

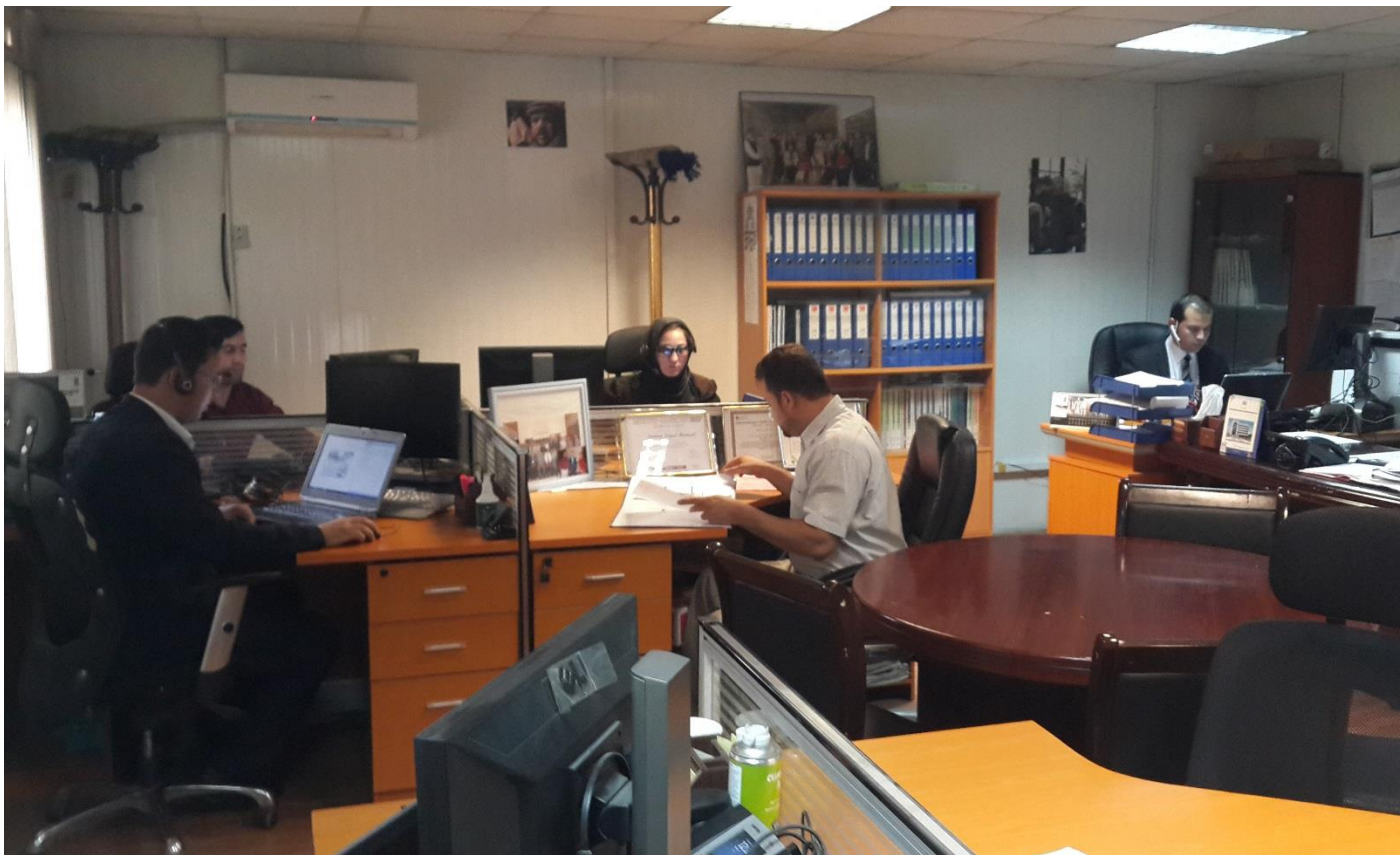


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Strengthening National Policy Planning and Management Capacity

2015 Second QUARTERLY PROJECT PROGRESS REPORT

April-June



Picture of the Call Centre from the 1VP Office.



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PROJECT INFORMATION

Project ID:	00090975(DIM) ,00090976 (DIM), 00090977(DIM))
Project Duration:	(July 2014 – Dec 2016)
Reporting Period:	April-June, 2015
ANDS Component:	Governance, Rule of Law and Human Rights: Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability.
Contributing to NPP:	2.3. A. To strengthen policy, legal and regulatory frameworks governing the civil service and Public Administration Reform 2.3.B. to increase civil service and public administration operational efficiency and effectiveness at the central, ministry and sub-national levels of government
CPAP Outcome:	Output 3.3. Strengthened capacity of government for implementation agenda and policy management Inclusive legislation, policies and programmes are in place and Government Institutions are strengthened to improve the quality of services delivery
UNDP Strategic Plan Component:	
Total Budget:	US\$ 3,240,000
UNDP contribution:	US\$ 2,500,000
Unfunded amount:	US\$, 740,000
2015 Annual Budget:	US\$ 1,027,271
Implementing Partner:	UNDP
Responsible Parties:	
Government:	Administrative Office of the President
UNDP:	Lily Habash
Technical Specialist (Policy & Planning) - Project Manager:	
Head of National Governance Unit:	Ahmed Masood Amer
Responsible Assistance Country Director:	

ACRONYMS

AOP	¹ Administrative Office of the President
AWP	Annual Work Plan
DPSP	Deputy for Policy & Strategic Planning
CoS	The Chief of Staff of the President
CoSo	Chief of Staff's Office
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
NSGP	National State Governance Project
OAA	Office of Administrative Affairs
OPSR	Office of the President's Special Representative for Reform & Good Governance
OoP	Office of the President
SIGOB	SIGOB A product of the United Nations Development Program's Regional Bureau for Latin America and the Caribbean (RBLAC- UNDP) aiming to digitalize government business processes.
SNPPMC	Strengthening National Policy Planning and Management Capacity
UNDP	United Nations Development Programmes
VP1	Office of the First Vice-President
VP2	Office of the Second Vice-President
VPOs	Vice President's Offices

¹ AOP is the acronym of the Administrative Office of the President. This office has been referred to as the Office of Administrative Affairs in the Project Document. For ease of reference, the report will use AOP for all terms signifying the old terminology.

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I. EXECUTIVE SUMMARY

Strengthening National Policy Planning and Management Capacity (SNPPMC) is the successor of the National State Governance Project (NSGP) with a distinct focus on improving policy planning and decision making mechanism at the central government level. The Project was commenced on 1st July 2014. During the first quarter of 2015, the project focused on reinstating confidence with the major counterparts through an on-going dialogue to revisit the Project focus in accordance with the new program of the elected political leadership, ensured continuity of support to on-going activities to the various offices / counterparts including the AOP, OPSR and the 1+2VP Offices and provided need based support for specific issues identified by the government counterparts.

In general, most of the progress during the 2nd quarter has been a continuation of main activities carried during the 1st quarter.

Amongst the main achievements of the project during the reporting period are:

- A Draft Report on Afghanistan Effective Governance Program (A-EGP)
- Activation of the State Citizenry Centre (Call Center)
- Agreement on main approach for the re-alignment of the project focus and modification of the project document with the Administrative Office of the President (AoP)
- Draft on Organizational Self-Assessment for the Office of the Deputy Chief of Staff for Policy & Strategic Planning (DPSP) in the AOP
- Finalized concept note for a seminar on public policy expected to take place during the 3rd Quarter after Ramadan in cooperation with the 2nd Vice President's Office
- 36% budgetary expenses on the initial annual budget support allocated for 2015

II. RESULTS

A. OUTPUT 1: AOP has better capacity to effectively coordinate and manage the process for National Policy Planning, Development and Decision Making A.

Indicator 1.1- The extent the legal framework is robust and support effective policy/ decision making

AOP:

During the 2nd Quarter, work relations with the AOP were consolidated through continuous consultations on the best approach of the project to respond to urgent needs within the office as well as to set a vision for the new project approach during 2016 and beyond.

An Organizational Self-Assessment was conducted / facilitated with the DPSP so as to help identify how to best identify support during the short, medium and long-term. The assessment was facilitated by UNDP through discussion on the objectives and approach of the assessment and was fully-led by the DPSP, especially by the designated coordinator Mr. Ahmed Jawad, Director of Research & Development Directorate within DPSP.

The report is in its final stages of internal discussions, especially with regards to the accurate identification of urgent technical needs that can help build the capacities of the various directorates during the next six months. The report will be undergoing final endorsement of the Chief of Staff of the AOP as well as the President. Once the report is finalized and endorsed, it will also allow for the identification of the medium and long-term objectives of DPSP and hopefully of the overall AOP. The discussion will form the basis for the formulation of the new Project Document.

The project team has informed the government counterpart of the readiness to imbed the Technical Specialist/ Project Manager within their offices for more direct support on policy and planning.

1st VP Office:

The project continued to provide support to the 1VP Office. Discussions continued on the need to establish a **"Public Policy Forum"** and that would provide a good opportunity for the higher decision making level within the overall Office of the President to discuss policy related issues and come up with proposals for the government. The proposal has to be cleared and it is hoped that the first meeting would be held immediately after Ramadan-Eid.

Office of the President's Special Representative for Reform & Good Governance (OPSR):

During the 2nd Quarter, the project continued to provide support for 4 technical Specialists; 2 international experts and one national. The experts supported the Office in drafting the "Afghanistan Effective Governance Program (A-EGP) which included a detailed scope of work, lessons learnt from the 1st decade of reform, a general approach to change management and proposed a model for effective governance operation with a matrix for reforms based on the Government Paper on London Conference on Afghanistan in December 2014.

Additionally, the team of experts drafted a detailed document outlining "Enablers for Reform" to help guide government decisions on moving forward with practical reforms within a specific timeline.

The experts produced a third draft of the (A-EGP) and that contained a more explicit and detailed program for the implementation mechanism of the reform program. The document has not been finalized due to the need for further consultations with the stakeholders and final endorsement by Mr. Ahmad Masood and the President. It has been agreed that a consultative meeting would be held with the technical team whereby a presentation would be held in the presence of the Special Representatives and UNDP to discuss the program and the way forward.

The project has also received a formal letter by Mr. Masood informing UNDP of the designation of his Chief of Staff Mr. Zamani as the official person to endorse reports of the experts and request UNDP for payment upon deliverables.

Additionally, UNDP has received an official letter by Mr. Zamani requesting to stop the payment of Ms. Soodaba, who is a national expert amongst the team.

The fourth payment for the other members of the team of experts has been pending the finalization of the 4th deliverable as per the signed Letter of Agreement.

On another note, the Project Team supported by the National Governance Unit has prepared a detailed review of the third version of the (A-EGP) and provided new ideas to improve on the clarity of the program, its mandate and operationalization of the OPSR office. The team also held consultations with the Chief of Staff and the technical team with regards to the sustainability of the office. In this respect, UNDP has received a request to renew the contracts of the 3 technical experts including two internationals and one national. The office is still in consultation with UNDP senior management on this issue. The general approach is to ensure that there is a clear willingness to invest in the institutionalization of the office with strong political leadership to link its work to the overall programme of the President.

From a communication perspective, the project donated 3 laptops, one coloured printer and 3 MB internet that has been activated through Etisalat fibre optic. Additionally, the project has worked on procuring of cabling and networking for the

OPSR, though a company has been contracted to provide the service to the office, there has been delays from the OPSR to permit entry of the technical experts from the company to the OPSR due to conflicting timing with political meetings within the office.

Indicator 1.2 – The extent the government business processes and procedures are clear and the mechanism (Cabinet and Cabinet Committees) are operational.

With regards to **SIGOB**, rolling out the TRANSDOC to other units of AOP during the first quarter of 2015 has been delayed due to internal concerns with regards to the interoperability, security and 3rd party involvement in the of the system. The final conclusion of this issue is pending official answer by the AOP / IT department. In this respect, a Skype meeting with the UNDP SIGOB team in Bangkok was suggested to take place between the SIGOB team in Bangkok and the AOP / IT department. SIGOB team is still ready to assist whilst ensuring that they respond to the government concerns with regards to the above issues.

With regards to supporting the **Call Centre**, the project worked with the Policy Advisor at the 1st VP Office to renew the existing contracts of 5 national staff through the NTA mechanism as well as the preparation of two new NTA contracts.

Additionally, the project continued to provide support to activate the Call Centre, through the preparation of procurement for short code 311 contract as well as signing contracts with 5 telecommunication companies. Once the short code 311 and E1 Link are finalized, the Centre will be fully operational.

During the 2nd Quarter, the Project Team was working with the Policy Advisor and the Media Advisor in order to prepare a communication and public outreach to launch the Call Centre.

A final note on the Call Centre; with regards to NTAs, UNDP has been pressing the office of the Chief of Staff to provide an exit strategy for the now 7 NTAs, especially that based on a prior communication by the Chief of Staff, the office will be taking full charge of paying the National staff who are currently being paid by the project. In this respect, there is a need to ensure that there will be a continuity in operating the Call Centre beyond 2015 and a thorough assessment of its feasibility especially that its main aim is to link the government with the public and ensure that their concerns are being taken into consideration in the President's policies and priorities.

2nd VP Office

The project team continued to assist the 2nd VP Office to improving their internal communication system. The project provided the IT department with a Cyber room with a 3 year licence.

Plan for 3rd Quarter:

- Finalize the Organizational Self-Assessment and prepare a 6 month action plan (July-December 2015)
- Initiate specific technical support as per the urgent needs identified in the 6 months action plan
- Hold a Project Board Meeting while inviting all stakeholders in the project
- Start the process of revising the Project Document upon consultation with the DPSP within the AOP, other AOP offices and the 1+2 VP offices and OPSR.
- Finalize the pending issue of SIGOB
- Launching of the public policy forum and seminars
- Continue to provide financial support to NTAs
- Support the preparation of a media campaign to launch the Call Centre
- Support the inauguration of the Call Centre
- Encourage the Office of the 1VP to prepare an exit strategy and plan for the sustainability of the Centre
- Prepare terms of reference for the assessment of the Call Centre especially with regards to its operability and feasibility in terms of its contribution to enhancing policy and decision-making processes within the office of the President.
- Continue technical discussions with the Special Representative and his technical team on the sustainability of the office and the feasibility of the (A-EGP) during the next months
- Produce an internal evaluation report on the impact of the support to the OPSR during the first and second quarters of 2015
- Seek to promote holding of the consultative meeting to present and discuss the final version of the (A_EGP) in the presence of the Special Representative and UNDP
- Conclude the cabling and internal networking within the OPSR

EXPENSES FOR THE QUARTER:

During Q2, a total of USD with 168,000 during the period of April-June has been spent with an accumulated delivery rate of 52% of the overall allocated budget was spent since the beginning of 2015 for this output. For more details, please look at Annex 2.

Below is a snapshot of where SNPPMC Output1 stands in relation to its annual targets after Q2.

Table 1 Output 1 during the second Quarter of 2015

2015 Baseline	2015 Annual Targets	Q2 Planned	Q2 Actual	Comments
<p>1. System procedures not defined and system ill-coordinated</p> <p>2. TRANS DOC implemented only at M&E department of AOP and state citizenry centre not operational at the 1VP Office</p>	<p>1. Areas for Policy Reform identified and National Programme on Good Governance drafted</p> <p>2. AOP has a functional digital document management system (TRANSDOC) and the State Citizenry Centre under 1VP operational</p>	<ul style="list-style-type: none"> - Provision of advisory support to AOP, VPs, and OPSR - Finalize the issue of SIGOB - Training and exposure visits for the staff of AOP - Launch of public Forum meetings - Recruit need based national experts to support Policy and Decision-making - Full operationalization of the State Citizenry Centre at the 1VP Office 	<ul style="list-style-type: none"> - Advisory support continued: Facilitation of Organizational Self-Assessment exercise with the DPSP at the AOP - Review of Project Document started based on initial findings of the Organizational Self-Assessment of the DPSP in the AOP - Finalization of Concept Note for the launch of the Public Policy Forum with the 1VP Office - New NTA (2) for the Call Centre in the 1VP Office - Work to operationalize the Call Centre (State Citizenry continued with the provision of E1 Link and Short Code, consultations on the media plan and launching of the Call Centre continued 	<ul style="list-style-type: none"> - The Organizational Self-Assessment of the DPSP will provide good insight toward more implementation of the need based technical support for enhancing policy and decision making and will provide a clear start for the review of the Project Document. This will depend on the endorsement of the Chief of Staff of the AOP as well as the President - As for the operationalization of the Call Centre, it is currently operational with further need to fine-tune the internal/external communication. The official launching of the Call Centre is expected to take place during the 3rd quarter

B. Output 2: Chief of Staff has the capacity to manage....

Chief of staff Office has merged with AOP, thus this output is not further relevant

C. OUTPUT 3: SNPPMC Project Operation and Management

- 1.** AWP, HR plan, Procurement plan, approved (certain changes were made to the 2015 AWP with regards to HR and Procurement to respond to the new requests from government counterparts and are reflected in the attached AWP).
- 2.** SNPPMC Project Armoured Vehicle to be transferred from ELECT Project to the Project and cost to be covered from the Project. This is pending a final internal administrative decision.

Next Steps during the 3rd Quarter:

- Review the AWP pending on finalization of the Organizational Self-Assessment (a 6 month plan for the provision of technical support to the DPSP/AOP)
- Review of the Procurement Plan pending the expected Project Board Meeting

EXPENSES FOR THE QUARTER

During Q2, a total of USD (22,382) was spent for this output, thus reaching 9% delivery rate of the total budget combined with expenditure incurred during the 1st quarter. For more details, please look at Annex 2.

Table 2 Output 2 during the second Quarter of 2015

2015 Baseline	2015 Annual Targets	Q2 Planned	Q2 Actual	Comments
<p>-Project Document needs to be revised</p>	<p>- Revised Project Document - Effective and Efficient management and reporting of resources (receivables, budgets, expense, personnel and assets) - Above 75 % project delivery by 31 December, 2015</p>	<p>-Finalize recruitment of project team -Complete consultations of project document -Implement HR and procurement plan -Hold a Project Board meeting</p>	<p>- Recruitment of Admin-Finance Associate has been postponed pending the review of the Project Document - Review of Project Document has been initiated on issues of principles of engagement. The initial phase of conducting the Organizational Self-Assessment is expected to support this review -Project Board meeting did not take place during 2nd Q</p>	<p>Targets were delayed especially with regards to holding the Project Board Meeting. It has been delayed as per the request of the DPSP in the AOP pending upon finalization and endorsement of the findings and recommendations of the Organizational Self-Assessment Report of the DPSP.</p> <p>Consultations with other stakeholders for the main components of the new Project Document are expected to take place during the 3rd Q and upon the outcome of the Project Board Meeting</p> <p>With regards to project delivery, it is 36% combined 1+2 quarters. It is expected that the delivery rate will meet the target especially that there will be a review of immediate technical support to the DPSP within the AOP during the 3rd Quarter</p>

% OF PROJECT DELIVERY:

Project delivery has been affected by the delay in having a revised project document agreed upon by the main stakeholders as well as clear project activities. Total project delivery for the 1st quarter and 2nd quarter is (36%). For further details, please consult with Annex 2.

III. GENDER SPECIFIC RESULTS

No specific results were noted during the 2nd Quarter. Except for a coordination meeting with the Country Representative of NDI (National Democratic Institute) which is an American NGO to discuss support to the Youth and Gender Advisor at the office of the 2nd VP. The results of the meeting and potential support were communicated to the Youth & Gender Advisor with no response.

IV. PARTNERSHIPS

New partnerships that have been initiated during the 1st Quarter such as the cooperation with the Estonian E-Government Academy are still envisioned and expected to be re-launched during the 3rd Quarter. The Project maintains that such partnership will enhance the consolidated investment in existing building blocks where UNDP has worked on, in the domain of ICT and E-Governance and may pave the way for Senior Management to expand support to E-Governance through new project documents that can be initiated by SNPPMC.

The Project has been contacted by DFID to seek cooperation and coordination with regards to engagement for support of national capacities for policy and strategic planning at the President's Office.

It is expected that once a revised project document is finalized, hopefully during the 3rd quarter of 2015, the project board will convene and meet with potential donors in case there will be a substantial expansion of the project focus and activities.

v. ISSUES:

1. **The project team has serious concerns as to the previous engagement and support for IT with the various offices within the Office of the President, namely the AOP, 1+2 VPS and the OPSR.**

For example, with regards to the AOP, a huge investment in the SIGOB system has been incurred as to support a formal request by the previous management with the AOP to install it and that has been halted by the current IT Director. During the 1st and 2nd Quarters, the project team has been unable to have a clear response as to how to deal with this investment especially that UNDP Bangkok who has facilitated this installation is still ready to provide support.

On another note, there has been considerable support to the 1+2 VP as well as the OPSR offices with ad-hoc requests for IT and communication systems.

All such investment have been launched prior to the revision of the current project document as of July 2014 (except for the OPSR). The project concern is that such investment though solving immediate problems and facilitating daily communication, does not have a potential for a strong impact on the policy and decision-making process. It is also time and effort consuming to a project team comprised only of the Technical Specialist / Project Manager and Clerk/Admin Assistant.

2. The Project Team has considerable concerns with regards to the sustainability of the OPSR.

The prior investment is supporting 4 international and national experts has come to an end and it has been difficult to have a clear direction from the leadership of the OPSR on their strategy on how to take the institution further thus implementing the envisage reforms.

The Project Team has held several discussions with the OPSR consultants and the Chief of Staff as to explore their vision with regards to the sustainability of the institution and its effective operation to push reforms further. The Project has prepared an initial exit strategy that focuses on institutionalizing the OPSR while making sure that there is a strong national leadership that will be able to coordinate, facilitate the implementation and monitor the results of the government reform efforts.

It is expected that this issue will be discussed in the upcoming Project Board Meeting during the 3rd Quarter.

3. Security related issues.

Security has been a challenge during the 2nd Quarter with the higher rate of operations by the Taliban. The Project Team has been unable to meet with government counterparts in different intervals due to security and movement restrictions.

4. **Ensuring the complete buy in of all stakeholders within the Office of the President**

The delay in holding the Project Board Meeting has hampered better communication and agreement on the overall delivery targets as well as on the holistic vision of how to best support policy and decision-making processes within the Office of the President. This will eventually hamper a more focused and systematic support to enhance capacities for policy and strategic planning.

VI. RISKS

1. Political Uncertainty makes government counterparts reluctant to fully implement the project
2. Security Challenges, the level of security is expected to be raised during Q2.
3. Delay in having the official endorsement of the new project focus by the new government administration may hamper project delivery

VII. LESSONS LEARNED

From our working relationship with the multiple government counterparts (Chief of Staff office, Office of Administrative Affairs, and Vice President's Offices), we have learned that it would be quite effective if we deal officially with one government focal point designated by all other counterpart for official decisions and official signatures with a clear designated responsibility as well as delegation of responsibilities. During the 2nd Quarter, the project working relationship has improved especially with the main official counterpart (AOP/DPSP). The lesson learnt is that there is a need to ensure there is one clear management leadership of the project from the government side and that can bring all parties concerned to the table. This will enable both UNDP and the government to have clear objectives and hence measurable results with better impact on the overall government policy and strategic planning efforts.

There has been a common understanding and appreciation that the project is needed and that it will reflect a real need and response to the short, medium and long-term needs in terms of technical support and capacity building at the institutional, organizational and individual levels.

The initial findings of the Organizational Self-Assessment have highlighted the need for an overall vision of the AOP as well as the two VP offices and the OPSR.

On another note, the project will try to move away from responding to ad-hoc requests for support including any IT activity pending a joint agreement on the overall revision of the project document and while making sure that any future investment will be linked to the overall capacity support to enhance policy, planning and decision-making processes within the Office of the President.

VII. FUTURE PLAN (during Quarter 3)

This quarterly report will be presented in the upcoming Project Board Meeting expected to take place during the third week of July. The Project Board meeting will be reviewing among other things, a modified Annual Work Plan in accordance with newly identified needs by the AOP office and an outline of the main components in the expected revised project document by the end of 2015.

The following will be the planned activities in accordance with the specific outputs:

Output 1:

- Finalize the Organizational Self-Assessment and prepare a 6 month action plan (July-December 2015)
- Initiate specific technical support as per the urgent needs identified in the 6 months action plan
- Hold a Project Board Meeting while inviting all stakeholders in the project
- Start the process of revising the Project Document upon consultation with the DPSP within the AOP, other AOP offices and the 1+2 VP offices and OPSR.
- Finalize the pending issue of SIGOB
- Launch the public policy forum and seminars
- Continue to provide financial support to NTAs
- Support the preparation of a media campaign to launch the Call Centre
- Support the inauguration of the Call Centre
- Encourage the Office of the 1VP to prepare an exit strategy and plan for the sustainability of the Centre
- Prepare terms of reference for the assessment of the Call Centre especially with regards to its operability and feasibility in terms of

its contribution to enhancing policy and decision-making processes within the office of the President.

- Process the final payment for the technical experts pending clearance of the 4th deliverable by the Chief of Staff of the OPR
- Continue technical discussions with the Special Representative and his technical team on the sustainability of the office and the feasibility of the (A-EGP) during the next months
- Produce an internal evaluation report on the impact of the support to the OPR during the first and second quarters of 2015
- Seek to promote holding of the consultative meeting to present and discuss the final version of the (A_EGP) in the presence of the Special Representative and UNDP
- Conclude the cabling and internal networking within the OPR
- Review the AWP pending on finalization of the Organizational Self-Assessment (a 6 month plan for the provision of technical support to the DPSP/AOP)
- Review of the Procurement Plan pending the expected Project Board Meeting

Output 2:

- Hold a Project Board Meeting
- Complete consultations on project document review and initiate drafting of new PRODOC

VIII. ANNEXES

ANNEX 1: FINANCIAL TABLE

The Interim Donor Report for April to June 2015 for SNPPMC (00081824-SNPPMC)

Annex 1. Financial Table

Donor Name	COMMITMENT/ RECORD		PREVIOUS YEARS		CURRENT YEAR - 2015					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2014 (b)	Expenses 31/12/2014 (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)
UNDP - Core Fund	1,497,302	470,031	470,031	-	-	1,027,271	-	371,861	655,410	33,366	-	-	-	622,043
Grand Total	1,497,302	470,031	470,031	-	-	1,027,271	-	371,861	655,410	33,366	-	-	-	622,043

ANNEX 2: EXPENSES BY OUTPUT

Interim Donor Report for Jan – March 2015 for SNPPMC (0008184-SNPPMC)

The Interim Donor Report for April to June 2015 for SNPPMC (00081824-SNPPMC)

Annex 2. Expenses by Output

Project Output ID and Description	2015 Budget (AWP)	Expenses (Jan - Mar 2015)	Expenses (Apr - Jun 2015)	Cumulative Expenses (Jan-Jun 2015)	Delivery Rate
OUTPUT 1 (00090975): Manage the process of national policy planning, development and decision making	643,930	169,800	168,113	337,913	52%
Sub-total Output 3	643,930	169,800	168,113	337,913	52%
OUTPUT2 (00090977): SNPPMC project operation and management	383,341	11,566	22,382	33,948	9%
Sub-total Output 3	383,341	11,566	22,382	33,948	9%
Grand Total	1,027,271	181,366	190,495	371,861	36%

ANNEX 3: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
1	Enter a brief description of the issue	When was the issue first identified	Describe the effect on the project Enter priority on a scale from 1 (low) to 5 (high) Impact = Priority =	What actions have been taken/will be taken to address this issue?	Who has been appointed to address this issue?	e.g. reducing, increasing, no change, resolved
1	Sustainability and feasibility of engagement on IT issues with the various offices of the President including the AOP (SIGOB), the 1VP (Call Centre), the 2 nd VP (Cyberoam), and the OPSR (cabling)	During the 1 st and 2 nd quarters of implementation of project activities	4	This issue has been communicated to the DPSP/AOP. The main action intended to be taken is related to the closing of such projects with clear commitment to further support especially with linkage to the overall objective expected to be identified in the new project document	Project Manger	No further response by the project team to ad-hoc requests regarding ICT

2	Sustainability of support provided to the OPSR and the Call Centre	During the 1 st and 2 nd quarters	4	Ensure that counterparts envisage an exit strategy to replace the current financial support for the international and national experts	Project Manager	No change thus far, though issue has been clearly communicated to counterparts
1	Security related issues	During the 1 st and 2 nd quarters	4	Online communication, Skype meetings and meetings in safe places such as the UNDP office at UNOCA	Project Manager	No change

[The issues log should include ALL issues that are unresolved even if it was identified in previous quarters/years]

ANNEX 4: RISK LOG

[The risk log should include ALL risks that are still relevant even if it was identified in previous quarters/years]

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
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1	<p>Administrative and Political Risks</p> <p>Delay in finalizing the revised project document resulting from the slow responsiveness by the AOP office may hamper smooth implementation of identified needs and project activities</p>	April-June 2015	Organizational	<p>Delay in implementation</p> <p>Probability (3)</p> <p>Impact (3)</p> <p>Delay in reviewing updating project document to be in line with the new government priority probability (2)</p> <p>Impact (3)</p>	<p>Monitoring political changes and observation of the new context while brainstorming internally and with government officials on the way forward.</p> <p>Ensuring UNDP commitment to supporting the government counterparts while focusing on succeeding ongoing activities</p> <p>Working in a consultative and partnership manner with the main government counterpart on how to move forward. A draft concept note on principles of engagement and priorities in alignment with the new government program of Realizing Self-Reliance has been accepted by the main counterpart and will form the</p>	Members of the team including the Head of the National Governance Unit, the Program Officer and the Project Manager	Team	On-going	<p>Reducing</p> <p>During the 2nd quarter of 2015, strong confidence building measures were taken with regards to the relationship with the main counterpart (DPSP/AOP)</p> <p>Work now is taking the form of close partnership to review the project</p>
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	Political risks resulting from the unstable political and security situation		Political	<p>Probability (2)</p> <p>Impact (4)</p>	<p>basis for a new revised project document.</p> <p>An initial Organizational Self-Assessment Report was produced in joint partnership with the team of the Deputy Chief for Policy and Strategic Planning at the AOP and that will form the basis and initiation of an overall review of the engagement and draft project document with the AOP and the other counterparts.</p> <p>An inclusive consultative meeting is envisaged to take place during the third quarter of 2015 to ensure buy-in of the partners for the way forward as a result of the expected Project Board Meeting to be held during the first month of the 3rd quarter</p>	Members of the team of the National Governanc	Team and Senior Management	On-going	<p>document and to benefit from the available resources within the current AWP.</p> <p>The engagement of the SNPPMC with the DPSP/AOP has been consolidated & support is required from UNDP</p>
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	Political transition and conflict of interest and power balance within the various office of the President's Office				Consultations with counterparts on modification and support to project activities	e Unit, Project Team and UNDP Senior Management			
Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other		
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation NO external factors influencing the project as it is fully financed by UNDP-TRAC money	Institutional Arrangements Currently all support depends on the Technical Specialist/Project Manager and the Clerk/Admin staff. The Program Officer has been of great support to the project whilst continuously	Corruption NA	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources) The Project will need to expand its financial resource basis once reviewed	New unexpected regulations, policies NA	Partnerships failing to deliver NA	Other risks that do not fit in an of the other categories NA		

		providing advice and direction					
Pollution incidents	INTERNAL:	<p>Institutional/ Execution Capacity</p> <p>Limited pending upon review of the project document. Further capacity should include a national policy advisor, translator and IT specialist, admin/finance associate and a communication expert</p>	<p>Government Commitment</p> <p>Is currently strong and looking forward to engaging UNDP in further support to build the institutional, organizational and individual capacities of the AOP/ Office of the President</p>	<p>Project Management</p> <p>Further technical support and technical team is required to increase efficiency of the project management</p>	<p>Critical policies or legislation fails to pass or progress in the legislative process</p> <p>NA</p>	<p>Strategic Vision, Planning and Communication</p> <p>Expected to be reviewed during the 3rd quarter</p>	<p>Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing</p> <p>NA</p>
Social and Cultural	<p>Co-financing difficulties</p> <p>Will be reviewed with the government counterpart pending upon the finalization of new project document</p>	<p>Implementation arrangements</p> <p>Will mostly remain DIM</p>	<p>Political Will</p> <p>Currently encouraging engagement of the AOP</p>	<p>Human Error/Incompetence</p> <p>NA</p>		<p>Leadership and Management</p> <p>Strong support from the National Governance Unit and government counterpart</p>	

Security/Safety	Use of financing mechanisms NA	Country Office Capacity (specific elements limiting CO capacity) NA	Political Instability Possible due to instability of financial tools to attract good and qualified experts in the government	Infrastructure Failure NA		Programme Alignment	
Economic	Funding (Financial Resources) To be identified with government counterparts upon finalization of revised project document	Governance	Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability High due to ongoing security challenges and bombing in Kabul city centre	Poor M&E NA since project is still small		Stakeholder Relations Improving	

	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery On schedule		Reputation	
	Receivables	Succession Planning and Talent Management		Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			