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# Local Governance Project – Afghanistan

## 2016 3<sup>rd</sup> Quarterly Project Progress Report



UNITED NATIONS DEVELOPMENT PROGRAMME

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## PROJECT INFORMATION

<b>Project ID:</b>	90448
<b>Duration:</b>	1st October 2015 – 30 September 2020
<b>ANDS Component:</b>	Governance, Rule of Law and Human Rights
<b>Contributing to NPP</b>	National Priority Programme for Local Governance and Accountability and Transparency
<b>CPD Outcome:</b>	CPD Outcome 1: Improved legitimate, transparent, and inclusive governance at all levels that enables progressive realization of the human rights
<b>UNDP Strategic Plan Outcome:</b>	Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.
<b>Total Budget (LOP):</b>	USD 54.6 million
<b>January to December 2016 Budget:</b>	USD 11.5 million
<b>Implementing Partner:</b>	Independent Directorate of Local Governance (IDLG)
<b>Responsible Parties</b>	Independent Directorate of Local Governance (IDLG), 13 Provincial Governor Offices (PGOs), 13 Provincial Councils (PCs) and 22 Municipalities and Civil Society Organizations in 17 provinces
<b>Project Manager:</b>	Abdul Hameed Omar
<b>UNDP Head of Governance:</b>	Mir Nadia Nivin

### Cover Photos:

Mr. Abdul Baqi Popal, Acting Director General for IDLG, is distributing certificates to participants in gender mainstreaming workshop

## ACRONYMS

BHC	Basic Health Centre
CSC	Citizen Services Centre
CSO	Civil Society Organization
DMM	Deputy Minister's Office for Municipalities
IDLG	Independent Directorate of Local Governance
LoGo	Local Governance Project – Afghanistan
MOF	Ministry of Finance
MoEc	Ministry of Economy
MAB	Municipal Advisory Board
NTA	National Technical Assistance
PC	Provincial Council
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PSP	Provincial Strategic Plan
REAP	Revenue Enhancement Action plan
SNGP	Subnational Governance Policy
UNDP	United Nations Development Programme

# TABLE OF CONTENTS

## Contents

I.	EXECUTIVE SUMMARY .....	1
II.	RESULTS .....	1
	a. OUTPUT 1: Capacity of PGOs and Provincial Councils has improved for accountability and transparent service delivery .....	1
	b. OUTPUT 2: Municipalities with improved revenue generation are able to deliver services in an accountable and participatory manner .....	4
	c. OUTPUT 3: Civil society has improved oversight capacity of local governance .....	5
	d. OUTPUT 4: IDLG is able to develop policies to improve local government accountability and service delivery .....	6
III.	Progress Monitoring Updates .....	7
	Progress Monitoring Updates output-1 .....	7
IV.	GENDER SPECIFIC RESULTS.....	13
V.	FUTURE PLAN .....	13
VI.	ANNEXES.....	14
	ANNEX 1: EXPENSES BY OUTPUT .....	14

## I. EXECUTIVE SUMMARY

The Local Governance Project – Afghanistan (LoGo), is a 5 - year project that aims to improve service delivery by enhancing accountability and transparency of the local government and contribute to increase legitimacy of the government and trust between the state and society. The project provides support to the Independent Directorate of Local Governance (IDLG), 13 Provincial Governors Offices (PGOs) and Provincial Council (PCs), 22 provincial and districts Municipalities and civil society organizations in 17 provinces.

During elapsed quarter, LoGo continued its support to the review of 1395 Provincial Development Plan implementation in 7 provinces. In addition to this, the Provincial Strategic Plan (PSP) for Paktia, Kapisa and Sar-e-Pul has been published. Further, Provincial Development Committee (PDC) monitored about 65 projects and provided recommendations and corrective measures in seven provinces.

Further to this, three public accountability session and eight district outreach visits were organized as part of the accountability and oversight framework of PCs to advocate local citizen issues and local service delivery implementation. During the event, about 2400 local citizen participated, of whom 300 were female.

In this quarter, the construction of a Citizen Services Center in Bamyan PGO and Customer Service Centers in Bamyan municipality have been initiated as One-stop shops to provide the information and local government services to citizen.

Further, REAP, CDP and outreach plans were revised for four and endorsed by DMM for three municipalities. Selection of a firm/NGO to conduct property registration is underway. For revenue enhancement, different capacity development workshops were organized for 36 municipal officials of 22 municipalities covering topics such as legal awareness, safayi tax and business registration. Mid-year municipal accomplishment reports of three municipalities were developed and three accountability sessions were organized.

In this quarter, networks of 31 civil society organizations of three provinces were consulted and orientated on LoGo support to civil society. Besides, a national civil society organization, PESCO has been provided a grant to support to local CSOs in seven provinces.

LoGo provided support to IDLG in preparation for the Brussels Conference, by hiring a consult who drafted the IDLG report "The IDLG's Story 2007-2016 - Rebuilding Local Governance in Afghanistan". In addition, LoGo supported the revision of the SNG policy, while an IDLG Gender Strategy and Anti -Corruption Strategy were also developed.

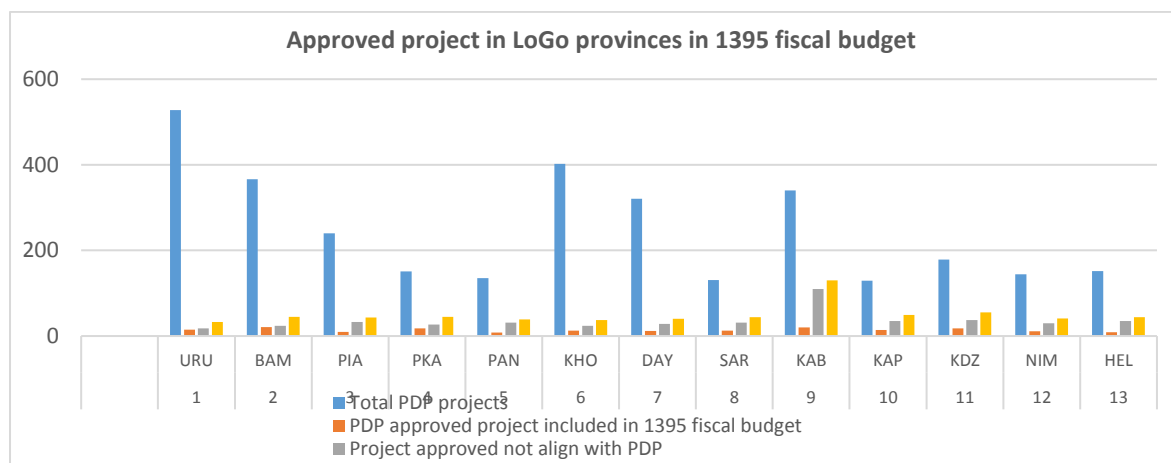
## II. RESULTS

### a. OUTPUT 1: Capacity of PGOs and Provincial Councils has improved for accountability and transparent service delivery

During the third quarter of 2016, LoGo continued its support at national and provincial levels to promote sub-national governance. At subnational level to make the local government more accountable and improve inclusive governance, Provincial Development Plan (PDP) review and implementation, initiation of the provincial strategic plan and public outreach

and accountability sessions were implemented.

LoGo supported Bamyan, Paktika, Khost, Nimroz, Sar-e-Pul, Panjsher and Kapisa provinces to review progress against PDP implementation in 1395. The review also measured the successes and failures of sectors on PDP implementation against available budgets. The review showed that the budgets for approved PDPs are not provided to provinces in time and mostly projects are implemented out of PDP. The below table illustrates the status of 1395 PDP in 13 LoGo supported provinces.

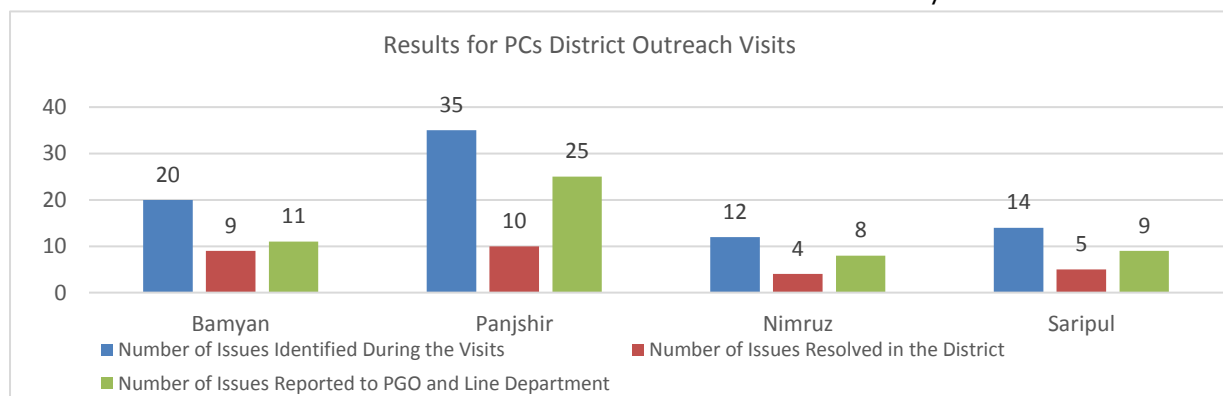


During this quarter, a Provincial Strategic Plan (PSP) was initiated in Paktika by establishing PSP committee, orienting 50 members of the committee on PSP, and provincial profiling and surveying with provincial and district stakeholders for PSP. PSPs for Paktia, Kapisa and Sar-e-Pul were completed and published.

In this quarter, LoGo provided continuous support to the PDC monitoring teams through the NTAs embedded in Khost, Paktika and Daikundi provinces for regular monitoring of development projects. About 65 projects were monitored and provided recommendations for improvement and about 45 projects received corrective measures.

During this quarter, Provincial Councils in Panjsher, Sar-e-Pul, Nimroz, Paktika and Bamyan undertook a series of district outreach visits with 1500 local citizens (of whom 153 were women). These events brought together hundreds of people including local citizens, civil society, academia and local authorities to learn more about the roles and responsibilities of the PCs and discuss local issues and challenges affecting service delivery at the district level.

The below table indicates the result of district outreach visits carried by PC.



Similarly, Provincial councils in Nimroz, Paktika, Paktia, Khost and Helmand conducted district monitoring and oversight missions. Further, PCs in Kunduz, Khost and Helmand held public accountability meetings with attendance of about nine hundred local citizens and presented the achievements of line departments and their future plans.

LoGo supported a district public hearing for Kheder District in Daikundi to facilitate interaction between local officials and the public. This provided an opportunity to the district governor to inform citizens on the new policies and laws affecting sub-national governance and to report about the progress of service delivery in the district.

#### PC district visit to improve the service delivery in Nimroz

The Provincial Council in Nimroz conducted district outreach visit in Chakhansoor district on 5-6 September 2016 and interacted with local communities on local service delivery and issues. The PC recorded the gaps and challenges of service delivery in a number of areas, including the lack and shortage of medicines in a BHC centre. PC did follow up with related line departments including health after their visit. Medicines were supplied to BHC after three weeks and local citizens expressed that they were happy.

Construction of the Citizen Service Center (CSC) in Bamyan PGO has started, the tendering for Paktia and Daikundi completed and the procurement process for Khost and Panjsher is under process. The CSC will serve as One-stop shop for local citizens and establish a public grievance mechanism at PGO. In addition, guidelines for Citizen Service Centre (CSC) has been drafted.

At a glance of services of Sar-e-Pul CSC <sup>1</sup> during June- September 2016			
Services/ local citizen	Male	Female	Total
Petition	568	128	696
Appointment	84	9	93
Tazkira issued	704	267	971
Information sharing	234	145	379



Laying the foundation of Bamyan CSC jointly by H.E Governor Bamyan and UNDP officials

During the reporting period, a total of **USD 385,877.02** was spent for Output One. For more detail please see annex 1.

<sup>1</sup> CSC in Sar-e-Pul was established by UNDP/ASGP

**b. OUTPUT 2: Municipalities with improved revenue generation are able to deliver services in an accountable and participatory manner**

Under this output, partnering with local municipalities, LoGo provides support to improve revenue generation, deliver transparent, customer-oriented and accountable services to citizens and promote inclusive and effective governance at municipal level.

On revenue generation, tendering for municipal property registration was advertised for outsourcing. As an immediate measure for revenue enhancement, capacity of 22 municipalities were enhanced on tools for better revenue generation such as legal awareness, effective Safaye management, business licensing system, rent and lease management and arrears collection. As a result, Sherkhan Bandar municipality's outsourced entry tax increased with 37%, compared to previous years.

In order to improve the participatory planning process, 3 sets of plans (REAP, CDP and OUTREACH) were developed after a series of consultations with citizens of three districts while the same sets of plans were revised for four provincial municipalities. The plans were presented to the DMM for endorsement. The bellow table indicates the results.

PROGRESS AREA	MUNICIPALITY	RESULT
REAP/ CDP/ Outreach plan	Guzara, Injil, Hesa-e-Awal	Submitted to DMM for endorsement
REAP/CDP/Outreach plan	Bamyan, Nili, Bazarak and Kunduz	Revised
Financial Profile	7 Municipalities (Gozara, Injil, Torghondi, Kohsan, Bamyan, Bazarak, Hese- Awal Kohistan)	Developed
Capacity assessment	Balkh and Mahmood Raqi	Conducted

During the third quarter capacity assessment was conducted for Mahmood Raqi municipality and Balkh district municipality to identify their strengths and weaknesses and enable the relevant offices to strategize support to these municipalities.

LoGo's support also stepped beyond revenue profiling and planning as in Nili and Bazarak, mid-year revenue reports were generated and shared with people to boost accountability. Also the new business license regulations were introduced in Bamyan Municipality.

On the service delivery front, the service delivery guideline for matching grants was introduced in 4 municipalities (Bazarak, Nili, Bamyan and Kunduz) and four Service Delivery proposals for matching grants were finalized for implementation.

As One- stop shop, the construction of customer service center was completed by 30% in Bamyan, and the procurement process for Nili and Mohmood Raqi municipalities was completed.



Consultation with local councils on Service delivery matching grants



With regard to outreach implementation, School Municipal Committee at Khwaja Mashad Girls High School in Kunduz was trained on youth engagement in municipal governance. Furthermore, an environmental awareness program was conducted in coordination with CSOs, youth volunteer committees and media for 200 students of Ghazi Khan High School in Kunduz.

For citizens' access to information and transparency improvement, mid-year municipal accomplishment reports were prepared for 3 municipalities and 3 accountability events were organized in Nili, Bamyan and Kunduz aimed at better and participatory urban governance. In addition, two radio programs were organized in Kunduz promoting stakeholders' cooperation in municipal waste collection and better urban culture.

The Municipal Advisory Board (MAB) guidelines for provincial and district municipalities were officially endorsed by DMM to improve representative and participatory governance structures. To roll out MAB at the municipal level, the election for second term of MAB in Bazarak and pilot MAB election for district municipality in Hese Awal-e-Kohistan were conducted and provided with technical support for consultative meetings to strengthen people's relations with the municipality and municipal service delivery.

In preparation for networking municipalities, MABs were established in two municipalities.

During the reporting period, a total of **USD 378,528.76** was spent for Output Two. For more detail please see annex 1.

### c. **OUTPUT 3: Civil society has improved oversight capacity of local governance**

This Output aims to engage citizens and civil society to raise their voice and to oversee service delivery at the subnational level to increase accountability.

In this quarter, a series of consultation meetings were conducted with civil society organizations in three provinces (Balkh, Panjsher and Kapisa). About 31 civil society representatives from the provincial civil society networks and organizations were consulted in coordination with UNAMA. The consultation resulted in understanding of the LoGo approach and support to civil society, and to understand the context and identify the challenges of CSOs for their oversight role of service delivery.



Consultation meeting with CSOs in Balkh Province

A national CSO, Paiwand-e-Emroz Social and Cultural Organization (PESCO) received a grant to support the local CSOs to further strengthen their networks, advocate for improved service delivery, build the local CSOs' capacity in oversight and promote public awareness of local citizens. PESCO covers seven provinces, namely Herat, Khost, Panjsher, Daikundi, Bamyan, Nangarhar and Balkh.

During the reporting period, a total of **USD 41,959.20** was spent for output three. For more

detail please see annex 1.

#### d. **OUTPUT 4: IDLG is able to develop policies to improve local government accountability and service delivery**

LoGo supports IDLG and the Government to fulfil their commitment to development of policies and guidelines to improve subnational governance in Afghanistan.

During this quarter, LoGo supported IDLG to finalize the revised Sub National Governance Policy (SNGP) in three languages (Pashtu, Dari and English). The below chart illustrates the SNGP revision process.



LoGo provided support to IDLG in preparation for the Brussels Conference and also the development of "The IDLG's Story 2007-2016 - Rebuilding Local Governance in Afghanistan".

LoGo conducted an orientation session to newly recruited Provincial Strategic Planning Specialists to sensitize on the development of PSPs in LoGo covered provinces.

LoGo also supported IDLG in the development of the Gender Strategy and drafting the Anti-Corruption Strategy. The Gender Strategy document was shared with key stakeholders at national and subnational level. The strategy covers gender mainstreaming, women in leadership and women in governance, gender responsive budgeting and collection of gender disaggregated data.



IDLG annual capacity development consultation  
working group discussion

LoGo supported IDLG to prepare an annual capacity development plan to address IDLG capacity gaps in a timely manner. A five years Capacity Development strategy has also been drafted.

#### **EXPENSES**

During the reporting period, a total of **USD 302,854.17** was spent for this output. For more details, please see Annex 1."

### III. Progress Monitoring Updates

#### Progress Monitoring Updates output-1

ProDoc Indicators	Baseline (As per the ProDoc)	Annual Targets (As per the AWP)	Planned/ Milestone (reporting period)	Actual (reporting period)	Status/ Comments
1.1 # of PDPs in-line with the PSP developed in the 13 provinces supported by LoGo	TBD	Planning guideline developed PDP process (planning) supported in 6 provinces	Three PSP to be developed	Three PSPs published, and one initiated	1396 PDPs already developed and focusing on PSP to make in line 1397 PDPs
1.2 # of PDPs in-line with the PSP implemented in the 13 provinces supported by LoGo	TBD	PDP process (implementation supported in 6 provinces	The PDPs implementation process supported in 6 provinces	In seven provinces the PDPs implementation progress were reviewed	Provincial budgeting policy is not roll out yet so, the budget allocated is not fully in line with all projects
1.3 # of PDPs monitored by Department of Economy inclusive of gender disaggregated data in the 13 provinces supported by LoGo	TBD	Gender desegregated data developed	PDP projects monitored in 3 provinces reviewing the existing practice, issues and challenges with relevant stakeholders	In three provinces the PDC supported to monitor 65 projects	Ministry of Economy is developing a comprehensive database that will be linked with provincial level and LoGo will support it at provincial level once it is finalized
1.4 Extent to which the role and responsibilities of the PCs are understood by women and men in the 13 provinces supported by LoGo (scale: very low, low, moderate, high, very high)	TBD	PC role and responsibilities assessed	Accountability and district outreach supported in 7 provinces.	3 public accountability sessions and 8 PC district outreach visits in four provinces organized	On target- Growing citizens' understanding on PC role 2400 local citizens (out of that about 300 were female) understood on PC roles and responsibilities

ProDoc Indicators	Baseline (As per the ProDoc)	Annual Targets (As per the AWP)	Planned/ Milestone (reporting period)	Actual (reporting period)	Status/ Comments
1.5 Extent to which the SNG policies are understood by women and men in the 13 provinces supported by LoGo (scale: very low, low, moderate, high, very high)	TBD	To be assessed	Not targeted in this quarter	Not targeted in the quarter	The revised version of SNGP has not yet approved
1.6 PGO IT management system established in the 13 provinces supported by LoGo	TBD	PGO IT management system assessed and provides internet in 13 provinces	Provide internet to 13 PGO	Provided internet to 13 PGO	Access to internet and ICT use by PGO officials increasing. 218 staff – internet users 419 staff ICT users
1.7 # of Citizen Service Centers established utilizing the revised guidelines in the 13 provinces supported by LoGo	TBD	Support 2 PGOs to establish Citizen Service Center (CSC)	2 CSC established Drafting CSC guideline	Initiated construction for 1, and tendering process for 3 CSC-completed Two CSCs established by ASGP- provided technical support. Drafted guideline for CSC.	Beyond target-
1.8 Increased independence of IDLG from external support in planning, provincial council administrative management, programme development, monitoring and evaluation, strategic management and internal audit capacities (scale of independence: very low, low, moderate, high, very high)	TBD	To be assessed	Develop NTA exit strategy	NTA exit strategy developed and approved	On target- Embedded 79 NTA staff. Exit IDLG NAT staff developed and approved

### Progress Monitoring Updates output-2

ProDoc Indicators	Baseline (As per ProDoc)	Annual Targets (As per the AWP)	Planned/ Milestone (reporting period)	Actual (reporting period)	Status/ Comments
2.1 # of municipalities with at least a 50% increase in revenue generation of the 22 municipalities supported by LoGo	TBD	50% increase in revenue	Revenue Enhancement training conducted for 22 Municipalities Finalize TOR for property registration outsourcing in LoGo municipalities	Revenue enhancement training conducted	On target
2.2 # of municipal plans developed of the 22 municipalities supported by LoGo	TBD	Guidelines for municipality participatory guideline prepared Outreach framework developed and implemented in 3 municipalities	Planning supported in 3 municipalities  Assessment in two municipalities	Capacity Development Plan finalized in stakeholders' consultation for 3 municipalities for DMM approval	On target
2.3 # of municipalities utilizing an Improved Revenue Generation System	TBD	3 Revenue enhancement plans	Finalize 3 Revenue Enhancement plans for DMM approval Financial profile for 2 municipalities Mid-year revenue report for 1 municipality	3 Revenue Enhancement Plans finalized for DMM endorsement Financial profile for 7 municipalities Mid-year revenue report for 1 municipality	On target
2.4 # of local service delivery projects implemented under grants modality in the 22 municipalities supported by LoGo	TBD	20 Municipal service delivery projects supported	Develop guideline for service delivery projects through grants Develop 4 mating grants proposal for local service delivery	Guideline for service delivery projects developed 5 proposals of local service delivery finalized for implementation	On target
2.5 # of Municipal Customer Service Centers established utilizing the revised guidelines in the 22 municipalities supported by LoGo	TBD	Guideline of Municipal Customer service center developed	Initiate of customer service center in 3 municipalities	Construction ongoing in 1 municipality and procurement process completed for 2 municipalities	Off target
2.6 # of networks established to link municipalities	TBD	3 Municipalities supported for customer service center	Establishment of MAB in 2 municipalities	Establishment of MAB initiated in 2 municipalities	On target

### Progress Monitoring Updates output-3

ProDoc Indicators	Baseline (As per the ProDoc)	Annual Targets (As per the AWP)	Planned/ Milestone (reporting period)	Actual (reporting period)	Status/ Comments
3.1 # of provincial CSOs within the network dedicated to overseeing the service delivery of local governance in the 17 provinces supported by LoGo	TBD	SOP for support to CSOs developed Network of CSOs set up in LoGo supported 7 provinces	3.1.4 Conduct consultative session among CSOs, and government sectors for advocacy role of CSOs on more accountable service delivery in coordination with UNAMA	3 consultations in three provinces	On target, 4 provinces will be consulted in last quarter of the year 2016.
3.2 # of CSOs that represent women's interests dedicated to overseeing the service delivery of local governance in the 17 provinces supported by LoGo	TBD	Conduct awareness sessions on service delivery to women interested CSOs	Awareness sessions on improved services delivery to women focused CSOs to be conducted in 7 provinces.	Grant is awarded to CSO to conduct public awareness	Off target- delay in CSO selection Implementation will start in fourth quarter
3.3 Extent to which men and women understand the linkages between Safaye Tax and the service delivery of local government, in the 17 provinces supported by LoGo (scale: very low, low, moderate, high, very high)	TBD	To be assessed	Conduct awareness to local citizen (men and women) and CSOs on service delivery of local government	Grant is awarded to CSO to conduct public awareness	Off target- delay in CSO selection Implementation will start in fourth quarter
3.4 # of CSOs that are able to provide analysis of local governance budget utilization inclusive of gender sensitive service delivery, at the district, municipal and provincial levels in the 17 provinces supported by LoGo	TBD	At least two grants to CSOs	Conduct capacity development of CSOs on local government financial management system	One grant is awarded to CSO to provide support in seven provinces	Off target- delay in CSO selection Implementation will start in fourth quarter

3.5 Extent to which Local Government and CSO partnerships are functioning in the 17 provinces supported by LoGo (scale: very poor, poor, moderate, well, very well)	TBD	To be assessed	3.5.2 Conduct Baseline Study	Bassline survey is implemented	On target
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#### Progress Monitoring Updates output-4

ProDoc Indicators	Baseline (As per the ProDoc)	Annual Targets (As per the AWP)	Planned/ Milestone (reporting period)	Actual (reporting period)	Status/ Comments
4.1. # of policy guidelines for the NPPLG and the Provincial Budgeting Policy developed	TBD	Three policy guidelines developed	Support to revision process of SNGP  Conduct consultation sessions for Gender Strategy development	SNGP revised version Developed  Gender Strategy Finalized Capacity Development Strategy almost 75% completed	On target
4.2. Extent to which IDLG is capable of implementing, monitoring and evaluating policies	TBD	To be assessed	Capacity development training workshop for IDLG Policy and Planning Directorate  Support to Coordination Mechanism for Sub-national governance institutions function and deliver according to established SNGP	2 days training for IDLG Strategic Planning Specialists conducted	On target
4.3. Legal framework for subnational governance developed by IDLG	TBD	Assessment of legal framework for NPPLG developed	Anti-corruption strategy development initiated	Anti – corruption strategy drafted	On target



## **IV. GENDER SPECIFIC RESULTS**

In compliance to the gender strategy, a Gender Committee has been established at IDLG to assure gender mainstreaming is taking place and establish a grievance system to eliminate harassment at work place. In coordination with IDLG Gender Unit, LoGo conducted a 3-Day training workshop for all 26 Gender Focal Points of PGOs from 13 LoGo covered provinces. The workshop resulted in alleviating knowledge on gender, networking among gender focal points and better planning for gender activities in 13 PGOs.

LoGo also facilitated a meeting between the Ministry of Women Affairs and IDLG to discuss ways to mainstream gender at policy level. As result, a group of coordinators were identified by both ministries to assess the current policy documents and present recommendations for further improvement.

In Paktika, the PC conducted a town hall meeting on the roles and responsibilities of the PCs. It provided an opportunity to discuss the challenges and way forward for women in accessing public services.

## **V. FUTURE PLAN**

In the next quarter, LoGo intends to finalize 3 PSPs, launch PSPs in three provinces, push for advocacy for PDP implementation in 2 provinces, hold accountability and outreach events in 5 provinces, support PDC to review PDP implementation in 7 provinces, conduct orientations on revised SNGP to local stakeholders in 3 provinces and CSC initiation in two provinces.

At Municipality level, LoGo will support implementation of REAP in 5 municipalities, provide 5 matching grants in 4 municipalities, establish municipal advisory boards in 3 municipalities, initiate construction of customer service centers in 2 municipalities and conduct comprehensive municipal assessment in 7 municipalities.

Further, LoGo will identify and conduct an assessment of 35 provincial CSOs, establish CSO advocacy groups and networks and conduct public awareness campaigns to local citizens, provincial stakeholders and CSOs in 7 provinces.

At policy level, LoGo will provide support to Local Council Policy development in light of the SNGP. In addition, a week long campaign on elimination of violence against women will be conducted in IDLG. Furthermore, support will be provided on finalization of the Anti-corruption strategy.

## VI. ANNEXES

### ANNEX 1: EXPENSES BY OUTPUT

Interim Donor Report for the period January to September 2016 for LoGo (00090448)

Project Output ID and Description	2016 Budget (AWP)	Expenses (Jan - June 2016)	Expenses (Jul - Sep 2016)	Cumulative Expenses (Jan - Sep 2016)	Delivery Rate	Remarks
Output 1 (00096765): Capacity of PGOs and Provincial Councils has improved for accountability and transparent service delivery.	3,577,097.21	1,118,912.13	385,877.02	1,504,789.15	42%	
<b>Sub-total Output 1</b>	<b>3,577,097.21</b>	<b>1,118,912.13</b>	<b>385,877.02</b>	<b>1,504,789.15</b>	<b>42%</b>	
Output 2 (00096766): Municipalities with improved revenue generation are able to deliver services in an accountable and participatory manner.	2,839,375.75	89,994.33	378,528.76	468,523.09	17%	
<b>Sub-total Output 2</b>	<b>2,839,375.75</b>	<b>89,994.33</b>	<b>378,528.76</b>	<b>468,523.09</b>	<b>17%</b>	
Output 3 (00096767): Civil Society has improved oversight capacity of local governance.	1,343,942.68	14,117.42	41,959.20	56,076.62	4%	
<b>Sub-total Output 3</b>	<b>1,343,942.68</b>	<b>14,117.42</b>	<b>41,959.20</b>	<b>56,076.62</b>	<b>4%</b>	
Output 4 (00096768): IDLG is able to develop policies to improve local government accountability and service delivery.	4,183,106.56	1,452,443.36	302,854.17	1,755,297.53	42%	
<b>Sub-total Output 4</b>	<b>4,183,106.56</b>	<b>1,452,443.36</b>	<b>302,854.17</b>	<b>1,755,297.53</b>	<b>42%</b>	
<b>Grand Total</b>	<b>11,943,522.20</b>	<b>2,675,467.24</b>	<b>1,109,219.15</b>	<b>3,784,686.39</b>	<b>32%</b>	