not up to the mark. The quality enhancement process was initiated in Q3 and shall be continued in Q4</p>

B. OUTPUT 2: Provincial Governors Offices and District Governors Offices have capacity to lead, develop, and implement strategies for improving governance, development and security in accordance with the Afghanistan National Development Strategy

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 technical and capacity development personnel based in seven regional offices across Afghanistan, and through the provision of a deconcentrated fund for specific technical and capacity development personnel and activities that UNDP, IDLG and the PGO/DGO determine are 'essential for governance' (this fund is also referred to as 'LOA fund/personnel' because of the funding via a Letter of Agreement modality).

ASGP-supported technical and capacity development specialists embedded in the PGO and PC provide technical support to the PGO (and DGO) in areas such as governance, financial management, and public outreach and communication, and train their tashkeel counterparts. UNDP/ASGP provincial personnel, based in regional offices, provide capacity development support principally at the organisational and individual levels of the PGO/DGO/PC (and municipality), promote international and GoA best practices in these areas, and support and monitor governance activities through the deconcentrated (LOA) fund.

ASGP-supported embedded technical and capacity development specialists, UNDP/ASGP regional teams, and IDLG, focus on administrative and tashkeel development, with an emphasis on female recruitment and professional development (indicators 2.1-2.3), a gender sensitive work environment (indicator 2.4), an M&E system for provincial and district governance (indicator 2.5), public outreach and accountability (indicator 2.6), support to provincial planning and budgeting (indicator 2.7), and financial management and procurement (indicator 2.8), and developing the capacity and monitoring and oversight roles of the PCs (indicator 2.9-2.11). Progress against these indicators, and examples of ASGP activities, can be found below.

PGO and DGO Organisational Reform and Capacity Development

Indicator 2.1 Percentage of tashkeel staff positions filled in the PGOs and DGOs

Indicator 2.2 Percentage of female tashkeel staff out of all currently employed tashkeel staff in the PGOs and DGOs

By end of Q3, 86% of tashkeel staff positions were filled in the PGOs and 80% of tashkeel staff positions were filled in DGOs. Female tashkeel staff constituted 3.45% of all currently employed tashkeel staff in the PGOs & 1.5% of female tashkeel staff out of all currently employed tashkeel staff in DGOs. The PGO and DGO tashkeel occupancy and female employment rates remain on target for 2013.

ASGP's support to the PGOs and DGOs for strengthening civil service capacity continued on two fronts: addressing tashkeel vacancies by attracting young professionals particularly women, and training tashkeel staff. For example, in Herat and the Central Highlands, ASGP expanded its female internship programmes, after a successful trial during Q2. During Q3, 30 female students from the central highlands, (15 in Bamyan, 15 in Daykundi, and 5 male students in Daykundi) gained practical experiences at different PGO departments, supporting the inclusion of women in subnational governance, and paving the way for an increased intake of female civil servants in public



Rokya Achakzai, Kandahar head of the Department of Women's Affairs, and Maryam Durrani, Provincial Council member (at centre), with representatives from UNAMA and the women's civil society group Women Empowerment & Gender Equality

administration. The PGO recruitment committees in these provinces, supported by ASGP, are actively pursuing this goal. In these provinces, and others, ASGP worked with IDLG, the Independent Administrative Reform and Civil Service Commission (IARCSC), PGO and DGO, and line departments, to identify organisational reform, evaluate personnel and their TORs, and implement Pay and Grading reform. Subsequently, PGOs and DGOs and IDLG discussed the need to take these assessments into account when determining budget allocations to Provincial and District entities.

ASGP also supported gender mainstreaming workshops in a number of provinces and PGOs/DGOs, such as Kandahar. In Kandahar, UNDP/ASGP partnered with UNAMA, and PGOs,

DGOs, the PC, and women and civil society, to identify gender-based challenges to effective and inclusive governance, and promote gender mainstreaming. The Department of Women's Affairs (DOWA) director Ms Rokya Achakzai and a female PC member Ms. Maryam Durrani, who also facilitated the workshop, said it resulted in a greater individual and organisational recognition by the PGO/DGO and PC of the different implications for men and women of governance policies and processes, and also resulted in specific recommendations to increase the role of women in governance, and DGO more inclusive and gender sensitive.

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

58% of tashkeel staff received training on the Office Manual prepared by IDLG in cooperation with the Independent Administrative Reform and Civil Service Commission (IARCSC) in Q3. Following training on the Office Manual during quarters one and two, this indicator suggests that progress remains on-target.

ASGP-supported technical and capacity development specialists embedded in the PGOs continued to train and mentor their tashkeel colleagues and counterparts on specific technical competencies, PGO and DGO office procedures (as outlined in the Provincial and District Office Manuals), and general professional skills related to office management, reporting, and communication and ICT.

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).

Afghanistan's PAAs and PDCs, which involve ASGP-supported technical and capacity development specialists, line department representatives, and civil society and the public, are key to the PGO's role

in leading and coordinating governance and development. The PAA and PDC coordinate administration and security and development respectively, and ASGP support enables these forums to function more effectively.

Success Story: Northern Regional Provincial Councils and Departments of Women's Affairs Jointly Address Regional Gender Challenges

The northern regional Provincial Councils and Departments of Women's Affairs (DOWA) have jointly developed the region's first comprehensive action plan to strengthen the capacity of female provincial, district and community groups across the five provinces, with the support of UNDP.

The workshop, which involved the Provincial Councils (PCs) and DOWA from the provinces of Balkh, Samangan, Jowzjan, Saripul and Faryab, is the first to unite the PC and DOWA, which play a unique role in gender and governance. PCs monitor and oversee the PGO and line departments and resolve civil disputes, and the Ministry of Women's Affairs supports women's rights, gender mainstreaming, and gender priorities across Afghanistan.

The workshop supported PC members and DOWA personnel to identify gender needs and priorities in the north, such as increased female employment and access to services such as health and education, and implement the National Plan of Action for Women in the Northern provinces, focusing on increasing women's inclusion in government institutions and the civil service.

PC and DOWA participants then developed a joint action plan to address these gender priorities. For female employment, this emphasised lobbying and policy changes, as well as support to female shuras' income generating activities, such as embroidery and carpet weaving, and to female tashkeel personnel, as well as capacity development of women's Shuras, District Development Assemblies and Community Development Councils, and DOWA and female PC members. The plan, which will continue to be supported by the UNDP's Gender Equality Project (GEP) and ASGP, should result in an improvement in women's economic livelihoods, and an increase in women's participation in governance, including at the district and community levels.

The Chairman of the Balkh Provincial Council, Dr. Afzal Hadeed, described the joint workshop as 'a good start to deal with long-neglected women's issues' and 'an important step forward towards consolidating the partnership between the Provincial Council and the Provincial Department of Women's Affairs.'

The workshop was organized jointly by ASGP and GEP. GEP supported MOWA and DOWA, while ASGP supported the General Directorate of Coordination of Local Councils' Affairs (GDCLCA), PCs, and IDLG. Other development partners, including donors such as SIDA, and UN partners such as UNAMA, attended the meeting. Participants also included civil society and the media.



PC and Department of Women's Affairs Gender Mainstreaming Workshop, Northern Region, supported by UNDP's ASGP and GEP.

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

Eight PGOs and three DGOs have a separate toilet facility for female staff. The number has remained unchanged from quarter two, as PGOs have not supported implementation of this activity. However, some PGOs in the northern provinces, central, and central highlands have prioritised planning or construction for this separate facility for 2014, and allocated budget support. These PGOs include Balkh, Jawzjan, Samangan and Saripul, and Kapisa, Parwan, Bamyān and Daykundi.

ASGP identified a separate female toilet facility as an indicator that measures PGO or DGO's explicit commitment to ensuring gender-sensitive administration. A gender-sensitive work environment is key to the development of tashkeel capacity and organisational reform, because it supports personnel and the PGO/DGO to recognise the different affects that governance processes and competencies have on different genders, and supports the organisations and its personnel to be more inclusive and representative.

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

Progress here remains on-target, as an updated M&E system for provincial and district governance has been established for ASGP, and work is on-going with IDLG on their M&E system.

ASGP finalised an updated M&E system for provincial and district governance, in partnership with IDLG and following IDLG's call for greater emphasis on monitoring and evaluation (the call was issued during a IDLG-UNAMA SNG donor coordination forum). The database, used by LOA, UNDP/ASGP and IDLG personnel for the first time during the quarter, expanded beyond ASGP's initial indicators outlined in the project document, to reflect IDLG's priorities and developments in SNG, including the growing role of DGOs in governance, and a greater emphasis on gender.

ASGP hired a consultant that developed the ASGP M&E system and worked with IDLG's M&E Directorate to support the development of a broader M&E system for IDLG, which includes, for example, progress in implementation of the NPPLG, and other IDLG programmes.

In addition, UNDP/ASGP regional teams, and especially ASGP-supported M&E specialists and other relevant personnel (such as Infrastructure specialists) embedded in the PGO, support M&E activities across Afghanistan, including some of the more inaccessible and security-challenged provinces and districts in the South, such as Kandahar. The embedded technical specialists work with the PGO, and also play a pivotal role in the PGO-led M&E committee, which includes line department representatives and civil society, and has a wide mandate to review projects implemented by line departments, donors, and other international actors (eg PRTs). As a result of the ASGP technical M&E support to PGOs and the PGO-led M&E committee, PGOs and DGOs can more effectively 'monitor the activities of provincial line departments' and other actors, evaluate progress, and more effectively lead and coordinate governance and development in the province and district.

Indicator 2.6 No. of Citizen Service Centres established and operational

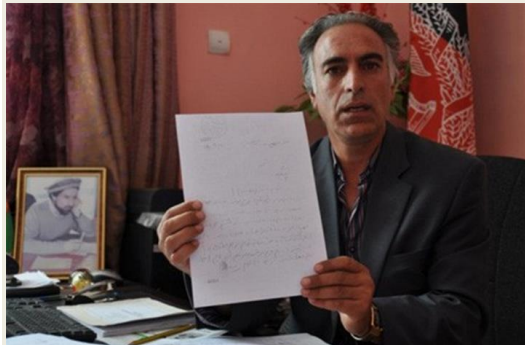
Four PGOs have Citizen Service Centres established and are operational which remains consistent with quarter 2. However, two new Citizen Service Centres have also been built and equipped in Samangan and Saripul, and are due to be inaugurated and operationalized in Q4, suggesting that progress against this indicator remains on-target. ASGP is also working with PGO personnel, line departments, and IDLG, to develop best practices and guidelines for Citizen Service Centres across Afghanistan.

Citizens Service Centres are significant because they support PGOs and DGOs to engage with the public and civil society, and with IDLG and other Ministries and line departments, to promote effective and accountable governance that is responsive to citizen needs and priorities and supports service delivery. The Citizen Service Centres of Balkh and Jawzjan PGO are examples of 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 policy inputs.

**Success Story:
The Balkh Citizens Service Centre- Supporting Responsive Governance and Service Delivery**

Amrullah, 50, ran a small grocery store in Mazar, selling fruit and vegetables to the community and supporting his family of five children. But when a heater short-circuited and caused an electrical fault, Amrullah's grocery store was engulfed in flames - and his household's sole source of income went up in smoke.

Amrullah, disabled after a land mine explosion during the civil war, could not find work, and soon exhausted his savings. He needed to support his family, so he turned to the Citizen Service Centre (CSC) located in the Provincial Governor's Office, and presented a petition outlining his family's immediate needs.



The CSC Director Mr. Rahmatullah Zahid with one of the citizen petitions the centre receives each week.

CSC staff and Balkh's Provincial Governor reviewed the case, and tasked the Afghanistan National Disaster Management Agency to support the family. He received 120 kilograms of coal, four warm blankets, and 50 kilograms of rice and other food for his family and children, free of cost.

The timeframe from Amrullah's initial request to delivery of the much-needed relief items? Just four working days.

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.

Ahead of the establishment of the CSC, Balkh lacked this process, which created a gap in service delivery and public accountability.

Now, citizens file an average of 20 petitions at the CSC each week. And the Governor, PGO and line department officials meet citizens every day to address the challenges they present, and contribute to more responsive governance and improved service delivery.

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

Two PDPs and three new PSPs were completed during quarter three. PSP progress and ASGP and IDLG support to the PSP suggests that progress remains on-target for this aspect of the indicator, however progress toward the PDP indicator is uneven and delayed. (During Q3, PDPs for Nangarhar and Khost, and PSPs for Logar, Ghor and Parwan)

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 Q3 of 2013. 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. The process supports efficient, coordinated and transparent governance and service delivery, and establishes clear lines of accountability and results.

The lack of deconcentrated budgetary authority can undermine the provincial priorities presented in the PDPs, so ASGP, in support of IDLG, assists PGOs' efforts to encourage central government to take greater account of provincial priorities, by organizing development conferences to present the PDP to government and donor representatives, and by supporting the engagement of central government and line departments in the development of the PDP (and PSP).



Members of the ASGP governance team, and Olivier Crone, a French Embassy Governance Advisor, meet with the Mayor of Mahmud-e-Raqi municipality of Kapisa, to identify municipal and provincial development needs.

ASGP continually supports IDLG and PGOs to develop provincial plans and profiles and capacity assessments that identify capacity needs and challenges, and collectively address these challenges and achieve shared development results. In Kapisa, for example, ASGP personnel, PGO-embedded technical specialists, and the Capacity Development Unit of IDLG, are developing the capacity development plan for the six central region provinces, in collaboration with donors and the IARCSC. This assessment will also

inform the PDP and PSP, so that the policies give greater weight to capacity development, instead of infrastructure construction.

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

The LOA is a deconcentrated fund, established by UNDP/ASGP and IDLG and the PGO, to support capacity development personnel and activities 'essential for governance'. (The LOA is governed by UNDP-IDLG Standard Operating Procedures, available from ASGP and IDLG)

During Q3, none of the provinces were able to liquidate 80% or more of LOA advances for that quarter, due to delays in finalizing the Annual Work Plan of the project component, finalizing the LOA ceilings for 2013, adjusting LOA personnel posts needed for each province and amending the LOAs. Similar challenges persisted during the first half of the year.

The PGOs' capacity to plan, spend and liquidate the LOA advance properly and within the specified time frame is a proxy measurement of financial management and procurement capacity. However, persistent challenges in LOA fund management undermine the value of this indicator as a proxy for competency in public financial management.

Continuous training of PGO and LOA staff, as well as streamlining of UNDP and GoA workflow, is crucial to progress in this area. Currently, ASGP is also working with the Ministry of Finance, and the UNDP's Making Budget and Aid Work project (MBAW), to improve provincial procurement and public financial management (PFM). ASGP personnel and the MoF train provincial and municipal finance

and procurement tashkeel at the PGO, PC, municipality and line departments on the latest MoF finance and procurement systems and regulations. UNDP/ASGP training and governance personnel and embedded provincial specialists supported the MoF and helped conduct the training in Kapisa, Jalalabad, Herat, and Balkh. In Kapisa, for example, the participants reported that the five day training session resulted in an improved understanding of financial clearances and procurement, and increased efficiency at the PGO, PC, municipality and line departments

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

Success Story: In Uruzgan, Communication Brings Local Government Closer to the People

In Uruzgan, officials from the Provincial and District Governors' Offices often shied away from local media. Officials felt that negative news of insecurity and unemployment dominated journalists' interests, and officials were uncomfortable with wide-ranging interviews. So officials often avoided engaging with the media- even though it is vital for public outreach and civil society, and would extend Offices' reach to remote communities and districts, making governance more inclusive and representative.

ASGP conducted a Communications and Training capacity needs assessment for the province, identifying and addressing communication challenges among the PGO/DGO, media and civil society (including shuras and women's groups), and line departments. The subsequent training and communication strategy, implemented over two months from July, supported more effective communication among PGO and DGO, the Provincial Council, line departments, and civil society.

ASGP communications and training personnel and IDLG specialists supported individual and organizational capacity development activities, including strategic communication, how to communicate on radio and TV, the use of the media and public forums to foster accountable and inclusive governance, and an overview of media and communications law and policies, including right to information.

Abdul Latif, an independent radio and TV journalist in the province, says that the ASGP-supported workshops made local governance more responsive and accountable. The PGO recently held a peace and reconciliation conference in Uruzgan's capital, and Latif was able to report on the process, and communicate the report to all districts affected by the outcome. 'Now, because of ASGP support, local government attitudes have changed, officials are now willing to talk to the media, picking up their phones. There is a greater public awareness about the government, and people are more educated about the responsibilities and services they should provide. If this continues, the people will know more and be more informed about government.'



Uruzgan local government officials and members of civil society at the

Indicator 2.9 The GDCLCA’s page on the IDLG website with relevant information on all the PCs operational

The webpage of the General Directorate of Coordination for Local Councils Affairs (GDCLCA) is functional in Dari, Pashto and English, and progress against the indicator is on-target. All Provincial Councils with functional internet connectivity are now able to use GDCLCA’s website to organize capacity development and public reporting and accountability forums, report on provincial and district monitoring visits, and upload work plans, utilizing GDCLCA resources and strategic policies and documents, such as the NPPLG and capacity development policies, that are also on the website. The page ensures that GDCLCA’s and PCs’ capacity development, reporting, and accountability functions are more efficient, transparent, and accessible, by reducing transaction costs, paperwork, and duplication.

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

A total of 31 PCs held at least 186 internal meetings following the PC rules and procedure, and progress against the indicator is on-target. The PCs, in most cases, hold periodic meetings with an agenda and observe the IDLG and GDCLCA endorsed PC rules and procedures. Minutes are prepared, filed and used for reporting to line departments and provincial and district governors, as well as to Ministries in Kabul.

ASGP support to PCs include an embeded Provincial Council Technical and Capacity Development Specialist for each of 31 of the 34 PCs across Afghanistan, in addition to supporting the meetings, public forums, provincial monitoring and other essential governance activities that comprise the mandate of all of these democratically-elected entities. The PC specialist develops the capacity of PC members to fully comply with the rules of procedure, fulfill their monitoring and oversight roles and resolve disputes, support financial management and work plan preparation, and effectively communicate and conduct public outreach. These monthly meetings, held in compliance with PC law, and supported by ASGP, ensure that PCs are more effective in fulfilling their mandate as democratically elected bodies able to hold government to account.

During Q3, ASGP and GDCLCA supported capacity development training for PC members and their technical and taskeel colleagues throughout Afghanistan’s north, west, and north east regions. Participants in the joint ASGP-GDCLCA workshops included each province’s PC chair and secretary, taskeel admin and finance officer, and PC specialist, and focused on improving planning, monitoring and reporting, and administrative skills, in line with the PC objectives under the NPPLG, to strengthen the PC’s monitoring and oversight functions under the policy and the SNG. The training also covered the UNDP/ASGP-IDLG Letter of Agreement fund, a decentralized fund for technical and capacity development activities essential for governance, to improve understanding of liquidation and financial processes, and support financial and political deconcentration.



Capacity development training on PC Internal Management and Rules of Procedure, Eastern Region

ASGP and GDCLCA, in cooperation with the line department of the Ministry of Women Affairs, also supported a gender workshop in the Northern region, to improve PC’s gender-sensitive work in their

internal and external meetings. The workshop involved local PC, government, and DOWA personnel, civil society, and donors such as SIDA and UNAMA and UNDP personnel from ASGP and the UNDP's Gender Equality Project. The workshop addressed the gender aspects of the PC's mandate, and the National Action Plan for Women's Affairs, the key GoA policy on women's empowerment and capacity development, The workshop foregrounded women's role in development, identified key issues facing women in the north, and developed a joint action plan among the PCs , DOWA, and other participants to strengthen the capacity of provincial, district, and community councils (DDAs/CDCs) to address gender issues, and enhance the capacity of PC members to oversee the implementation of NAPWA at subnational level.

ASGP also supported a GDCLCA PC Western regional forum in Herat, involving PCs from that province, and from Farah, Badghis, and Ghor, to identify and address challenges to regional development and to their monitoring and oversight role. The forum concluded with recommendations to improve PC's communication and coordination with line departments, PGOs/DGOs and district entities, and civil society, which GDCLCA resolved to promote with GoA in Kabul, and incorporate into SNG policy. For more detail on ASGP-supported PC activities across this and other indicators, please contact UNDP/ASGP or GDCLCA.



The PC Forum, Western Region, addressed regional development needs and priorities.

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

25 PCs conducted 150 oversight meetings across Afghanistan during the third quarter of 2013, and progress against the indicator is on-target.

PC oversight activities are key to their provincial and district monitoring and assessment of government and donor-funded projects and public services, in areas such as health, education, infrastructure and agriculture. The meetings usually involve dozens to hundreds of participants, including civil society, government stakeholders such as line departments and provincial and district officials, and donor representatives (where relevant). The PC also resolves community and civil disputes, including issues of gender and sharia law, in the context of marriage, or property disputes. PCs oversight meetings are part of the PC's monitoring and oversight role, and ensure that PCs are more effective in fulfilling their mandate as democratically elected bodies able to hold government to account.

EXPENSES FOR THE QUARTER

During Q3, a total of USD 4, 328, 738 was spent for this output. For more details, please see Annex 2.

Indicators	2013 Baselines	2013 Annual Targets	Q1 Actual	Q2 Actual	Q3 Planned	Q3 Actual	Comments
2.1 % of <i>Tashkeel</i> staff positions filled in the PGOs & DGOs	PGOs: 81% DGOs: 72%	PGOs: 90% DGOs: 80%	Data collection & updating in progress.	PGOs: 89% DGOs: 80 %	PGOs: 86% DGOs: 84%	PGOs: 86 % DGOs: 80%	On-target for PGOs, slightly delayed for DGOs.
2.2 % of female <i>Tashkeel</i> staff out of all currently employed <i>Tashkeel</i> staff in the PGOs & DGOs	PGOs: 3% DGOs: 0%	PGOs: 5% DGOs: 1%	Data collection & updating in progress.	2.7% 1.5%	3.5% 1.5%	3.45% 1.5%	On-target.
2.3 % of <i>Tashkeel</i> staff who have received training (any kind of structured training for any duration) on the Office Manual in the PGOs & DGOs	PGOs: 59% DGOs: 46%	PGOs: 100% DGOs: 70%	Data collection & updating in progress.	PGOs: 46 % DGOs: 40 %	PGOs: 50% DGOs: 40%	PGOs: 58% DGOs: 40%	On-target (in terms of cumulative progress). The quarterly indicator refers to training for that sample over that period.
2.4 No. of PGOs and DGOs with a separate toilet facility for female staff	PGOs: 8 DGOs: 3	PGOs: 15 DGOs: 5	PGOs: 8 DGOs: 3	PGOs: 8 DGOs: 3	PGOs: 10 DGOs: 4	PGOs: 8 DGOs: 3	Delayed, as PGOs and DGOs do not identify this as a priority area.
2.5 M&E system for provincial & district	GOFORGO LD system developed but not	The M&E system establis	M&E system for provincial & district	National M&E/MIS Consultant has	M&E system for provincial and district	M&E system for provincial and district	On-target.

Indicators	2013 Baselines	2013 Annual Targets	Q1 Actual	Q2 Actual	Q3 Planned	Q3 Actual	Comments
governance established	utilized at all	hed and shared with IDLG	governance almost complete. Initial discussions with IDLG in progress.	been identified and will construct an M&E system for provincial & district governance during Q3.	governance established for ASGP; work on-going with IDLG on their M&E system for provincial and district governance	governance established for ASGP; work on-going with IDLG on their M&E system for provincial and district governance	
2.6 No. of citizen service centres established and operational	4 PGOs	6 PGOs	4 PGOs	4 PGOs	4 PGOs	4 PGOs	On-target. 3 more PGOs are preparing the citizen service centres
2.7 No. of provinces with PSP and PDP completed	PSPs: 7 PDPs: 33	PSPs: 17 PDPs: 34	PSPs: 7 PDPs: 0	PSPs: 7 PDPs: 0	PSPs: 3 PDPs: 3	PSPs: 3 PDPs: 2	On-target for PSPs; delayed for PDPs, although preparations for 2014 PDPs are in progress.
2.8 No. of PGOs with 80% or more of LOA advances liquidated on time in each quarter	0	34	0	0	1	0	Delayed, due to challenges in LOA fund management, as detailed in the section.
2.9 GDCLCA's page in the IDLG website with relevant	GDCLCA does not have a webpage	GDCLCA's webpage is operational with	The TOR for a technical specialist finalized and the	The webpage is functional and PCs have	The webpage is functional in Dari, Pashto and English.	The webpage is functional in Dari,	On-target.

Indicators	2013 Baselines	2013 Annual Targets	Q1 Actual	Q2 Actual	Q3 Planned	Q3 Actual	Comments
information on all the PCs operational		updates on all the PCs	recruitment has initiated.	access to visit. GDCLCA has put various events publication on the web page		Pashto and English.	
2.10 No. of PCs holding monthly internal meetings following the rules & procedures	27 PCs	34 PCs	Data collection & updating in progress	29 PCs held 153 meetings	31 PCs held 160 meetings	31 PCs held 186 meetings	On-target.
2.11 No. of PCs conducting oversight meetings completed with minutes/reports at least every quarter	24 PCs	34 PCs	Data collection & updating in progress	34 PCs conducted 162 oversight meetings	34 PCs conducted 162 oversight meetings	25 PCs conducted 150 oversight meetings	Delayed. GDCLCA say that fewer PCs were able to hold oversight meetings (with minutes/reports) due to security challenges in certain provinces.

C. OUTPUT 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenue and deliver better 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 capacity development and governance, across institutional (GDMA),

organisational (municipal) and individual (human resource) aspects of municipalities, resulted in more effective, accountable, and service oriented municipalities, and promoted financial and municipal deconcentration in accordance with the NPPLG. ASGP interventions and progress against each indicator within this municipal output are identified below.

Indicator 3.1- Municipalities with Capacity Development Plans implemented

The capacity development plan for Qala-e-naw was drafted during Q3, bringing municipalities with CDPs to 19 out of the 25 targeted, and ensuring that progress against the indicator is largely on-target. ASGP supported the development and implementation of Capacity Development Plans for municipalities at all levels. ASGP assisted the General Directorate of Municipal Affairs with institutional and national capacity development policies across Afghanistan, provided direct technical and capacity development assistance to 19 municipalities, and trained and mentored contract and tashkeel (civil service) personnel.

ASGP also supports specific municipal capacity development in areas such as Communication and Public Participation (CPP) and Infrastructure Development (ID) strategies. In Q3, for example, GDMA endorsed ASGP-supported CPP strategies for Taloqan and Faizabad municipalities, which identified communication and public participation gaps among municipalities and the public, and proposed measures that would improve both communication and service delivery.



The Mayor of Charikar at the launch of the Capacity Development Plan

An ASGP-supported municipal training centre in Jalalabad was inaugurated by GDMA's General Director Abdul Baqi Popal, to serve as a capacity development hub for eastern municipalities, and provide a forum for CD training of individuals and municipal organisations. ASGP personnel and ASGP-supported technical and capacity development specialists train tashkeel staff at the centre, in line with the needs and priorities identified in the CDPs.

ASGP also supported capacity development of contract and tashkeel personnel in Taloqan, Mehtarlam, Bamyan, Sheberghan, Nili, Batikowt, Charikar, Bazarak, Mazar, Herat, Cheghcheran, Qala-e-naw and Saripul. The capacity development at this HR/ individual level focused on improving the abilities of ASGP-supported contract personnel and tashkeel colleagues to perform core functions and competencies in the TOR, which are generally focused on revenue enhancement, financial management, and infrastructure and service delivery. The capacity development has resulted in improvements in personnel and tashkeel competencies, which are reflected in the monthly and quarterly performance reviews conducted by municipal offices and GDMA.



Views of Jalalabad Training Centre Inauguration and Coordination Meeting

ASGP also supported capacity development of contract and tashkeel personnel in Taloqan, Mehtarlam, Bamyan, Sheberghan, Nili, Batikowt, Charikar, Bazarak, Mazar, Herat, Cheghcheran, Qala-e-naw and Saripul. The capacity development at this HR/ individual level focused on improving the abilities of ASGP-supported contract personnel and tashkeel colleagues to perform core functions and competencies in the TOR, which are generally focused on revenue enhancement, financial management, and infrastructure and service delivery. The capacity development has resulted in improvements in personnel and tashkeel competencies, which are reflected in the monthly and quarterly performance reviews conducted by municipal offices and GDMA.

Indicator 3.2 - Restructuring initiated in # of municipalities

ASGP supported restructuring in 11 municipalities during Q3, and supported GDMA to develop municipal organizational models which identify appropriate organizational management and reform against criteria such as population, development needs, and revenue. ASGP's technical and capacity development specialists, supported by the Letter of Agreement fund and embedded with GDMA,

worked with ASGP personnel, and the IARCSC, to develop the policy. The policy is currently with the Office of Administrative Affairs for approval and nationwide rollout, and its pending approval here is a factor in the delay in progress against this indicator.

Indicator 3.3 - # of e-governance applications set up

During Q3 ASGP supported GDMA to develop a concept paper on municipal e-governance, which GDMA will use to utilize GoA, donor and international community support for national implementation of municipal e-governance. While ASGP support has not yet resulted in additional e-governance applications, ASGP continues to support broader municipal e-governance initiatives, through support to ICT infrastructure and municipal websites, and the municipal component identifies the progress against the indicator as on-target. ASGP support to municipal e-governance focused on Kandahar, Mazar, Herat, Kunduz, and Jalalabad, Nili, and Mehtarlam.

Effective municipal e-governance can improve public outreach and communication, and ensure citizens are more informed and engaged about their municipality's plans, policies and regulations. E-governance can also improve service delivery, by making services such as business licenses, and Safayi tax (cleaning or property tax) more readily available and efficient, and by reducing transaction costs. Municipalities are uniquely positioned to utilize e-governance for service delivery, as they are the only entity able to deliver services and raise revenue independent of the central government.

ASGP complemented its focus on e-governance and citizen engagement, by supporting educational multimedia programmes and magazines, as well as support to school and university-level municipal committees (SMC- see pictures below). These committees model Afghan municipalities, and educate Afghans, particularly women and youth, about the roles and responsibilities of municipalities to their citizens. This public outreach occurred in Jalalabad, Kunduz, Faizabad, Bamyān, Chariker, Mazar-e-Sharif, Sheberghan, Saripul, Bazarak, Nili, Aybak, Herat and Torkham.



Kunduz Mayor opening ballot box in School Municipal

SMC tools being provided to Taloqan

View of SMC training in Faizabad

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

During quarter three, ASGP updated and reviewed three revenue enhancement actions plans (REAPs) among the 19 municipalities in which the programme is active, contributing to an increase in independent municipal revenue, identified by GDMA. Progress against the indicator is slower than expected, however, due to a lack of dedicated personnel.

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.

ASGP supports municipal revenue enhancement plans, endorsed by GDMA and the municipality, to help local partners effectively raise revenue from its own sources. REAPs in Charikar and Mehtarlam were updated, and Cheghcheran's REAP reviewed, while for Bazarak, a revenue profile and quarterly report and M&E revenue framework was prepared. In Kunduz and Taloqan, ASGP supported the identification of municipal and government properties for revenue collection, and introduced a business registration database to the revenue department of Bamyan municipality.

ASGP also expanded support to municipal employment initiatives for women, as an embroidery and tailoring project trialed in Bamyan was initiated in Herat. ASGP now provides seed funding to municipalities to purchase materials for embroidery and tailoring for 140 women, who make crafts that are then resold by the municipality. In addition, ASGP supported a literacy course for 20 of the women in Herat, to improve their prospects of finding more sustainable employment.

Indicator 3.5- # of municipalities with minimum service standards and # of GOs and MABs established.

ASGP supported the establishment of minimum service standards in three out of the ten targeted municipalities, and also supported Municipal Advisory Boards (MAB) in Jalalabad and Herat. Minimum service standards outline the standards of service the citizens can expect from their municipality, and identify the responsibility that the municipality has in relation to its constituents. ASGP also supports MABs, which are drawn from civil society, Nahia and Gozar organisations, Maliks, and women's and youth groups. The MAB advises municipal bodies on community development needs and priorities, and solicits public feedback, with the aim of making municipalities more representative and accountable.

ASGP supports implementation of minimum service standards through technical and capacity development specialists that support engineering and infrastructure development in Charikar, Kandahar, Faizabad, Nili, Bamyan, Bazarak, Kunduz, Taloqan, Saripul, Mazar, Jalalabad and Mehtarlam. The specialists drafted engineering and infrastructure plans for municipal buildings and commercial markets, conducted public consultation, and costed, implemented and monitored projects such as water wells, small bridges, concerting public toilets, and road gravelling. In Nili, ASGP-supported personnel supported the new master plan for the city, which drew heavily on their engineering expertise. Other personnel supported municipal services such as business and property registration, Safiya tax, and environment and waste management, including cleaning and greening and door to door waste collection.

Broader municipal governance and accountability initiatives included a public forum in Bamyan, and the establishment of youth and female school municipal committees in 16 girls' schools across Afghanistan. These committees model Afghan municipalities, and educate Afghans, particularly women and youth, about the roles and responsibilities of municipalities to their citizens. During Q3, ASGP supported the establishment of SMCs in Charikar, Kunduz, Nili, Bamyan, Cheghcheran and Herat, and conducted public outreach for 20 SMCs (9 girls' schools) in Faizabad, Cheghcheran and Herat. ASGP also supported public outreach and communication through broadcast and print in Jalalabad, Kunduz, Mehtarlam, Herat, Faizabad, Nili, and Bamyan.

EXPENSES FOR THE QUARTER

During Q3, a total of USD 1,066,372 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where ASGP's Municipal Component is in relation to its annual targets after Q3, 2013

Indicators	2013 Baseline	2013 Annual Targets	Q1 Actual	Q2 Actual	Q3 Planned	Q3 Actual	Comments
3.1 - 25 municipalities with CDPs implemented	17 of targeted municipalities have CDP	25 of municipalities (19 provincial and 6 districts) have CDPs published and implementation ongoing in 50% of them	20%	40%	75%	70%	Largely on target. Drafts prepared while implementation is slower than anticipated due to delays in the LoA fund.
3.2 - Restructuring initiated in # of municipalities with female employees	None of the municipalities are restructured; only restructuring plan approved:	Restructuring initiated in 10 of 19 targeted municipalities with 10% female workforce.	PAR implementation started in 8 municipalities	0	8	0	ASGP supported revision of the models, which are now with OAA approval.
3.3 - # of e-governance applications set up.	Four municipalities have functional website and 20 public awareness campaigns organized:	Five municipalities have functional website with certain e-governance applications set up.	Four campaigns, and 5 websites	5 websites, 2 campaigns	5, 2 campaigns	5 websites	Somehow on target
3.4 - % of municipalities with revenue enhancement plan and % of increase in municipal revenue from its own sources.	85% of targeted municipalities have revenue enhancement action plan and 50% reflected increase in revenue:	100% of targeted municipalities have revenue enhancement action plan and 20% increase in revenue from sustainable sources. (the baseline for 20% increase would be the previous year's revenue of municipality)	20%	35%	60%	45%	Limited number of staff; delay in approval of ASGP plan and budget.
3.5 - # of municipalities with minimum service	No minimum service standards formulated	Minimum service standards formulated and	No minimum service standard	No minimum service standard	Establishing 3 MAB	1 MAB	Delays in recruitment of a technical position in

standards and # of GOs and MABs established	for service delivery, neither any MAB established. 800 established GOs.	introduced for 10 targeted municipalities and MABs established in 10 of targeted municipalities.	s but 1 MAB (Municipal Advisory Board)	s but 4 MAB			service delivery have hampered progress toward this indicator.
---	---	--	--	-------------	--	--	--

II. GENDER SPECIFIC RESULTS

In Q3, ASGP and IDLG continued to support orientation and training sessions on IDLG’s anti-harassment policy, gender sensitive governance, and gender mainstreaming, focused on contract and tashkeel personnel at IDLG central and provincial partners (Provincial and District Governors Offices, Provincial Councils, and municipalities). The IDLG anti-harassment guideline, developed and launched in Q1 with ASGP technical and financial support, identifies various forms of harassment and outlines investigative and disciplinary procedures. UNDP/ASGP personnel, ASGP-supported embedded technical and capacity development specialists, and IDLG, promote the anti-harassment guideline through dedicated workshops and training, and as part of their gender and general orientation workshops to contract and tashkeel personnel.

In addition to the institutional reform promoted through policies such as the anti-harassment policy, ASGP focused on organisational and individual capacity development, through support to gender workshops and gender mainstreaming. ASGP partnered with IDLG and PGOs, DGOs, PC and municipalities, and also with the UNDP’s Gender Equality Project (GEP) and UNAMA, to conduct workshops, training and conferences that support gender-sensitive governance, in alignment with provincial and national priorities (such as the NPPLG and the National Action Plan for Women’s Affairs). By the end of Q3, female tashkeel staff constituted 3.45% of total PGO tashkeel, and 1.5% of DGO tashkeel.

ASGP also supports governance initiatives that directly and positively impact women’s economic livelihoods. During Q3, ASGP expanded its female internship scheme in the Central Highlands and Herat PGOs, supporting women to gain practical experiences at different PGO departments, increasing their inclusion in governance, and paving the way for an increased intake of female civil servants in public administration. To augment this initiative, ASGP has also been working with the Ministry of Education to identify female high school and university graduates to participate in female-focused recruitment drives for PGO/DGO personnel, which ASGP and the Ministry of Education intend to support this year across all provinces. In addition, ASGP and the UNDP project the National Institution Building Project are jointly proposing support to a training programme led by the Civil Service Commission, to support female candidates participating in the tashkeel recruitment exams for the PGO and DGO.

ASGP also directly supports municipal women’s employment in Bamyan and Herat in other ways, for example by providing seed funding and technical support to municipalities to purchase materials for embroidery and tailoring for 140 women, who make crafts that are then resold by the municipality. In addition, ASGP supported a literacy course for 20 of the women in Herat, to improve their prospects of finding more sustainable employment. These activities support women’s economic livelihoods, introduce a new municipal revenue stream, and help ensure that municipalities are more responsive to gendered challenges and priorities.

ASGP also supports women civil society and subnational governance initiatives across Afghanistan's PGOs and DGOs, PCs and municipalities. ASGP supports female school and university-level municipal committees, which model Afghan municipalities and educate Afghans about the roles and responsibilities of municipalities to women and to their citizens.

ASGP supports public accountability and reporting forums and regional female Provincial Council networks across Afghanistan, that foreground gender needs and priorities. In addition to supporting female Provincial Councils to exercise their governance mandate, ASGP supported the establishment and implementation of Municipal Advisory Boards, drawn from civil society, including women's and youth groups, which foreground gender issues in their advice to municipal bodies on community development needs and priorities. The gendered result of these Municipal Advisory Boards mirrors the impact of the female PCs: greater gender sensitive subnational governance, and democratic governance that is more representative, accountable, responsive and diverse.

IV. PARTNERSHIPS

ASGP's expanding partnerships with the GoA, civil society, and donors and project implementers, continued to improve ASGP programme results during Q3.

ASGP and IDLG engaged with other GoA Ministries, including the Ministry of Finance (MoF), the Department of Women's Affairs (DOWA), and the Independent Administrative Reform and Afghanistan Civil Service Commission (IARCSC), to develop and strengthen the ASGP-IDLG subnational governance work stream, and draw on other GoA Ministries' comparative advantages.

ASGP and IDLG worked with the MoF to improve provincial procurement and public financial management (PFM), and train provincial and municipal finance and procurement tashkeel at the PGO, PC, municipality and line departments on the latest MoF finance and procurement systems and regulations. ASGP supported IDLG and other provincial partners, including the PGO, DGO, PC and municipalities, to engage with DOWA and highlight the integral role of the National Action Plan for Women, and issues of gender mainstreaming, in subnational governance. And ASGP, and IDLG, continued to work with IARCSC, to improve tashkeel capacity, and promote organisational and institutional reform. In addition, ASGP worked with the UNDP Programmes that support each of these GoA partners, including the Making Budgets and Aid Work (MBAW) project, the Gender Equality Programme (GEP), and the National Institution Building Project (NIBP). Examples of ASGP and IDLG work with other GoA partners can be found throughout this quarterly report. ASGP continues to work with civil society, including media, women's groups, shuras, and democratically elected entities, to make governance more inclusive, efficient and accountable. Examples include dedicated training and capacity development campaigns, as in Uruzgan or Balkh, as well as general support to public forums such as public accountability and reporting forums, and to general media and public outreach personnel and activities, as indicated in the report.

During Q3, the UNDP Country Office, in partnership with DFID, Denmark and Estonia, and the Office of the Provincial Governor of Helmand, developed a UNDP Engagement Plan confirming support to development and governance activities in the province. Subnational governance is key to this initiative, and ASGP worked with donors and the PGO to develop a subnational governance work plan for Helmand. In Q3, ASGP and IDLG finalised a provincial partnership with the DFID-supported Adam Smith International technical assistance team, in which ASGP personnel and ASGP-supported embedded provincial personnel ('LOA personnel') would support the roll out of technical reforms developed among IDLG, ASI, and ASGP, in line with the NPPLG.

ASGP and UNDP are also engaging with donors and programme implementers on issues of project design and best practice. ASGP and ASGP-supported personnel continued to provide inputs into USAid provincial and municipal programming, and into IDLG and DFID reviews of the Strengthening Provincial Administration and Delivery project (SPAD). And UNDP continues to engage with other donors and stakeholders on development of the SNG strategy and programme design. ASGP has provided inputs into the development of the UNDP subnational governance strategy, and welcomes its evolution and adoption by the GoA and donors. ASGP has contracted parties to assess the capacity of its government partner IDLG to play a larger role in programme implementation, and has drafted the TOR for an external review that will identify best practices and lessons learned from ASGP.

V. ISSUES

- **Donor earmarking**

During Q3, several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.

The mitigation strategy includes joint UNDP/ASGP and IDLG advocacy toward donors and stakeholders about the value of support that is not earmarked, and is aligned with GoA and development goals. During Q3, some donors indicated that they would reduce their earmarking and increase their support to subnational governance across Afghanistan during 2014, which would ameliorate the risk if those partners did deliver on this indication. At the same time, ASGP's Annual Work Plan attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver development and governance results across all provinces.

- **Resource mobilization for IDLG**

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

The mitigation strategy includes an ASGP resource mobilisation strategy, and joint ASGP-IDLG resource mobilisation initiatives, such as appeals to SNG donor forums and board meetings, as well as measures to diversify sources of salary and resource support to IDLG, including the in principle approval of Ministry of Finance for the Multi Donor Special Account for IDLG. ASGP has continued to brief donors and stakeholders on the central role of IDLG in subnational governance.

- **The Letter of Agreement modality**

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

The mitigation strategy includes ASGP-led education to all partners about the Standard Operating Procedures (SOP) for the LOA, and an emphasis on the need for adherence to the SOP. ASGP personnel in Kabul and the provinces worked with IDLG and the MoF during Q3 to improve financial

management and procurement competencies among all partners, particularly provincial GoA focal points who work on the LOA, as well as LOA-specific training, 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, exacerbated by the reduction of UNAMA and UNHAS flights and the closure of some UNAMA facilities.

The mitigation strategy involves greater use of 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 unachievable. The Southeast region, some provinces in the West and South and Nooristan as well as many of the districts fall under the category.

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

VI. RISKS

Risks are a possibility that an event will occur and achieve affect the achievement of the project results. This section should highlight only the risks that have either been identified in this quarter, or if any substantial change in the status of already identified risks has occurred. As events during Q3 do not meet this criteria, the narrative part of this section is minimal. Please refer to the full risk log in the annex for a comprehensive account of risks that could affect the achievement of project results.

VII. LESSONS LEARNED

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

UNDP/ASGP and IDLG have improved the efficiency and effectiveness of the LOA management compared to Q1 and Q2, attributable to ASGP and IDLG's increased emphasis on training provincial partners on general financial management and procurement, and in specific training on the SOP of the LOA.

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

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

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

The lessons learned that will be incorporated into the future of the project include: monthly and consistent meetings at the management, technical and field level between key donors and stakeholders in subnational governance, including the EU, DFID (including their technical assistance team Adam Smith International), and USAID, and between subnational governance partners, including the Asia Foundation and the National Democratic Institute, as well as with IDLG and ASGP partners at the subnational level. Engagement with the Asia Foundation, which had operated the Performance Based Governance Fund, and with the National Democratic Institute, which had supported Provincial Councils, is still important, to ensure ASGP and IDLG appropriately identify and address the governance gaps caused by the programmes closure, and absorb the lessons learned. During Q3, with the closure of PBGF, ASGP became the only programme to support PGOs throughout Afghanistan, and from September, with the suspension of NDI, ASGP became the only programme to support Provincial Councils throughout Afghanistan.

VIII. FUTURE PLAN

Taking into account results and outcomes, and the issues, risks, and lessons learned, ASGP has the following future plans across its programme strategy, in addition to development of the activities and outputs illustrated throughout the quarterly report:

ASGP engagement with IDLG in the fourth quarter will include development of the 2014 workplan, and will involve ASGP coordination with other implementing partners, particularly USAid and DFID (including Adam Smith International), to avoid duplication and help ensure the optimal level of support at the central and provincial levels.

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

ASGP will continue to provide input into the UNDP's SNG strategy and future programme design, including the identification of lessons learned. ASGO 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.

ANNEXES – ANNEX 1: FINANCIAL TABLE

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

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2013					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2012 (b)	Expenses 31/12/2012 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses(h)	Closing Balance I=(e+f+g-h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i-j-k-m)
AusAid	1,000,000	1,000,000	708,771	1,926	293,155	-	-	289,701	3,455	-	-	-	-	3,455
European Union	16,019,908	15,810,203	10,878,009	10,736	4,942,930	-	-	3,429,823	1,513,107	-	47,801	209,705	-	1,465,306
Finland	261,780	-	-	-	-	261,780	-	-	261,780	-	-	(0)	-	261,780
France	388,297	-	-	-	-	198,939	-	-	198,939	-	-	189,358	-	198,939
Italy	2,565,924	2,565,924	2,173,338	(11,100)	381,485	-	-	381,485	0	-	-	-	-	0
Japan	6,989,196	4,989,196	1,433,068	-	3,556,128	2,000,000	-	2,958,425	2,597,703	-	1,746	-	-	2,595,957
SDC (Switzerland)	3,835,636	3,835,636	3,798,831	18,530	55,335	-	-	-	55,335	-	-	-	-	55,335
Sweden (SIDA)	17,277,644	3,756,010	-	-	3,756,010	6,887,052	-	5,242,819	5,400,243	-	(2,175)	6,634,582	-	5,402,418
UNDP (CCF)	4,558,025	4,180,609	4,180,609	-	-	377,416	-	87,503	289,914	-	10,408	0	-	279,506
UNDP (Core Fund)	2,423,181	933,311	933,311	-	(16)	1,489,870	-	1,223,224	266,630	-	-	-	-	266,630
Grand Total	55,319,591	37,070,889	24,105,937	20,092	12,985,027	11,215,058	-	13,612,979	10,587,105	-	57,780	7,033,645	-	10,529,325

Note:

- i) The Opening balance for 2013 accounting period is not available due to the UNDP Certified Financial Statements for the 2012 are under the review, and verification of UN board of auditors. Therefore, all figures in the above statement are provisional.
- ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.
- iii) The remaining balance of US\$ 509,175 of Japan out of US\$ 4,989,916 pertain to LoA Advances and will be liquidated by end of the month.

ANNEX 2: EXPENSES BY OUTPUT

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

Annex 2. Expenses by Output

Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-June 2013)	Expenses (July-Sep 2013)	Commulative Expenses (Jan-Sep 2013)	Delivery Rate	Remarks
Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	3,753,157	1,443,482	683,415	2,126,897	57%	
Sub-total Output 1	3,753,157	1,443,482	683,415	2,126,897	57%	
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	14,805,151	4,441,042	4,325,712	8,766,753	59%	
Sub-total Output 2	14,805,151	4,441,042	4,325,712	8,766,753	59%	
Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	3,317,835	903,304	1,066,372	1,969,675	59%	
Sub-total Output 3	3,317,835	903,304	1,066,372	1,969,675	59%	
Output 4: (Atlas ID 78993): ASGP management and technical support cost	1,395,257	275,886	473,768	749,654	54%	
Sub-total Output 4	1,395,257	275,886	473,768	749,654	54%	
Grand Total	23,271,400	7,063,713	6,549,266	13,612,979	58%	

ANNEX 3: EXPENSES BY DONOR

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

Annex 3. Expenses by Donor

Donor Name	Project Output ID and Description	2013 Budget (AWP)	Expenses (Jan-June 2013)	Expenses (July-Sep 2013)	Commulative Expenses (Jan-Sep 2013)	Delivery Rates
AusAid	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	293,155	169,511	120,190	289,701	99%
Sub-Total		293,155	169,511	120,190	289,701	99%
European Union	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	4,048,351	1,454,474	1,568,758	3,023,232	75%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	253,545	(21)	85,632	85,611	34%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	865,309	134,169	186,811	320,980	37%
Sub-Total		5,167,205	1,588,622	1,841,201	3,429,823	66%
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	100,000	121,173	129,582	250,755	251%
	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	-	17,611	113,120	130,731	#DIV/0!
Sub-Total		100,000	138,784	242,702	381,485	381%

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	4,255,702	1,005,013	564,821	1,569,834	37%
	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	2,125,744	830,765	545,930	1,376,695	65%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	41,083	9,836	2,061	11,897	29%
Sub-Total		6,422,528	1,845,614	1,112,811	2,958,425	46%
Sweden (SIDA)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,853,216	(3,875)	841,049	837,173	45%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	5,650,458	1,687,327	1,942,366	3,629,693	64%
	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	795,731	37,119	321,690	358,809	45%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	488,864	131,806	285,338	417,144	85%
Sub-Total		8,788,270	1,852,376	3,390,443	5,242,819	60%
Finland	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	32,654	-	-	-	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	162,000	-	-	-	0%
	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	50,000	-	-	-	0%
		244,654	-	-	-	0%

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	295,484	-	-	-	0%
	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	92,813	-	-	-	0%
		388,297	-	-	-	0%
UNDP (Core Fund)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,489,870	1,390,074	(166,484)	1,223,590	82%
	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	-	-	-	0%
	Output 4: (Atlas ID 78993): ASGP management and technical support cost	1	75	(441)	(366)	
Sub-Total		1,489,872	1,390,150	(166,926)	1,223,224	82%
UNDP (CCF)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	377,416	57,283	8,851	66,134	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	1	3,544	(5)	3,539	
	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	17,830	-	17,830	
Sub-Total		377,418	78,657	8,846	87,503	23%
Grand Total		23,271,400	7,063,713	6,549,266	13,612,979	58%

ANNEX 4: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
1	Women may be prevented from joining civil service due to lack of qualifications, local cultural traditions, harassment and inadequate accommodating working conditions.	March 2011	Societal/ Organizational	Impact=5 Probability=5	Support women and gender mainstreaming at IDLG and subnational entities and improve coordination with DOWA, and women's groups and CSO. Work with Female Provincial Councillors' Networks established in six regions and the female advisory groups at provincial, district and municipal level to improve work environment for female civil servants.	Regional Teams	Regional Teams	Q3 2013	Reducing
2	Regular unavailability of PC members for sessions, limiting the degree of representation and contributions to meetings, policy making, planning and oversight of development programmes.	15 Aug 2011	Organizational	Impact=3 Probability=4	Actively engage PC's in provincial strategic and development planning, provincial recruitment and M&E efforts. Develop and implement PC-specific indicators to systematically monitor their performance and publish the results to promote positive competition across the PCs.	Regional Teams/ASGP Kabul	Regional Teams	Q3 2013	Same.
3	De-concentration of financial and procurement responsibilities to provincial governors' offices may result in a higher incidence of financial mismanagement and corruption.	March 2011	Organizational/Planning	Impact=3 Probability=2	The Standard Operating Procedure has been rolled out.	Regional Teams/ASGP Kabul/IDLG	Regional Teams	Q3 2013	Slightly improving.
4	Attempts to strengthen the actual role and the mandated oversight powers of provincial councils, by strengthening their oversight function, may cause resistance among provincial Subnational governance entities.	Quarter 1, 2011	Political	Impact=2 Probability=4	Encourage Subnational government entities, especially PGOs, ministerial line departments, and DGOs, to collaborate with the PCs within the regulatory framework (eg PC Provincial Monitoring Teams' overseeing of the performance of SNG entities. Stress that oversight is not necessarily adversarial. Develop Capacity Development Plans for PC members including a well-defined introduction to the mandate of the PCs and the expectations for the assigned oversight roles within the framework of SNGP.	Regional Teams	Regional Teams	Q1 2013	Reducing
5	Political interference in LOA staff recruitment can adverse impact the quality and commitment of the recruited LOA staff.	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA staff should be closely monitored and strong oversight mechanism need to be put in place	RPM	North	Q3 2013	Reducing

ANNEX 5: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
1	Delay in salary payments to LOA personnel	Dec. 2011, 2012	LOA personnel in Kabul and provinces face delays due to operational and financial rules and processes specified between UNDP and IDLG. Impact = 5 Priority = 5	Greater education re. the SOP, and engagement between UNDP and IDLG management, technical, and field staff. Greater focus on capacity development of LOA personnel working in financial management and procurement.	ASGP Kabul & Regional Teams	Reducing
2	Provincial Councils lack basic office facilities and internet access	Throughout 2012	PCs are generally disadvantaged in receiving government budget allocations. A few of the PCs do not have internet access, which affects their capacity. Several of the PCs are in buildings without regular electricity supply. Impact = 4 Priority = 4	LOA and donor commitments support PCs.	ASGP Kabul & Regional Teams	Reducing
3	Weak coordination among PGOs , DGOs, PCs and line departments	2010	The current centralized structure of the government creates constraints on the roles of the PGOs, DGOs and PCs for discharging their responsibilities as per the policy and law. Impact = 3 Priority = 3	Improving (ASGP facilitates PGOs and DGOs coordinating/leadership roles and PCs' oversight responsibilities.)	ASGP Kabul & Regional Teams	Reducing
4	Low capacity and inadequate number of qualified staff in PGOs , DGOs, PCs and line departments	2010	The project addresses capacity development at several levels, including individual capacities. However, the civil service's incentives contribute to a persistent relative lack of capacity at the subnational level. Impact = 4 Priority = 4	Improving, especially in PGO, DGOs, and PCs. ASGP increasingly focuses on training tashkeel staff.	ASGP Kabul & Regional Teams	Reducing
5	Lack of trainings and workshop on AWP, LOA fund utilization and SOP and other financial, procurement procedures and management	April ,May and June 2012	Organizational Impact = 4 Priority = 4	Conduct training and learning opportunities to support LOA personnel and ASGP and IDLG personnel.	Regional Teams/IDLG/ASGP Kabul	Reducing

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
6	An overall issue for ASGP is the probability of funding shortfall in provinces, especially ones not receiving Transition funding support in 2013, due to shortfall in projected donor funding contributions.	Q4, 2012	Financial Impact = 3 Priority = 4	ASGP has been consistently trying to broaden the donor pool, as well as explore opportunities to attract additional funding from existing donors through a pro-active approach.	ASGP Kabul, regional teams	Reducing
7	Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, maintaining the IDLG current staffing level is unsustainable	February 2012	Operational Impact = 3 Priority = 4	UNDP is working with donors and the Government of Afghanistan to address financial sustainability, which remains a problem in all Afghan ministries. The Ministry of Finance-led unification of civil service salaries or the Capacity Building for Results salary scales should inform UNDP and donor support to IDLG in the long term.	ASGP Kabul, IDLG	Reducing
8	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