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United Nations Development Programme Afghanistan

Afghanistan Sub-national Governance Programme II

First Quarterly Project Progress Report 2012



Project ID:	00058922
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CPAP Component:	Outcome 3 – The state has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity
ANDS Component:	Pillar 2 – Governance, Rule of Law and Human Rights”
Total Budget:	USD 139,000,000 (Projected)
Responsible Agency:	UNDP and Independent Directorate of Local Governance

ASGP II DONORS



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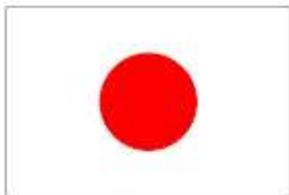
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ACRONYMS

ANA	Afghan National Army
ANDS	Afghanistan National Development Strategy
AOG	Armed Opposition Group
APR	Annual Project Review
APRP	Afghanistan Peace and Reintegration Programme (UNDP)
ASGP	Afghanistan Sub-national Governance Programme (UNDP)
CSO	Central Statistics Office
DAA	District Administrative Assembly
DDA	District Development Association
DGO	District Governor's Office
DFID	Department for International Development (UK)
DIM	Direct Implementation Modality (UNDP)
DOWA	Department of Women's Affairs
EU	European Union
GDLC	General Directorate of Provincial Councils Affairs of IDLG
GEP	Institutional Capacity Building for Gender Equality
GOA	Government of Afghanistan
GOIRA	Government of the Islamic Republic of Afghanistan
GOFORGOLD	Subnational performance measurement system Governance for Good Local Development
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
JCMB	Joint Coordination and Monitoring Board
LOA	Letter of Agreement
MAIL	Ministry of Agriculture, Irrigation and Livestock
M&E	Monitoring and Evaluation
MOE	Ministry of Economy
MOF	Ministry of Finance
MOI	Ministry of Interior
MOJ	Ministry of Justice
MORS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standard
MOWA	Ministry of Women's Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NA	National Assembly
NABDP	National Area Based Development Programme
NAPWA	National Action Plan for Women Affairs
NDF	National Development Framework
NPP	National Priority Programme
NSP	National Solidarity Programme
MBAW	Making Budget and Aid Work (UNDP)
NIBP	National Institutional Building Project (UNDP)
OAA	Office of Administrative Affairs
OSS	Operations Support Services (UNDP)
PAA	Provincial Administrative Assembly
PAD	Provincial Affairs Department (IARCSC)
PAR	Public Administration Reform
PBAX	Private Branch Exchange system
PC	Provincial Council
PCRDC	Provincial Council Relations and Cooperation Directorate (IDLG)
PDC	Provincial Development Committee
PDF	Provincial Development Fund
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PRR	Priority Reform and Restructuring Programme
PRT	Provincial Reconstruction Team

PSP	Provincial Strategic Plan
RAMP-UP	Regional Afghan Municipalities Program for Urban Populations (USAID)
RIAP	Revenue Improvement Action Planning
SNG	Sub-national Governance
SNGP	Sub-national Governance Policy
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

TABLE OF CONTENTS

Foreword.....	1
Executive Summary.....	2
I. RESULTS.....	4
A. OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor sub-national governance policy are in place by 2014.....	4
1. FINANCIALS	7
2. RISKS/ISSUES	7
3. FUTURE PLAN	8
B. OUTPUT 2: Provincial and District Governors' Offices (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance, and development in accordance with the ANDS by 2014	9
1. FINANCIALS	13
2. RISKS/ISSUES	14
3. FUTURE PLAN	14
C. OUTPUT 3 (sub-component of Output 2 in AWP 2012): Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014	16
1. FINANCIALS	18
2. RISKS/ISSUES	18
3. FUTURE PLAN	18
D. OUTPUT 4: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014	20
1. FINANCIALS	25
2. RISKS/ISSUES	25
3. FUTURE PLAN	26
II. ANNEXES	27
A. ANNEX 1: FINANCIAL TABLE	27
B. ANNEX 2: EXPENDITURES BY OUTPUT	28
C. ANNEX 3: EXPENDITURES BY DONOR	29
D. ANNEX 4: ACTIVITY.....	31
E. ANNEX 4: RISK LOG	35
F. ANNEX 5: ISSUE LOG	45
G. ANNEX 6: Policy and Knowledge Products.....	48
H. ANNEX 7: Training and Capacity Development Outputs	64

Foreword

Effective and participatory governance at the subnational level is a **fundamental requisite of Afghanistan's development agenda**. It is also a critical component in promoting sustainable peace, stability and development in Afghanistan.

The Afghanistan Sub-national Governance Programme (ASGP) is working to develop the governance capacity of Afghan staff and politicians working in subnational governance structures in all 34 of **Afghanistan's provinces. These structures include** the offices of provincial governors, mayors and the governance activities of provincial councils.

Q1 saw significant deliverables under all outputs of the ASGP Annual Work Plan. They are aligned with the goals and objectives of the Afghanistan National Development Strategy (ANDS). ASGP's delivery aims to ensure that in line with the Project Document stated outputs;

- (1) National systems, procedures and legal frameworks to implement, coordinate and monitor sub-national governance policy are in place by 2014.
- (2) **Provincial and district governors' offices have the capacity to manage provincial and district governance, development and security strategies in accordance with the Afghanistan National Development Strategy by 2014.**
- (3) Provincial and district councils have the improved capacity to represent **citizen interests'** and monitor subnational governance and development by 2014.
- (4) Democratically elected municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014.

In formulating the Work Plan to implement these targets ASGP has **based our methodology on UNDP's core commitment** to build capacity development. We understand that capacity development must be based on the principle that people are best empowered to realize their full potential when the means of development are sustainable.

ASGP acknowledges our Government of Afghanistan partner, the Independent Directorate of Local Government (IDLG) and compliments them on the progress they have made in strengthening their institutional capacities. We welcome the Government of Japan as a new donor to the ASGP Project and thank the EU, Italy, Australia, and Switzerland for their continued support.



View of a "Good Governance Conference and Fighting Corruption" event was held in Saripul Province.



View of a PC Accountability Forum in Badghis Province



View of the District Governors' Office network first meeting in Saripul inaugurated by Governor HE. Mr. Rahmati

Executive Summary

ASGP supports the Government of **Afghanistan's (GoA) subnational governance policy and reform agenda** through its central partner, the Independent Directorate of Local Governance (IDLG), and **through a network of Provincial and District Governors' Offices**, Provincial Councils and Municipalities.

In addition, ASGPs Central Office in Kabul provides committed support for capacity development of IDLG through a technical and policy advisory team as well as funding of technical specialist assisting the IDLG in delivering in line with the Afghanistan National Development Strategy ANDS (ANDS) objectives for 2014.

The ASGP specifically supports the *Good Governance and Rule of Law Pillar of ANDS*, which requires that government sub-national entities are restructured and rationalized ensuring a fiscally sustainable public administration and civil service functions are reformed to reflect core functions and responsibilities.

In close partnerships with other United Nations agencies working with sub-national governance entities, the Programme supports progress towards the realization of the overall United Nations Development Assistance Framework Outcome 2, which focuses on creating a more effective, accountable and representative public administration at the national and subnational levels, with improved delivery of services in an equitable, efficient and effective manner. **ASGP's strengthens** sub-national governance and development across **its'** four specific programmatic outputs. The key results of ASGP in Q1, 2012 across these outputs are in respect to:

1) National systems, procedures and legal frameworks to implement, coordinate and monitor sub-national governance policy are in place.

- ✓ A detailed capacity assessment framework and toolkit was developed and implemented at **IDLG's Central Office**
- ✓ A capacity development initiative enabling Afghan civil servants to better implement sub-national governance policy was launched in partnership with the Government of India, **under the "Twinning modality"**
- ✓ ASGP supported the preparation, formulation and adoption of an inclusive, comprehensive Gender Mainstreaming Strategy for IDLG

2) Provincial and district governors' offices have the capacity to manage provincial and district governance, development and security strategies in accordance with the Afghanistan National Development Strategy by 2014.

- ✓ Capacity Development Plans were finalized and under implementation in four additional provinces as of Q1, 2012
- ✓ Provincial Strategic Plans were prepared for two additional provinces as of Q1, 2012.
- ✓ Provincial Development Plans were finalized for 16 provinces as of Q1, 2012
- ✓ One Citizen Service Information Centre established in Balkh Province in Q1, 2012.

3) Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014.

- ✓ Two PC Forum Events were held in Badghis and Herat Provinces during Q1, 2012

- ✓ Badghis, Jawzjan and Samangan Provincial Councils launched quarterly reporting sessions for NGOs operational in their respective provinces.

4) Democratically elected municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014.

- ✓ Customer Satisfaction Survey was conducted in 31 municipalities to assess the performance of General Directorate of Municipal Affairs
- ✓ Key conferences for Sheberghan, Sari Pul, Panjshir and Kunduz Municipalities were organized to present the municipal plans and strategies to stakeholders and donors
- ✓ In Bamyan, a conference on infrastructure development planning was supported to formulate the infrastructure development plan under the **mayor's leadership for the year 1391**
- ✓ Public reporting and consultation sessions were organized in Faizabad, Sheberghan, Kunduz, Jalalabad and Asadabad Municipalities
- ✓ Municipal websites for Jalalabad and Kunduz were designed; an official office email system for Mazar-I-Sharif, Jalalabad and Kunduz Municipalities was established and introduced

I. RESULTS

A. OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor sub-national governance policy are in place by 2014

Initiatives contributing to Output 1, supporting the long-term capacity development of IDLG staff were launched during the Q1 of 2012. These included the following:

A detailed capacity assessment framework and toolkit was developed and implemented at IDLG's Central Office. This Capacity Assessment toolkit was designed around the **principles of UNDP's capacity assessment framework**. It was modified to meet Afghan contexts by IDLG.



View of a learning cum orientation **session conducted on "Capacity Assessment Framework" for IDLG** assisted by ASGP

Two learning orientation sessions were conducted based on the framework. One learning session was for senior management and contractual staff at IDLG. The other learning session was for Tashkeel staff. The objective of the sessions was to familiarize staff with a capacity development model.

A capacity assessment framework developed out of the learning sessions. The Deputy Director of IDLG, Farid Mamundzay, chaired one of the sessions and the other was chaired by the Capacity and Institutional Development Directorate (CIDD) Director. Session one included 20 participants, and the other session 50 participants. Capacity Development parameters, scoring sheets and indicators for scoring capacity parameters were shared with the participants. The session resulted in an enhanced understanding, by the participants, of the basic approaches to capacity development and how to implement capacity assessment frameworks across projects.



View of the **International Women's Day** celebrated in IDLG, Kabul on 7 March 2012

The results of the Capacity Assessment exercise will be incorporated into a Capacity Development strategy, which is designed to be completed in the second quarter of 2012. The baselines developed will be used for establishing and monitoring targets for the NPP4 implementation process at IDLG.

A capacity development initiative enabling Afghan civil servants to better implement sub-national governance policy was launched in partnership with the Government of India, under the "Twinning **modality**". This initiative, which was supported by the Capacity and Institutional Development Directorate at IDLG, is finalizing a training programme **for District Governors' and the Provincial Governors' Offices** to be able to access training opportunities in India. The Indian Institute of Public Administration (IIPA), in New Delhi, will deliver the programme. Two hundred fifty eight Afghan civil servants will be trained in areas related to Public Administration and Local Governance over the next 12 months. The results of the training are intended to enhance the technical and administrative skills of Afghan PGOs and DGOs' **staff**.

A proposal has been developed to conduct a series of training and exposure visits for Afghan Provincial Council members to the Panchayats (similar local councils in India). This CD initiative is part of the implementation process for the 'Twinning MoU' signed between the two countries.



View of IDLG Capacity Building Unit conduct with ASGP of a five days training in the General Management Orientation Package programme in Kapisa Province

ASGP embedded staff within IDLG initiated a review of the strategic Alignment of ASGP deliverables with NPP4: Detailed discussions were held with the Strategic Coordination unit of IDLG on alignment of the activity results presented in the ASGP Annual Work Plan with the NPP4 sub components being worked on in IDLG. Discussions were also held on developing a common template for preparing work plans for the different directorates of IDLG.

ASGP supported a process of streamlining administrative systems and procedures at IDLG. This was undertaken in collaboration with the Human Resource Directorate (HRD) of IDLG to assist IDLG in developing better office systems. The HRD secretariat was assisted with familiarization in the use of forms developed for file tracking, as well as in the use and adoption of a systematic digital file management system.

ASGP supported the preparation, formulation and adoption of an inclusive, comprehensive Gender Mainstreaming Strategy for IDLG. The strategy aims at ensuring that sensitiveness to gender issues are mainstreamed and adopted as a requirement in all sub national governance initiatives and policies of IDLG. It also encourages and strengthens the degree of representation of women in civil servant positions at the sub national level across Afghanistan.

ASGP is tracking the progress of proposed subnational governance legislation that regulates sub-national governmental structures. Three of these bills, Local Governance Regulation, Municipal Governance, and District Governance have been referred from the Parliament to Ministries for comment and review. ASGP will initiate a stakeholder review workshop with IDLG to review these bills prior to their final consideration by the Parliament. Outlined below is a summary of targets for **Output One's 2012 deliverables**.

Table 1: Output 1 (Atlas Project# 00073419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place by 2014

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
(1) Legal and regulatory framework for Sub-national Governance (SNG) inadequate for purpose	(1) PC law, DC law, municipal council law, law on municipalities, Village Council law drafted	100	80	80	100		Not on track: Participatory consultation process of the PC's has taken longer than expected. Furthermore, three of the four laws relating to sub-national governance have not received final approval from the Parliament, and the fourth is undergoing significant revision. There is no indication when this process will be completed
(2) Baseline capacity is assessed to be 1.96 on a scale of 1 to 4.	(2) Capacity assessment score increased to 2.4	80	75	80*	80*	80*	Not on track: ASGP is embedding staff with IDLG, and with the PC sub-component and Municipal one, in order to further speed up the capacity assessment score. *No advancement in progress targets have yet been established for QII-QIV

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
(3) SNG policy approved. All Provincial Council (PC) members and about one-third of the key Provincial Governor Office (PGO) / District Governor Office's (DGO) officials have received introductory orientation	(3) SNG policy published and available in public domain; Introductory and advanced level of orientation / awareness created among all PC, PGO/DGO key officials	50	25	50	75	100	Not on track: IDLG had developed a web site that will be suitable for posting the SNG policy when completed. ASGP legal plans on visiting numerous PCs in the coming quarter to review PC rules of procedure and assist in developing best practices within the PCs.

1. FINANCIALS

During Q1, 2012 a total of USD 421,373 was spent for this output out of a total annual budget allocation of USD 1,684,637, i.e. approx. 25 % of the entire allocated budget as of the end of March 2012. For additional details, please look at Annex 1 and Annex 2

2. RISKS/ISSUES

Risks:

- The funding dispute between IDLG and ASGP remains unresolved. A temporary three month budget has been approved but the substantial issue of donor unease about the number of NTA and support staff being donor funded at IDLG remains unresolved. In order to mitigate the consequences of this issue, ASGP ensured that an initial three month Annual Work Plan covering January-March 2012 was approved, in order to be able to continue implementing activities and provide funding support to NTA and support staff with IDLG.
- A resolution of the implementation and operation of the provincial bank accounts (34) established in most provinces remains to be agreed to between IDLG and ASGP.
- Summary of Procedure (SOP) processes around the recruitment of staff for Governors' and Mayors' offices under Letter of Agreement (LoA) arrangements has yet to be agreed between ASGP and IDLG. ASGP intends to work closely with IDLG during the coming quarter to advance this process

For additional information on past reported in 2011, but numerous still relevant issues, see the Annex 5: *Issue Log*

3. FUTURE PLAN

- The results of the Capacity Assessment exercise conducted in Q1 2012 will be incorporated in a capacity development strategy to be completed in the Q2 2012. The baseline information produced resulting from the capacity assessment exercise will be used for establishing and monitoring targets covering the NPP4 implementation period of ASGP.
- A series of training and exposure visits are planned to be undertaken by Provincial Council Members to the Panchayats (counterpart organization to the Provincial Councils in India) during 2012. This is based upon the related training proposal developed in this reported period.
- Continued support to the development of IDLGs' gender mainstreaming initiative and encourage its adoption across Afghanistan in 2012.
- ASGP senior management to continue the negotiation process with IDLG to resolve the outstanding funding and related SOP issues around the Central and Provincial LoA.

B. OUTPUT 2: **Provincial and District Governors' Offices** (PGO/DGO) have the capacity to develop and lead the implementation of strategies for improving security, governance, and development in accordance with the ANDS by 2014

In Quarter 1, 2012, continued support was provided in order to ensure that PGO/DGO quarterly action plans, as well as general initiatives contributing to overall progress in line with the ANDS was undertaken supporting both the planning as well as actual implementation capacity of these sub-national entities through a number of initiatives, and funding support approaches enhancing the capacity, sustainability and increased legitimacy of the PGO/DGOs among the local population.

Tentatively, 80 technical specialist ASGP staff supported PGO/DGOs either directly via seven regional office hubs servicing 23 provinces on a daily basis or through the Kabul located staffs serving the remaining 11 provinces. In addition, approx. 200 ASGP technical specialist LoA staffs were embedded at the sub-national governance entities across the provinces.

The coverage of the Regional Hubs was as follows:

- Herat (responsible for Badghis, Ghor, Herat and Farah Provinces)
- Mazar-I-Sharif (responsible for Balkh, Samangan, Saripul, Faryab and Jawzjan Provinces)
- Bamyan (responsible for Bamyan and Daykundi Provinces)
- Kandahar (responsible for Kandahar and Zabul Provinces)
- Jalalabad (responsible for Laghman, Nangarhar, Kunar and Nuristan Provinces)
- Kabul (responsible for Wardak, Parwan, Kapisa, Panjshir and Logar Provinces)
- Tirin Kot (responsible for Uruzgan Province)

A range of initiatives were undertaken, some new, others building on earlier commenced ASGP initiatives. All of those were in line with the ASGP Annual Work Plan for 2012, adhering to the project document Output no.2. Highlights included:

ASGP supported the implementation of the Daikundi Province **"Annual Reporting Conference" (ARC)** by providing the PGO with financial and technical assistance in management and arrangement of ARC activities. Approximately 300 hundred prominent community members participated (shuras, political **parties'**, **civil societies' representatives** and government officials were invited to the conference). The conference aimed to promote more governance transparency, accountability and community engagement in Daikundi Province.

A one-day **"Good Governance Conference and Fighting Corruption"** event was held in Saripul Province, with support from the ASGP team in Mazar-I-Sharif and local LoA staff. The conference was attended by approximately 500 people from six



View of the Faryab Province Governor officially putting the printing press machine into operation in Maimana Municipality



View of the Uruzgan Province workshop leading to the development of a PDP for the year 1391

districts in Saripul Province, line departments, police, women, **youth, civil society and Ulema**’. The conference was initiated on the request of local district communities.

The Faryab Provincial **Governor’s** Office procured printing press machinery in this reporting period. In addition, an official local **monthly magazine named “Faryab” was launched**. These resources will help the Faryab sub-national governance entities coherently, i.e. the PGO/PC/Municipality and DGO in producing information and publishing outreach materials to local residents. These initiatives were supported by the ASGP Mazar-I-Sharif Office, and funded through LoA funding.



View of a five days’ Provincial Development Plan (PDP) consultative planning event for the development of Bamyan Province

The Uruzgan **Provincial Governor’s Office (PGO), with the support of ASGP and the Ministry of Economy, organized a workshop to develop the 1391 solar year Provincial Development Plan**. During this workshop the head of each sector presented their sector plans including the district priorities that were developed through district planning workshops, line department and NGOs planning. The workshop the recommendations, linked them to the national priorities, and limited them to proposals that could be realistically implemented within a year timeframe.



View of a Capacity Building Workshop in the Helmand PGO conducted for the executive directors and line department staffs

A two days’ workshop was also conducted on the Nangarhar Provincial Strategic Plan (PSP) in Jalalabad City. The event presented the **PSP, its’** vision statement, mission statement and long-term development goals.

ASGP, in close cooperation with the Bamyan PGO Technical and Economic Departments, financially and technically supported the conduct of a five-days provincial development planning consultative exercise for the development of Bamyan Province.

This event was undertaken in order to formulate a Provincial Development Plan (PDP) for Bamyan Province. Sub-national government entities, provincial council members, national and international donors/partners agencies participated.

In Helmand Province, ASGP LoA staff, conducted a three day Capacity Development Workshop for district executive directors and four line departments in the PGO compound. There were approximately 22 participants.



View of the Monitoring & Evaluation Workshop held in Daikundi Province

A six days “Monitoring and Evaluation” training workshop was conducted for Daikundi PGO, the PC and government line departments. The main purpose of the training was to strengthen and enhance the capacity of related government ministerial staff in the areas of monitoring and evaluation of planned projects and operational activities.



Views of donor conference participant and the ASGP representative in Herat speaking at the event

Bamyan Provincial Strategic Plan (PSP) finalization workshop was conducted, where government line departments, provincial

council, international and national agencies and UNAMA, civil societies and women interest groups participated

The Faryab PGO reception hall has been equipped with ICT equipment for public promotional activities. These are focused on the PGO's achievements and are designed to show local communities what sort of work the PGO is undertaking. It was



View of the now equipped waiting hall where citizens are updated on the PGO's latest achievements in Faryab Province

funded by ASGP. The building has been equipped with a large LCD screen, which presents slideshows to visitors. Now, the PGO can adequately accommodate citizens from all 14 Faryab districts.

The ASGP Mazar-I-Sharif Office and the LOA team in Faryab Province supported the upgrading of these facilities. The Citizen Information and Service Center has been completed and is fully equipped with all necessary equipment to ensure more effective public outreach.

ASGP in the Western Region supported Herat University via the Herat PGO (LoA Account) to hold a donor conference aimed at **sharing the university's latest achievements and plans with donors and the local community.** The University was also seeking to attract funds for future development plans. Around 160 participants attended this ASGP resourced conference which including the donor community, embassy representatives governmental departments and civil society. Participants pledged a total of USD 15 million at the conference to support the project.



View of the Parwan Finance and Procurement Training

The LoA staff of Laghman Province conducted a three day training workshop under the title ***"Communication for all line departments' representatives in Laghman Province"*** with technical support of ASGP's Eastern Region team. Approximately, 40 people attended the training workshop from all line departments of Laghman Province. The training workshop covered the following core topics: (1) *what is communication?* (2) *Types of communication and* (3) *the role of communication in management, leadership and success.*

The ASGP Mazar-I- Shariff Office conducted a one-day capacity Development-training workshop for the Provincial Council LOA staff of Balkh, Jawzjan, Samangan and Saripul Provinces. The session enhanced the capacities of the LoA staff in their understanding of Provincial Council Law, standard operating procedures (SOPs), duties and responsibilities linked to PC stakeholders. The main activities included a drafting a stakeholder discussion document. These initial proposals will be presented to



View of the ASGP supported **"Procurement and Budgeting"** training workshop for 20 staff of PGO, District and Provincial Council in Bamyan

a donor conference in close cooperation with other stakeholders later in the year. The drafted documents consisted of (1) A PC communication and participation strategy; (2) A PC annual outreach plan; (3) A PC Capacity Development Plan; and (4) A PC draft annual action plan.

A three-day workshop was held in Logar Province on the Afghanistan National Development Strategy (ANDS). It was designed for local PGO staff. The ASGP Central Region and LOA staff in

Logar Province provided technical support. The workshop ensured that (1) the broad objectives of the Afghanistan Subnational Development Strategy were understood by the Provincial Governor's Office staff in Logar. Thirteen LoA and Taskeel staff attended. (2) Logar Province's specific development priorities were formulate and discussed in a workshop held during the event.

Laghman LoA staff conducted a three-day project proposal writing training workshop for PGO staff in Mehtarlam City in Laghman province. A total of 30 PGO staff attended and were trained in proposal drafting. A Provincial Governance and Development Specialist conducted the workshop with technical support from ASGP's Eastern Regional Team. The following core topics were reviewed: (1) What is a project proposal?; (2) Formulating goals/objectives of any project proposal; (3) The need for data and (evidence- based) information for proposal writing;(4) Identifying Beneficiaries; (5) Inputs (in terms of resource requirements);(6) Expected outputs (results);(7) Implementation (planning); (8) Managing Donor (M&E requirement) expectations.



View of the newly established Citizen Information Center in Balkh Province

ASGP Central Region, in coordination with IDLG's Capacity Building Unit, conducted a five-day training programme in Panjsher Province (General Management Orientation Package). The overall purpose of this training programme was to develop the capacities of the provincial administration's human resources, **policy, and finance departments**'. This package had been developed by IDLG based on ASGP's Capacity Review and IDLG needs assessment exercise. That training programme was conducted in 2011. The results achieved included; (1) An understanding of the key principles and terms relating to office management, including reporting and filling system procedures; (2) The key principles and terms relating to planning, budgeting and human resources management (3) An understanding of general principles, procedures for communication, and public relations engagement.

Moreover, a five-day training workshop was conducted on Finance and Procurement in Parwan Province in collaboration with IDLG trainers, and the ASGP Central Region Team. The course topics included rules of procedures on public procurement & finance, good governance and the rule of law. The principle aim of this training was to increase the skill set of district and provincial governors' office procurement and finance staff. Furthermore, the workshop included participants from the municipality and the provincial council. The objective was to give a greater understanding of finance and procurement management and procedures. Forty participants took part, twenty from the district **governors' offices**, ten from the governor's office, and ten from line departments. Participants increased their understanding of key principles, procedures and terms related to procurement rules/procedures and financial management and budgeting.



View of NGOs reporting on the progress, opportunities and constraints to the PC in Jawzjan Province

In addition to these snapshot of events and deliverables, an extensive number of additional targeted, local needs based training was conducted jointly with IDLG, PGO and DGOs across many provinces and districts developing the capacity of PGO and DGO staffs (see *Annex 4: Activity for related lists of capacity development trainings, knowledge and policy products produced*).

Table 2: Output 2 (Atlas Project# 00078991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS by 2014

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
(1) Draft CD Plans for five provinces prepared;	(1) CD Plans for 17 provinces prepared and under implementation	6 provinces	8	10	15	17	On track: Accumulated number of planned and actual plans are provided, the same applies to remaining activity output deliverables
(2) PSPs for two provinces prepared;	(2) PSPs for ten provinces prepared	2 provinces	4	6	8	10	On track: PSP and PDP modalities may change during the year because of on-going discussions between IDLG and MoE, which will be assisted by ASGP. The targets will then be modified accordingly. PGOs need to follow government procurement procedures, which may delay the completion of construction works
(3) PDPs for eight provinces prepared;	(3) PDPs for twenty provinces prepared	17 provinces	24	28	30	34	
(4) Number of provinces with Citizen Service Centres - 1;	(4) Number of provinces with Citizen Service Centres - 6;	1 province	1	1	3	6	
(5) 23 PGOs and 25 DGOs have introduced administrative systems in accordance with IDLG operating manuals	(5) 30 PGOs and 175 DGOs introduce administrative systems in accordance with IDLG operating manuals	23 PGOs & 25 DGOs	The same	25 & 30	28 & 50	30 & 175	On track: Completing the work at DGO level will depend on the speed of ASGP regional staff recruitment and security situations.

1. FINANCIALS

During Q1, 2012 a total of USD 574,542 was spent for this output no.2 out of an annual budget allocated of USD 4,286,178, i.e. approx. 13 % of the entire allocated budget as end of March 2012. For additional details, please look at Annex 1 and Annex 2."

2. RISKS/ISSUES

- **Implementation of the new organizational structures in provincial and district governors' offices** may be impeded by shortages of suitably qualified staff. In order to mitigate the shortage of suitable and qualified tashkeel staff ASGP LoA embedded staff train and mentor the sub-national entity government tashkeel staff and encourage the development of special arrangements to attract qualified staff, particularly in less developed provinces, including civil servant relocation
- ASGP Regional Offices in Mazar-I-Sharif, Kandahar, Jalalabad and Kunduz have outstanding International vacancies. There is a need to recruit staff for these vacancies in order to ensure more effective implementation by ASGP in all regions. Moreover, ASGP has started in cooperation with UNDP Country Office exploring fast track UNDP recruitment modalities, as well as, if required, a CTG Global¹ contract modality allowing the deployment of non-UN international staff in locations where it has been difficult to deploy UN staff due to UNDSS MOSS and MORSE requirements.
- Gender balance in LoA staff recruitment is still too low. ASGP, are proposing a number of remedial options, including expanding the number of provincial internship programmes to attract qualified staff to the civil service, especially young women. Furthermore, ensure that **“gender” specific needs for local accommodation, enhancing** are included needs assessments conducted in PGO/DGOs/Municipalities, cooperating e.g. with the UNDP Gender Equality Programme/ or the UNDP Gender Focal Point.. Encourage PGOs/DGOs and municipalities compliance with such standards and introduce gender audits/ Added to that consultations made with e.g. Female Provincial **Councillors’** Network or the established female advisory groups at municipal level should be included in capacity assessments
- South-eastern and Southern Regions are receiving insufficient ASGP support due to current national and international staff shortages assigned in those regions. ASGP is in the process of considering the deployment of non-UNDP contract holders to localities, where UNDSS MOSS and MORSE requirements restrict the mobility of UN staff.

For additional information on previous recorded and reported upon externalities, risks and remedial actions as of 2011 please see the Annex 4: Risk Log

3. FUTURE PLAN

Expansion of ASGP’s footprint through an increased presence and hiring of international technical specialists and national staff during the coming quarters of 2012 will expand our regional presence and ability to implement the ASGP programme in all parts of Afghanistan. This will lead to better support for regional delivery of capacity development for subnational governance structures, particularly in the Southern, North-eastern and South-eastern Regions of the country.

An international UNDP staff member or a CTG contract holder (depending on location, security and safety restrictions, as well as recruitment process duration) will be recruited to fill current

¹ <http://www.ctgglobal.com/profile.asp>

vacancies in Mazar-I-Sharif, Kandahar, Jalalabad and Kabul Provinces' four regional offices this year. In addition, new offices will be opened in the following areas.

- Gardez (responsible for Paktya, Paktika, Khost and Ghazni Provinces)
- Kunduz (responsible for Baghlan, Takhar, Kunduz and Badakshan Provinces)
- Helmand (responsible for Nimroz and Helmand Provinces)

Each of these new offices will have an international capacity development specialist leading a newly recruited national team.

The below map has been revised and adapted from the UN Cartographic Center, New York, USA. This map was produced as a reference aid only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations



The enhanced presence will provide ASGP with the ability to better support sub-national structures in all 34 Provinces. In recognition of the constraints that security places on the travel of UN staff in the Southern and Eastern Provinces a number of our new international staff will be on *CTG Global* contracts, which will allow more freedom of movement for our regional managers.

Furthermore, over the coming quarters **ASGP's Provincial Component** will develop a comprehensive package of knowledge products, which will serve as a critical resource in guiding staff, both regional and embedded LoA staff **in the procedures around implementing ASGP's** output activities and managing the provincial bank accounts. This is necessary in order for optimally implementing the mandate of the provincial Letters of Agreements, which have been signed with the Governors of all 34 Provinces, and a number of the Mayors.

These knowledge products will include reference to the correct management and operation of the individual provincial bank accounts, set summary of procedure guidelines about what is permitted to be procured by governor and municipal offices and reporting (evaluation and monitoring) formats.

C. OUTPUT 3 (sub-component of Output 2 in AWP 2012): Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014

ASGP continued its comprehensive support to Provincial Councils across Afghanistan. The Provincial Council Component of ASGP supported a number of PC events, which focused on building the capacity of provincial councils to engage in public outreach activities. A programme of expanded ICT connectivity was also funded to enhance PC capacity and effectiveness.



View of a PC outreach gathering in Khaja Doko District of Jawzjan Province

A snapshot of highlighted provincial **council's** related events in this current reporting period included;

The Provincial Council of Faryab conducted a provincial public hearing forum and a PC reporting event in Faryab Province with the support of ASGP's Northern Regional Team. Faryab Province's public was engaged through a series of public meetings organized, with ASGP support, and led by Faryab Provincial Council Members. These events were an opportunity to encourage greater public participation, coordination with civil society organizations, district shuras, religious councils and the elders in the local communities. A process of better consultation and accountability of governmental line departments was enhanced by the Provincial Council playing a facilitating role in linking the public with central Government ministries that are delivering government services at the community level.



View of PC Public hearing in Qoshtepa District of Jawzjan Province

ASGP facilitated a number of other PC Accountability Forums in Western and Northern Regions of Afghanistan

In Badghis Province, government line departments shared their work programmes and issues with local communities in a series of public meetings. More than 300 members of the public participated in this process. Jawzjan and Samangan Provincial Councils launched similar quarterly reporting sessions for NGOs operational in their Provinces. The sessions covered updates on NGOs work in Samangan Province where the PC communicated public concerns on perceived poor services delivered by sector NGOs in that province. The Provincial Council of Jawzjan conducted district outreach in Kanaqa and Darzab Districts of Jawzjan Province. These activities were supported by ASGP Northern Region.



View of the Jawzjan PC established PC-Women Forum, encouraging women groups and campaigners for **women's enhanced representation**, participating in sub-national governance decision planning, and the decision making process

The results achieved included: (1) Enhanced capacity of the Provincial Council to monitor development projects ensuring that they are consistent with their **citizens' priorities**; (2) Enhanced public understanding of how the Provincial Council functions and what relevance the Provincial Council can have as a voice for the public; (3) Increased public confidence in the PC and its members; (4) Improved understanding of local issues by the local communities and also enabling the Provincial Council **to better address citizens' concerns** through addressing these with other sub-national governance entities.

Table 3: Output 3 (Atlas Project# 00078993): Provincial and district councils have the improved capacity to represent citizen interests and monitor subnational governance and development by 2014. The table below reports progress based on the 2012 Baseline, based on the actual results as achieved for the output deliverables as of end of 2011.

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
(1) Establishing Knowledge sharing system for Provincial and District Councils	Action Plan developed for PC and DC information Centres Platform to be operational	10 %	25% (including 15% achieved already in 2011)	15%	15%	15%	On track: Plan for base line target is 55% for 2012 only, by end of Q1 of 2012 the actual target against baseline target would be 25% including 15% from 2011
(2) Capacity Development of PCs and DCs so that they are compliant with rules of procedure and conduct public outreach	Training for PC members, and compliance with rules of procedure and conduct of outreach activities	10 %	30% (including 20 % achieved already in)	10%	10%	10%	On track: 40% is the total plan target for 2012. By end of Q1 of 2012 the actual target is 30% including 20% from 2011
(3) Strengthening PCs' and DCs' oversight over local service delivery: strategic and annual budgeting & planning; M&E for service delivery; etc. Training for PC members	Training for PC members, to develop necessary expertise to support strategic and annual planning and budgeting	10 %	15%* (including 15% from 2011)	10%	10%	10%	* No progress this quarter: 55% is the total plan target against baseline target for 2012 only. By end of Q1 of 2012 the actual target is 25% including 15% from year 2011

1. FINANCIALS

During Q1, 2012 a total of USD 247,789 was spent for this output no.3 out of an annual budget allocated of USD 1,540,071 i.e. approx. 16 % of the entire allocated budget as end of March 2012. For additional details, please look at Annex 1 and Annex 2.

2. RISKS/ISSUES

- Funds already allocated to this component have almost been disbursed in the first quarter of 2012. The component will be exposed to a reduced delivery capacity for the rest of the year, unless additional funds are allocated for the remainder of 2012. The PC Component team will raise this issue with concerned stakeholders and lobby for additional funding to be allocated to the component, based on funding availability during the remaining quarters of 2012.
- The Provincial Council Law that will clarify the mandate and the role of PCs under the Afghan legal and administrative code is still not completed and passed by the Parliament. This is an urgent legislative priority for better local governance progress in this component.
- A number of PCs do not yet have adequate internet connectivity, adversely affecting their efficient implementation of mandated PC activities across their province and districts. A continued process is occurring trying to identify suitable, feasible and sustainable cost-efficient long-term solutions to this issue.

3. FUTURE PLAN

Provision in this year's ASGP Annual Work Plan (AWP) will include funding for one LoA staffing unit per Provincial Council (34) to provide operational and capacity support i.e. organizing meetings, setting agendas, and community outreach. These staff will be reporting directly to the ASGP regional governance teams and be supported by these local ASGP staff to assist in operating the PCs through a more active participatory community engagement.

- An international legal staff Member embedded at IDLG working on the final amendments to the PC Law (currently referred back to IDLG for further work by the Ministry of Justice).
- A work stream funded and technically supported by ASGP, to create knowledge guidelines for provincial councils. These manuals (in the Dari and Pashtu languages) will include Standard Operating Procedures (SOPs) for the operations of provincial council meetings, suggested formats for public accountability forums, suggested community consultative activities, methods of coordinating with local Civil Society Organizations and other related PC activities. These documents will be prepared by ASGP embedded staff at IDLG in

consultation with our GoIRA partner (IDLG) and may include examples of successful UNDP subnational governance activities occurring in other crisis countries.

- Work more collaboratively with the National Democratic Institute (NDI) and DFID to avoid donor duplication of resourcing support for provincial councils.
- Embedding ASGP staff in the Provincial Council Directorate of IDLG to provide enhanced technical capacity support. Currently, ASGP has two staff embedded, but will be expanding the direct support as resources become available.

D. OUTPUT 4: Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014

Following are the main highlights of the Municipal Governance Development Unit (MGDU) during the 1st quarter of 2012:

GDMA business process guide prepared and published in order to increase customer information on service cycle, and requirements and to set standards for the performance of staff and departments

Customer Satisfaction Survey was conducted in 31 municipalities to assess the performance of General Directorate of Municipal Affairs, measuring CDP progress and receive feedback from municipalities on what needs to be done to further improve GDMA's responsiveness to municipal needs.

Municipal websites for Jalalabad and Kunduz were designed; official email system for Mazar-I-Sharif, Jalalabad and Kunduz was created and introduced; Mazar-I-Sharif website officially launched. Furthermore, a Facebook page was created for Mazar-I-Sharif to collect citizens' views on various municipal issues.

Lease income from municipal markets in Maimana increased from AFN 4 Million in 1390 to AFN 17 Million for 1391 through improved capacity of lease management.

Arrears management capacity was improved in Mahmood Raji that resulted in the collection of over a million AFN from the Police Department, which was owed to the Municipality over many years.

Tax mapping, as means of property inventory, valuation and registration was conducted in Mehtarlam, Saripul, Sheberghan, Panjshir and Jalalabad to increase control over municipal taxes and registered 1084 properties in total during the 1st quarter of 2012. To further control, due dates for business permit fee collection were set in Farah and the M & E frameworks were updated in Bamyan, Sheberghan and Herat Municipalities. In addition, financial zoning for valuation of properties subject to Safayi taxation was undertaken in Herat.



Figure 1: Comparative views of garbage truck & water tank brought back to service with ASGP support



Figure 2: Joint community-municipality effort for waste collection with ASGP donated Zarani



Figure 3: Infrastructure Development Planning and Donor Conference in Bamyan

Office procedures automation continued with the installation of revenue database in Jalalabad and Torkham; Visitors Database in Mehtarlam and the deployment of a Safayi taxation database in Sheberghan and Businesses database in Nahia 9 of Mazar-I-Sharif

A guideline/ToR was prepared to increase effectiveness of municipal economic development committee; the paper was officially adopted in Panjshir, Bamyan, Mahmood Raqi and Mazar-I-Sharif

An intra-municipal communication system was put in place in Kandahar through installation of a PABX and the network.

Functional clarity was improved in Mehtarlam Municipality through providing job descriptions clearly delineating roles and responsibilities of staff.

A monthly reporting system was introduced in Panjshir and Maidan Shahr, and a weekly system in Chighchiran to promote the culture of office reporting system in the municipalities.

Improved office filing system was introduced in Mehtarlam, Jalalabad, Torkham, Kunduz and Bamyan Municipalities.

Inter-municipal cooperation was introduced and supported as a key to capacity development. In Faryab, District Municipalities of Shirin Tagab and Andkhoy received the technical engineering support of ASGP-funded expert from Maimana to carry out the technical monitoring of their construction projects as their in-house capacity is inadequate.

In Nangarhar, the Jalalabad team conducted a capacity assessment of Torkham Municipality as a pre-requisite for capacity development planning. Furthermore, a number of trainings were organized for Torkham Municipal officials.

Public complaints addressing system was strengthened with the installation of a hotline in Sheberghan and complaints boxes in Bamyan.

Public communication and participation plan and strategy for Maimana was prepared, which will serve as a road map to increase the scope and quality of communication with stakeholders and further contribute to the promotion of local participation in municipal processes.



Figure 4: View of volunteer community participation in canal cleaning



Figure 5: **View of youths' initiative for greening in Jalalabad**



Figure 6: Deputy Mayor of Sari Pul presenting the capacity development plan prepared with ASGP support

Access to information on municipal revenues and expenditures was increased through installation of a digital board in Herat. For the GDMA, and Mazar-I-Sharif, quarterly magazines were published to enhance public awareness on the work delivered by these organizations and their partners. Promotional calendars for wall placement for the Mazar-I-Sharif and Jalalabad Municipalities were also printed.

TV and radio programmes were introduced and broadcasted as part of enhanced public awareness raising, transparency and information sharing on sub-national governance issues for Farah and Nili Municipalities, added to that mayors participated in interviews addressing the public in Sheberghan and Mehtarlam Municipalities.



Figure 7: View of training for Torkham District Municipality

Profiles and development plans for Gozars and Nahias in Mazar-I-Sharif, Herat, Bamyan, Maimana, Jalalabad, Kunduz, Mehtarlam and Sheberghan were prepared (*51 Gozar profiles and developments plans in Mazar-I-Sharif; 45 in Herat; 2 in Bamyan; 9 in Maimana; 17 in Jalalabad; 40 in Kunduz; 1 in Sheberghan and 1 Nahia Development Plan for Mehtarlam and one for Mazar-I-Sharif*)

Draft guide on municipal performance planning prepared.

Department action plans for selected departments of Sari Pul, Kunduz and Mazar-I-Sharif prepared.

Democratic governance was strengthened with the formation of Nahia councils (NC) and Gozar organizations(GO) in Kunduz, Bamyan, Mazar-I-Sharif, Herat, Sheberghan and Jalalabad (*Kunduz: 21 GOs and 2 NCs; Bamyan: 9 GOs and 1 NC; Mazar-I-Sharif: 1 NC; Herat: 12 GOs; Sheberghan: 1 GO and 1 NC; Jalalabad: 3 GOs*).



Figure 8: View of property registration survey in Mehtarlam

Youths' school-based initiatives for greening campaigning and awareness-raising on environmental issues were supported in Mazar-I-Sharif, Kunduz and Farah

Public reporting and consultation sessions were organized in Faizabad, Sheberghan, Kunduz, Jalalabad and Asadabad. In Asadabad, it was undertaken as a joint effort with the "RAMP UP EAST".

Key conferences for Sheberghan, Sari Pul, Panjshir and Kunduz Municipalities were organized to present the municipal plans and strategies to stakeholders and donors.

In Bamyan, a conference on infrastructure development planning was supported to formulate the **infrastructure development plan under mayor's leadership** for the year 1391.

Service delivery capacity for Kunduz Municipality was enhanced through repairing of two non-functional vehicles and re-allocation of these for solid waste management. Added to that In Kandahar, the municipality was supported through the provision of public receptacles supporting the municipal collection of household waste.

A Community-municipality partnership was introduced in two Nahias of Mazar-I-Sharif for waste management. ASGP supported the partnership building and the provision of Zaranj motorbike for solid waste collection.

Volunteerism was promoted in Maimana, Mehtarlam and Jalalabad through self-help initiatives consisting of road gravelling, canal cleaning in Maimana and general waste clean-up in Mehtarlam and Jalalabad.

Improved municipal interaction with donors led to agreements for project funding in Kunduz and Mazar-I-Sharif.

ASGP received letters of appreciation from the Municipalities of Herat, Mazar-I-Sharif and Mehtarlam during the 1st quarter of 2012

Table 4: Output 4 (Atlas Project# 00079239): Democratically elected Municipal administrations are collecting revenues and delivering basic services under an improved organizational framework by 2014

2012 Baseline	2012 Annual Targets	Q1 Planed	Q1 Actual	Q2	Q3	Q4	Comments
(1) Improving capacity of municipalities to generate own source revenues*	Revenue generation and management improved in 55% of municipalities; Additional 13 municipalities have revenue enhancement strategies	20%	15%	40%	70%	100%	*Project Document Output (no baseline established in terms of monetary objectives in AFN) Not on track: 55% of provinces throughout Afghanistan or in the targeted provinces? Why the target cldn't be achieved
(2) Improving municipal capacities to apply minimum service standards	Minimum service standards prescribed; One stop shop built Performance management system in place Improved waste management system in additional 10 municipalities	25%	15%	30%	70%	100%	Not on track: ASGP rolls out support to additional 8 municipalities with embeds and equipment; Delay in embedding

2012 Baseline	2012 Annual Targets	Q1 Planned	Q1 Actual	Q2	Q3	Q4	Comments
							staff and provision of equipment through provincial/municipal LoA affects the delivery
(3). Organizational restructuring of municipalities to improve service delivery	Municipalities are restructured; Additional 12 capacity development plans prepared; Access to modern work facilities increased in additional 8 municipalities	10%	5%	20%	75%	100%	Not on track: Although approved in principle, the implementation of new organizational models is taking too long; thus ASGP embeds staff at GDMA to closely follow up with CSC and OAA
(4) Strengthen outreach programme	Public participation and communication programme or strategies developed for additional 10 municipalities; Additional 200 community-based governance structures established; Customer satisfaction surveys conducted Manuals and guidelines for planning and budgeting	25%	25%	50%	75%	100%	On track
(5) Strengthening modern office management systems	Operating Manual developed and introduced through trainings; office management systems improved in additional 8 municipalities	20%	20%	35%	75%	100%	On track for the quarter: but delay in the implementation of the new organizational models impedes the work/ finalization of business

2012 Baseline	2012 Annual Targets	Q1 Planed	Q1 Actual	Q2	Q3	Q4	Comments
							process re-engineering and office operating manual may occur
(6) Creation and maintenance of a functional website and e-government applications	Website with e-applications designed and functional for additional 4 municipalities; email system in place for 5 municipalities; Additional 8 municipalities connected to internet	25%	35%	50%	75%	100%	On track

1. FINANCIALS

During Q1, 2012 a total of USD 425,219 was disbursed for this output no.4 out of an annual budget allocated of USD 521,326 i.e. approx. 82 % of the entire allocated budget as end of March 2012. For additional details, please look at Annex 1 and Annex 2."

2. RISKS/ISSUES

Risks:

- Women may be prevented from joining Afghan civil service due to lack of qualification, local cultural traditions, harassment and inadequate working conditions. Expand the number of provincial internship programmes to attract qualified staff to the civil service, **especially young women. Furthermore, ensure that "gender" specific needs for local accommodation, enhancing are included needs assessments conducted in municipalities, cooperating e.g. with the UNDP Gender Equality Programme/ or the UNDP Gender Focal Point. Encourage municipalities compliance with such standards and introduce gender audits/ Added to that consultations made with the established female advisory groups at municipal level should be included in capacity assessments**

For additional information on other externalities risks, and remedial actions undertaken when possible as of 2011 please see the Risk Log.

Issue:

- Approval process of IDLG for implementation project activities may be cumbersome and adversely affect, delaying the actual implementation capacity development initiatives, as it has happened in the past in the year 2011

For additional more detailed information on previous recorded issues in 2011 but still relevant for programme implementation, please see the Annex 5: *Issue Log*

3. FUTURE PLAN

ASGP's Municipal Component will be expanding their direct support to municipalities in this year's work plan from 11 to 24 municipalities. Their activities will include;

- Development of E-governance systems for municipalities and IDLG
- National Mayors conference (Kabul)
- Twinning arrangements with international partners (sister-city connections)
- Embedding of ASGP staff in the Municipal Directorate at IDLG
- Facilitating and leading stake-holder and community forums on the draft Municipal Law
- A focus on supporting District Municipal structures, particularly those identified by the Afghan Government as strategically important.
- Placement of embedded ASGP staff in the Municipal Directorate of IDLG

II. ANNEXES

A. ANNEX 1: FINANCIAL TABLE

Donor	REVENUE			EXPENSES			BALANCE	Remarks
	Total Commitment (a)	Total Received (b)	Total Receivable c= (a-b)	Total Cumulative Expenses as of Dec-2011 (d)	Total Expenses (Jan-Mar 2012) (e)	Total Expenses f= d+e	Total Received minus Total Expenses g=(b-f)	
AusAID	2,000,000	1,000,000	1,000,000	319,852	57,400	377,252	622,748	
SDC (Switzerland)	3,835,636	3,835,636	-	2,431,860	73,628	2,505,488	1,330,148	
Italy	1,965,924	1,965,924	-	1,589,901	16,986	1,606,887	359,037	
European Union	15,831,554	15,810,203	21,351	2,685,930	1,485,481	4,171,411	11,638,792	
UNDP	1,000,000	1,000,000	-	-	35,428	35,428	964,572	
Total	24,633,114	23,611,763	1,021,351	7,027,543	1,668,924	8,696,467	14,915,296	

Note:

i) Expenses reported for the first quarter of 2012 is provisional.

ii) Income received in currency other than USD is approximated to USD based on UN operational rate of exchange.

B. ANNEX 2: EXPENDITURES BY OUTPUT

Project Output	2012 Budget (AWP)	Total Expenses (Jan to Mar 2012)	Delivery Rate*	Remarks
Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,574,427	393,806		
General Management Services (GMS) fee	110,210	27,566		
Sub-total Output 1.	1,684,637	421,373	25%	
Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	4,005,774	536,956		
General Management Services (GMS) fee	280,404	37,587		
Sub-total Output 2.	4,286,178	574,542	13%	
Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	1,446,842	232,118		
General Management Services (GMS) fee	101,279	15,672		
Sub-total Output 3.	1,540,071	247,789	16%	
Output 4: ASGP management and technical support cost	490,492	399,180		
General Management Services (GMS) fee	34,334	26,039		
Sub-total Output 4.	521,326	425,219	82%	
Grand Total	8,032,212	1,668,924	21%	

C. ANNEX 3: EXPENDITURES BY DONOR

Donor	Project Output	2012 Budget (AWP)	Total Expenditure (Jan- Mar 2012)	Delivery Rate*
AusAid	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	231,867	53,645	
	General Management Services (GMS) fee	16,231	3,755	
Total		248,098	57,400	23%
European Union	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	1,348,765	402,837	
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	3,090,166	443,729	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	688,080	215,940	
	Output 4: ASGP management and technical support cost	440,492	325,794	
	General Management Services (GMS) fee	389,725	97,181	
Total		5,957,228	1,485,481	25%
Italy	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	216,554	15,875	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	101,600	-	
	General Management Services (GMS) fee	22,271	1,111	
Total		340,425	16,986	5%
SDC (Switzerland)	Output 1: National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	225,662	8,809	

Donor	Project Output	2012 Budget (AWP)	Total Expenditure (Jan- Mar 2012)	Delivery Rate*
	Output 2: PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	467,187	5,867	
	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	542,162	7,940	
	Output 4: ASGP management and technical support cost	-	46,195	*
	General Management Services (GMS) fee	86,450.77	4,816.81	
Total		1,321,462	73,628	6%
UNDP	Output 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2014	115,000	8,237	
	Output 4: ASGP management and technical support cost	50,000	27,191	
Total		165,000	35,428	21%
Grand Total		8,032,212	1,668,924	21%

* NB: There was no budget against SDC-10282 in the 1st Quarter AWP while the expenditure has been charged against payroll in January and February 2012. This will be covered in the new 12 months AWP 2012.

D. ANNEX 4: ACTIVITY

Activity	Description of Result	Progress
1.1 IDLG fiscal/financial management, budgeting and internal audit system strengthened SNG Fiscal Management	ASGP continued providing advisory services through embedded international staff as well as funding local specialist consultants working in IDLGs' Policy Directorate, engaged in SNG Fiscal Management issues as well as strengthening of the Policy Directorate itself.	Continuous support activity during 2012
1.2 IDLG critical institutional functions developed including audit, M/E, knowledge management, organisational performance management SNGP Legal Framework	ASGP also continued providing advisory services through embedded international staff at IDLG; as well as funding local specialist consultants working in IDLGs 'Finance and Administration Directorate with issues inter alia pertaining to functions and skills linked to audit, M&E, knowledge management, organisational performance management	Continuous support activity during 2012
1.3 IDLG establishes performance assessment and incentive mechanism for PGO/DGOs Human Resource Development PAR	Funding support was provided to the HR Directorate and the ALGFP Directorate of IDLG, as well as to local specialist consultants assisting in strengthening IDLGs Public Administrative Reforms in PGO/DGOs and merit based recruitment, as well as supporting the establishment of performance assessments of PGO/DGO staff	Continuous support activity during 2012
1.4 IDLG units' capacity enhanced through needs based training and exposure visits (national and international) Institutional CD	Provision continued of Capacity Advisory support, supporting the capacity development of IDLG units via funding of local specialists in developing and implementing Provincial Development Plans. Added to that, ASGP supported the CIDD Directorate through funding of local specialists in capacity development, as well as the conduct of future study tours and exposure visits (national and international), seminars and workshops i.e. institutional capacity development.	Continuous support activity during 2012
1.5: Support to IDLG	Negotiation and transfer process was initiated of the 2011, due advances to IDLG under the Central Letter of Agreement. Advances, mainly included funding of local specialist consultants within IDLG, as well as the conduct of workshops office equipment and supplies to IDLG.	To be completed as of end of Q2, 2012.
2.1 Support to PGOs through technical staff Technical Support to PGOs	Funding was undertaken of technical specialists embedded and strengthening of the PGOs; as well as supporting the staffing and support to institutionalize capacity of DCLPD and the M&E unit of IDLG for enhanced capacities in undertaking PGO/DGO assessments.	Continuous support activity during 2012

Activity	Description of Result	Progress
2.2 Provincial and district operating manual roll out, monitoring and revision for all provinces and districts Strengthening of Office Procedures	Conduct in future, i.e. planned in Q3, 2012 of workshops and training programmes for development of standardized systems and procedures (SOPs)	To be commenced as of Q3, and Q4, 2012.
2.3 Support to PGO/DGOs to enhance efficiency through equipment support Office Infrastructure of PGOs/DGOs	Provision of office infrastructure via office equipment, communication and audio-visual equipment, furniture and supplies to the 34 PGOs; as well as office management support funding, enabling these to more efficient and effective deliver public services	Office infrastructure items procurement to be completed as end of Q2. Continuous office management support activity during 2012
2.4 Provincial Strategic plan, provincial profile and year book developed, printed and disseminated Provincial Databases	PGO/DGO Capacity Development for planning, advocacy and database development workshops to be conducted, as well production of audio-visual and printing of related items for capacity development initiatives to be conducted as of Q2 and during the remaining of 2012.	To be commenced as of Q2, 2012.
2.5 Provincial level capacity development working group and governance group established and capacity development strategy established Provincial CD Groups	Capacity Development workshops, Training of Trainers conducted at provincial level until end of Q2, 2012. Added, technical capacity support, international and national specialists for strengthening provincial level capacity development and strategy formulation during the entire 2012.	Workshops, seminars and trainings to be completed as of Q2, 2012. Continuous support activity during the entire 2012
2.6 Provincial level annual planning, budgeting, review meeting and workshops organised to strengthen sub-national planning and budgeting Provincial Planning	Provincial level planning and budgeting and performance measurement undertaken, as well as the provision of technical support to PGOs for strengthened local governance and implementation of SNGP via enhanced planning capacities of PGOs supported by international technical specialists and establishment of individual contractual services for strengthened local governance and implementation of SNGP	Continuous support activity during the entire 2012
2.7 Establishment of Citizen Service Centres in select provincial governor office on a pilot basis Citizen Service Centre	Establishment of City Service Centres on a pilot basis to be initiated as of Q3 and Q4 of 2012.	To be commenced as of Q3, and continued in Q4, 2012.
2.8 Regional and Provincial Councils' fora established and their capacity built to act as knowledge sharing platform PC Forum	Capacity of Provincial Councils developed for networking and knowledge management. PC Networks are being established and meetings occur on a recurrent basis	Continuous support activity during the entire 2012

Activity	Description of Result	Progress
2.9 Staff support to Provincial Council PC Staffing	Provincial Councils' are supported through a dual approach at the central level by funding local technical consultants at the General Directorate of Local Councils (GDLC), as well as supporting institutional strengthening of the GDLC via support also to rental, and maintenance of premises and during the entire 2012. Added to that funding to be provided in Q3 and Q4 for technical resources linked to human resources management.	Continuous support activity during the entire 2012
2.10 NGOs/CSO/DDA representatives forum established by Provincial Council towards effective development communication & collaboration NGO CSO PC Forum	Civil society and community linkages to be enhanced through the conduct of workshops, seminars and trainings with participation of PC members, civil society representatives and provincial community representatives during Q3 and Q4, 2012	To be commenced as of Q3, and continued in Q4, 2012.
2.11 PCs supported with office equipment for effective M&E of service delivery Office Infrastructure PC	Institutional strengthening support undertaken through development of office infrastructure. Including provision of equipment, furniture and various supplies to undertake M&E provincial oversight tasks as of Q3 and Q4, 2012	To be commenced as of Q3, and continued in Q4, 2012.
2.12 Pilot M &E system for service delivery in provincial government entities M&E by PC	Establishing Public Accountability Forums in additional provinces, as well as introducing and enhancing the M&E oversight capacities of public services delivery in those provinces	To be commenced as of Q2, and continued in Q3 and Q4, 2012.
2.13 Provincial Councils trained on results-based management , M&E in the light of the SNG policy PC Training	Training programmes conducted on Results-Based Management, M&E linked to the capacity development objectives of the SNGP for all 34 provinces	To be commenced as of Q3, and continued in Q4, 2012.
2.14: Provincial Development Fund (PDF)	Local development initiative to be undertaken in Uruzgan Province as of Q3 and continued in Q4, 2012	To be commenced as of Q3, and continued in Q4, 2012.
2.15: Support to Provincial Government Office (PGO) and District Government Office (DGO).	Transfer the 2011 due advances to the PGOs under the Letter of Agreement modality. Advances, mainly funding local specialist consultants within the PGOs, as well as the conduct of workshops office equipment and supplies to PGOS.	To be completed as of end of Q2, 2012.
2.16: Support to Provincial Councils (PC) and District Councils (DC).	Transfer process initiated of the 2011 due advances to the PCs/DCs as per the Letter of Agreement modality. Funding process initiated supporting the conduct of workshops office equipment and supplies to PCs/DCs, in addition to local specialist consultants within the PCs/DCs, as well.	To be completed as of end of Q2, 2012.

Activity	Description of Result	Progress
3.1:Capacity development needs assessment conducted and Capacity Development Plans developed and implemented for provincial and district municipalities Municipal CD	Municipal development planning exercises progressing well. Funding assistance is supporting capacity development through local technical experts embedded in municipalities. Furthermore, continued progress has been recorded in capacity development planning initiatives and needs assessment for the municipalities. Exposure visits and twinning arrangements with foreign municipalities are to be established over the coming quarters	Continuous support activity during 2012. Exposure visits and Twinning arrangements to be initiated as of Q2, 2012.
3.2:Reorganisation of municipalities; support PAR for municipalities for improved service delivery. Develop municipal systems and procedures such as citizen service evaluation, one-stop shops. Municipal PAR	Good progress in the introduction of organizational municipal analysis, and re-engineering of business processes, as well as the development of operating manuals, and customer satisfaction surveys supported by embedded local technical specialists in municipalities. Promotion of self-help initiatives are also advancing well in municipalities as within the IDLG Directorate of Municipal Affairs and institutional strengthening of the GDMA through rental support to physical premises. Customer Service Centers' establishments are to be supported as of Q2, 2012. Emphasis on the provision of equipment and furniture required municipal garbage collection to be initiated as of Q2, 2012.	Continuous support activity during 2012.
3.3: Support for information sharing and networking for municipal staff. Municipal E-Governance	Progress recorded in the provision of internet connectivity in the quarter. Progress has also been recorded in areas linked to the formulation of communication, development and management plans for enhanced partnership and aid coherence linked to workshops and contractual service arrangements. E-governance applications to be supported during the Q2, and rest of 2012.	Continuous support activity during 2012.
3.4: Strengthen financial management of municipalities, and support revenue improvement action planning. Municipal Financial Management	Municipal Unit continued the support in developing Revenue Improvement Action Plan and budget related planning activities supported inter alia by progressive development and introduction of databases, as well as the continued registration of properties linked to Safayi taxation collection. Workshops were organized on financial management and budgeting, as well as the promotion of transparency and accountability of financial practices through public accountability hearings. This was made possible through funding support to technical specialists producing and sharing financial management systems (databases), as well as sharing in the conduct of workshops and Public Accountability Hearings.	Continuous support activity during 2012.

E. ANNEX 4: RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
1	Low capacity and insufficient number of qualified staff in the PGO,DGO, PC and Line Ministerial Departments in the 34 provinces of Afghanistan to adequately and timely implement ASGP deliverables	28 Feb 2011	Organizational	Impact=3 Probability=5	To train and mentor the sub-national entity government tashkeel staff via ASGP LoA embedded staff and develop special arrangements to attract qualified staff, particularly in less developed provinces, including civil servant relocation	Regional Teams	Regional Teams	Decreasing
2	Weak coordination among the PGOs ,DGOs, PCs and Line ministries adversely affecting the achievement of deliverables broad requiring broad participatory consultation to ensure success	Jan 2012	Organizational	Impact=3 Probability=3	Strengthening the coordination among the concerned stakeholders, through establishing integrated standing cross consultative/advisory mechanisms tasked to deal with specific planning exercises	Regional Teams	Regional Teams	Decreasing
3	Delay in provincial LOA fund / SOP finalization and approval for utilization for ASGP II program implementation.	Jan 2012	Planning	Impact=5 Probability=3	Finalizing and approval of the SOP for LOA fund utilization for ASGP implementation accordingly . Designating a lead coordinating and advisory team at Kabul level	Regional Teams	Regional Teams	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
4	Delay in the AWP formulation for 2012 and approval by stakeholders (IDLG and ASGP) for ASGP implementation, may adversely affect the timely implementation rate of AWP activity deliverables	Jan 2012	Planning	Impact=5 Probability=5	Approval and sharing the document of AWP 2012 utilization with IDLG timely for endorsement implantation accordingly	ASGP Kabul	Regional Teams	Decreasing
5	Inadequate monitoring and evaluation practices may significantly reduce the positive effect of introduction of new management procedures and practices in provincial and district governors' offices	March 2011	CapaCity/Organizational	Impact=3 Probability=3	Establish minimum performance standards in provincial and district governors' offices based on the operating manual and support IDLG in monitoring organizational and individual compliance	ASGP Kabul/IDLG	Regional Teams	Decreasing
6	Development of provincial development plans may be delayed by insufficient trained available local sub-national entity technical capable staff in all 34 provinces across Afghanistan	Quarter 4, 2010	Organizational	Impact=3 Probability=3	Deliver training on provincial development planning to key provincial staff (UNDP/ASGP, IDLG). Support Training of Trainers (ToT) by continuing supporting the IDLG CIDD Department via workshops, ensuring that the IDLG pool of capacity is expanded.	Regional Teams/IDLG/ASGP Kabul	Regional Teams	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
7	Development of Provincial Strategic Plans may be hampered by insufficient available local capacities	<i>Quarter 4, 2010</i>	Societal	Impact=5 Probability=3	Introducing PSP through introductory workshops with presentations in Dari and Pashtu, including follow-up monitoring visits to Provincial Development Committees, and District Development Committees as needed	IDLG	Regional Teams	Decreasing
8	Women may be prevented from joining civil service due to lack of qualification, local cultural traditions, harassment and inadequate accommodating working conditions	<i>March 2011</i>	Societal/Organizational	Impact=5 Probability=5	Expand the number of provincial internship programmes to attract qualified staff to the civil service, especially young women. Furthermore, ensure that "gender" specific needs for local accommodation, enhancing are included needs assessments conducted in PGO/DGOs/Municipalities, cooperating e.g. with the UNDP Gender Equality Programme/ or the UNDP Gender Focal Point.. Encourage PGOs/DGOs and municipalities compliance with such standards and introduce gender audits/ Added to that consultations made with e.g. Female Provincial Councilors' Network or the established female advisory groups at municipal level should be included in capacity assessments	Regional Teams	Regional Teams	Same ASGP is to explore opportunities in 2012, leading to increase in the recruitment and retention of women under the LoA modality, as well as encourage PGO/DGO and municipalities in improving accommodation and hiring

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
9	Regular unavailability of PC members, limiting the degree of representative, popular contributions made in meeting, policy making, planning and oversight of development programmes	15 Aug 2011	Organizational	Impact=3 Probability=4	Actively engage PC in provincial strategic planning, provincial development plans, provincial recruitment committees and M&E efforts, such as GOFORGOLD. Furthermore, ensure that PC needs assessments, also include an assessment part, identifying constraints and opportunities to ensure higher degree of attendance and presence to PC events and mandated tasks	Regional Teams/ASGP Kabul	Regional Teams	Same
10	Stakeholder concerns/credibility issues may materialize in respect to timely meeting of ASGPs/UNDPs planned output deliverables, as per Project Document. This is a risk if insufficient immediate progress is visible (due to the long-term nature of ASGP's institutional capacity development Process) to stakeholders	Feb 2011	Planning/Visibility/Societal	Impact=2 Probability=2	Develop local PGO/DGO and municipal stakeholder communication plans to keep stakeholders informed and abreast at all times on ASGP's/local counterparts joint progress toward achieving short-term and long-term results. Encourage, frequent public meetings, and their attendance, where ASGP inform local stakeholders on the nature of deliverables planned, their implementation status and challenges and way forward.	Regional Teams	Regional Teams	DecreasingMitigating measure includes the establishment of the quarterly UNDP/ASGP Provincial Board Meetings across Afghanistan

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
11	Devolution 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	Working with the Internal Audit department of IDLG and Stakeholders to implement, a standard operation modality need to be established and then ensure that the respective staff are trained. Continue providing oversight, via ASGP regional, provincial and municipal staff, reviewing on a quarterly basis expenditures made under the LoA modality against endorsed work plans, before approving additional funding transfers. Enhance internal and external audit mechanisms and regularly conduct audits of provincial governors' offices; Implementation of a 'double signature' policy for all direct UNDP disbursements Strengthen Provincial Council oversight of the provincial budget	Regional Teams/ASGP Kabul/IDLG	Regional Teams	Same

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
12	Attempts to strengthen the actual role and the mandated oversight powers of provincial and district councils, by strengthening their de-facto M&E function, may cause resistance among provincial sub-national governance entities	Quarter 1, 2011	Political	Impact=2 Probability=4	Encourage sub-national government entities, especially PGOs, ministerial line departments, and DGOs, to collaborate with the PCs and DC within the regulatory framework when Provincial Monitoring Teams are overseeing the performance delivered of sub-national government entities. Develop Capacity Development Plans for PC members including a well-defined introduction to the mandate of the PCs and the expectations for the assigned Provincial Monitoring Teams' within the framework of SNGP	Regional Teams	Regional Teams	Same Joint outreach and monitoring mechanism are being established by PC and PGOs along with line ministries
13	Implementation of the programme activities in NER may be adversely affected by lack of international UNDP presence in the region as well as insufficient availability of qualified local staff	June/July 2011	Security	Probability=5 Impact=5	Hire qualified local staff and provide training in order to implement activities in NER	Regional Team	July 2011	Same ASGP is conducting regular monitoring visits from Mazar-I-Sharif, as well as email and frequent telephone conversations with the affected NER provinces as an act of mitigation as

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
14	ASGP/Central Region Team may not be able to regularly visit and Conduct its activities adequate monitoring visits to Logar Province due to security issues and lack of qualified LoA staff in provinces	20 Sept 2011	Security	Impact =4 Probability=4	Recruitment of the additional qualified staff and increase the number of LoA staff, based on the provincial needs, is required; Recurrent refreshment trainings to be conducted, and is required for all LoA staff to be conducted in Kabul.	ASGP/Central Region	31 Dec 2011	Same Situation in Logar Province, has not changed substantially, as now no LoA staff available.
15	Political interference in LOA staff recruitment. with Political interference from various sub-national level stakeholders at the provincial level in the recruitment process of LOA staff 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	Same; ASGP is supporting the IDLG, the PGO and municipalities by sharing in LoA staff recruitment process across Afghanistan on a per needs basis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
16	Popular legitimacy and effectiveness of provincial and district councils may suffer significantly, unless the Provincial Councils are empowered to make a meaningful contribution in policy making, planning and monitoring / evaluation of development programmes	Political	Second half of 2010	Impact=5 Probability=1	Encourage the government to implement oversight of the sub-national governance public services undertaken, and advocate for the voicing of the citizens Actively engage PC in provincial strategic planning and M&E efforts, such as "GOFORGOLD".	ASGP Kabul/IDL G	RPM/ASGP Kabul	Decreasing
17	Effectiveness of provincial and district councils is likely to be adversely affected by insufficient capacity of councillors' and inadequate internet access/ICT equipment, while the extensive number of councils in need of capacity development will make capacity-Development a time- and effort consuming Process	Organi-sational	Second half of 2010	Impact=5 Probability=5	Develop a training programme for district councils well before the elections and identify partners to expedite delivery of this programme once the councils are installed	Regional Team and ASGP Kabul	RPM/ASGP Kabul	Decreasing

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
18	Provincial Board Meeting-Follow-Up requirements without adequate staff to follow-up on expected actions/pledges may adversely affect the credibility of UNDP programmes and projects in provinces among PGOs	Jan, Feb & March 2012	Organizational	Impact=5 Probability=3	Requesting support from adjacent provinces/regions, when possible in order to deliver on specific commitments given during board meetings	ASGP Eastern Region Team	RPM	Same
19	LoA staff may be suffering if the office will not be fully equipped with required equipment's due to delay on processing of LoA Work Plan.	12 Jan 2012	Management	Medium	All required supports for fully functional project will be provided.	ASGP & IDLG	15 th Apr 2012	Same
20	ASGP/Central Region Team may not regularly be able visit and conduct its activities in Logar due to the security issues and lack of qualified LoA staff in provinces (except Budgeting and Finance Specialist)	10 Jan 2012	Social / Organizational	High	Recruitment of the new qualified staff and increase the number of LoA staff based on the provincial need is required. Refreshing training is required to all LoA staff to be conducted in Kabul.	ASGP/PGO /IDLG	29 Mar 2012	Same

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management Response	Owner	Submitted by	Status
21	Lack of sufficient staff in some province to implement all activities within the Central Region provinces	12 Jan 2012	Organizational	High	Prioritize selected activities and focus on these activities	ASGP / IDLG	22 Mar 2012	Same
22	Delays in timely payment of LoA staff salaries.	12 Feb 2010	Management / Organizational	Impact=3 Probability=5	An appropriate mechanism should be provided upon based on Government regulation and UNDP/ASGP mandate to timely process the salaries on monthly bases.	IDLG & UNDP/ASGP	1 April 2012	Same Recently IDLG and UNDP/ASGP management decided to process the three months unpaid salaries from LOA fund

F. ANNEX 5: ISSUE LOG

ID	Type	Date Identified	Description	Status/ Priority	Status Change Date	Author
1	Shortage of staff	Jan, Feb & March 2012	ASGP Eastern Region (ER) Team could not effectively participate in all forums and technical coordination meetings within UNERT, PDC, CBWG, UN coordination and other technical working groups due to shortage in staff (only one Provincial M&E specialist is available in the ASGP Eastern Region)	High	N/A	ASGP Eastern Region Team
2	Delay in operationalizing ASGP's Provincial LoA	Jan, Feb & March 2012	Delays in endorsement of the LoA Standard Operating Procedures (SOPs) crippled ASGP ER attempts to move forward with programme implementation	High	N/A	ASGP Eastern Region Team
3	Delay in developing and endorsing LOA for PDF (Provincial Development Fund)	Jan, Feb & March 2012	No activities have been conducted, due to unavailability of approved Standard Operating Procedures for the utilization of LoA Funds	High	N/A	ASGP Eastern Region Team
4	No training provided in respect to LoA modality and Standard Operating Procedures (SOPs) for ASGP ER team, LoA staff and PGO representatives	Jan, Feb & March 2012	ASGP ER team, LoA staff and PGO representatives are not fully aware of all implications of the LOA and the related SOPs ensuring adequate understanding and the correct disbursement of LoA fund in the ER provinces	High	N/A	ASGP Eastern Region Team
5	Delay in approving of training and capacity development proposals	Jan, Feb & March 2012	1) Due to the shifting of the UNDP Financial Management System "ATLAS" entries related to the ASGP, numerous activity proposals have been kept pending awaiting changes to be effectuated and properly re- inserted in ATLAS 2) Due to shortage in ASGP Operations Staff, events had to be postponed	High	N/A	ASGP Eastern Region Team
6	Programme/Communication/PCs	Jan, Feb & March 2012	Without internet access to the PC, the aim of enhancing the capacity of its members will be adversely affected.	low	N/A	ASGP Eastern Region Team
7	Operational/Induction of LoA Staff	Jan, Feb &	National LoA staffs working for the respective sub-national governance entities in ER region areas are to be provided orientation and training for	medium	N/A	ASGP Eastern

		March 2012	project implementation, especially concerning the LoA modality			Region Team
8	Management/reporting	Jan 2012	All LoA staffs not regular reporting in Southern Provinces, therefore my recommendation is to provide orientation training for all LoA staffs to strength their activities regional and countrywide.	High	N/A	IDLG and ASGP main office
9	Operational/capacity Development LoA Staff	Jan 2012	National LoA staffs working for the respective areas are to be provided with financial and procurement management training; Kandahar, Helmand, Nimroz and Zabul.	High	N/A	IDLG and ASGP main office
10	AWP 2012 Approval Process	3/2/2012	Extended and intricate approval process of Annual Work Plan may affect implementation of programme deliverables	High	N/A	RPM
11	Communication/coordination	Jan 2012	Confusion about ASGP project at Provincial and Central IDLG may create some challenges for the implementation of ASGP project at regional level.	Medium	N/A	RPM
12	Procurement Plan Approval Process/Delayed	Jan 2012	Extended and intricate approval process of Annual Work Plan/Procurement Plan may affect implementation of procurement plan deliverables	High	N/A	RPM
13	Payment of provincial staff	14 Dec 2011	Funds have not been allocated to the Logar and Maydan Wardak Provinces . Hence, the disbursement process of their salaries is very slow, distracting and not conducive, in motivating these in performing their tasks	High	N/A	RGS (Central Region)
14	Budget not available to implement capacity development activities in Central Region	20 Feb 2012	Insufficient funding availability including LoA funding. The situation severely affects the conduct of provincial activities, including conducting training, workshops, and knowledge products and planning. Adequate funding needs to be provided via an approved AWP and procurement plan for 2012	High	N/A	RGS (Central Region)
15	Security Situation deterioration in the Central Region	03 Jan 2012	During the quarter, the security situation in the Central Region deteriorated. There was an attack on the Provincial Governor Office of Logar and Paktia and an incident in Kapisa Province in Mahmood Raqi.	High	N/A	RGS (Central Region)

16	Implementation of LoA modality	30 Mar 2012	Funds still not transferred to Logar and Maydan Wardak Provinces, LOA plan has not been implemented yet. The SOP has not been finalized yet.	Medium	N/A	RGS (central region)
17	Parwan PGO is lacking adequate space and equipment, including the recruitment of new staff in HR department have not taken place (due to a complex attack, 17 PGO staff were killed and the premises were destroyed).	14 Aug 2011	The building required construction and PGO start discussion with IDLG and donors to find the resources for construction and refurbishment of the PGO of Parwan, including recruitment the new ASGP LoA staff.	High	30 th Mar 2012	IDLG, ASGP

G. ANNEX 6: Policy and Knowledge Products

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: Q1, 2012 Support to IDLG

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	Capacity Assessment Framework & Tool	Capacity Development Advisor (CDA), ASGP	IDLG, CD practitioners	February-March 2012	N/A
2	Gender Mainstreaming Strategy for IDLG	Gender unit IDLG, CDA ASGP	IDLG senior management, gender experts from IJC, UNAMA, MoWA	March 2012	N/A

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year:
Q1, 2012

Support to PGO/DGO/PCs

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	Kunar Provincial Council (PC) quarterly magazine (WALAS GHAG) publication and reporting to the citizens	Kunar Provincial Council (PC) and UNDP/ASGP Eastern Region	Provincial Council (PC) members and local stakeholders	January 2012	1,200
2	Laghman Provincial Council (PC) quarterly magazine (SHURA) publication and reporting to the citizens	Laghman Provincial Council (PC) and ASGP Eastern Region	Provincial Council (PC) members and local stakeholders	January 2012	1,200
3	Draft Provincial Strategic Plan for of Nangarhar has been prepared	ASGP through embedded LoA staff (PSP) team	LoA (LoA) staff, ASGP, PGO	March 2012	N/A
4	Kunar LOA staff based on Kunar Deputy Governor Instruction worked and edited two magazines by names of (Kunar magazine and volumes of Kunar PGO and submitted to Kunar PGO for review and publication.	ASGP through embedded LoA staff	Letter of Agreement (LoA) staff, ASGP, PGO	March 2012	N/A
5	Provincial Council quarterly magazine	PC-LoA support	Yes	January 2012	1,000
6	Herat Provincial Development plan& Sectoral profiles	PDC/Planning team/ASGP	Yes	January 2012	3,500
7	Guideline for Annual Governance and Development report (yearbook)	ASGP west/Herat PGO-LoA staff	Yes	February 2012	In house documents
8	Ghor Provincial Development plan& sectoral Profiles	N/A	Yes	February 2012	2,000
9	Guideline for District authorities and DDAs network	N/A	Yes	February 2012	In house document

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
10	Guideline for Annual Accountability week accountability work	PGO with Support of ASGP	Yes	March 2012	In house document
11	Farah Provincial Development plan & sectoral profiles	N/A	Yes	March 2012	2000
12	Herat PGO Monthly magazine	N/A	Yes	Feb & march 2012	800
13	Farah Annual Governance and Development report	N/A	Yes	March 2012	2000
14	PC Quarterly magazine	PC-LoA support	Yes	March 2012	1000
15	Capacity Development plan for Herat, Farah, Ghor and Badghis	N/A	Yes	March 2012	In house document
16	Capacity development plan for PCs of western Herat, Farah, Ghor and Badghis	N/A	Yes	March 2012	In house document
17	ASGP west Annual Report 2011	N/A	Yes	March 2012	In house document
18	Provincial ASGP-factsheets for west region	N/A	Yes	March 2012	In house document
19	Eight weekly Radio Programme (people and Governor)	PGO-LoA support	Yes	Feb-March 2012	In house document
20	Monthly TV Programme (outreach)	PGO-LoA support	Yes	Jan-march 2012	In house document
21	Printed 1000 Pieces Magazines and 1000 Pieces Colanders for Helmand PGO	Helmand PGO LoA staffs through ASGP financial support	Yes	Feb 2012	3,800
22	Printed (100Pieces) Work Manuel for line departments for Helmand	Helmand PGO	Yes	Feb, 2012	400
23	Kandahar year book distribution	KDR-PGO LoA staffs through ASGP financial support	Yes	Feb 2012	N/A
24	Kandahar Provincial Council magazine production	ASGP LoA staff in Kandahar Provincial Council (communication officer)	Yes	Feb 2012	1.200 from LoA budget.

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
25	Weekly newspaper has been producing every week for Kandahar Dand District.	ASGP LoA staff in Kandahar Dand District (development governance specialist)	Yes	Continuously	ISAF pays for total expense.
26	Official web site for Kandahar Dand District is under construction.	ASGP LoA staff in Kandahar Dand District (development governance specialist)	Yes	In progress	3,000 ISAF will pay for total cost.
27	Five years strategic plan completed for Kandahar Zahari District	ASGP LoA staff in Kandahar Zahari District (development governance specialist)	Yes	25 th January 2012	N/A
28	Jawzjan quarterly magazine named (Governance and Citizens).	Jawzjan PGO and/UNDP/ASGP North	Yes	January 2012	N/A
29	Saripul Monthly magazine named (Saripul).	Saripul PGO and/UNDP/ASGP North	Yes	January 2012	N/A
30	Saripul Monthly magazine named (Saripul).	N/A	Yes		N/A
31	Samangan magazine named (Government and people).	Samangan PGO and/UNDP/ASGP North	Yes	January 2012	N/A
32	Balkh Monthly Magazine name (governance and citizen)	Balkh PGO and/UNDP/ASGP North	Yes	March 2012	N/A
33	Balkh PGO, PGO-Youth forum guidelines.	Balkh PGO and/UNDP/ASGP North	Yes	January 2012	N/A
34	Aqcha CDP, Jawzjan Province	Jawzjan PGO/Aqcha DGO and/UNDP/ASGP North	Yes	February 2012	N/A
35	Khaja Dokoh CDP, Jawzjan Province	Jawzjan PGO/Khaja Dokoh DGO and/UNDP/ASGP North	Yes	February 2012	N/A
36	Darzab CDP, Jawzjan Province	Jawzjan PGO/Darzab DGO and/UNDP/ASGP North	Yes	February 2012	N/A
37	Qosh Tapa CDP, Jawzjan Province	Jawzjan PGO/Aosh Tapa DGO and/UNDP/ASGP North	Yes	February 2012	N/A
38	Khanaqa CDP, Jawzjan Province	Jawzjan PGO/Khanaqa DGO and/UNDP/ASGP North	Yes	February 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
39	Mengajik CDP, Jawzjan Province	Jawzjan PGO/Mengajik DGO and/UNDP/ASGP North	Yes	February 2012	N/A
40	Faizabad CDP, Jawzjan Province	Jawzjan PGO/Faizabad DGO and/UNDP/ASGP North	Yes	February 2012	N/A
41	Murdian CDP, Jawzjan Province	Jawzjan PGO/Murdian DGO and/UNDP/ASGP North	Yes	February 2012	N/A
42	Khamab CDP, Jawzjan Province	Jawzjan PGO/Khamab DGO and/UNDP/ASGP North	Yes	February 2012	N/A
43	Qarqeen CDP, Jawzjan Province	Jawzjan PGO/Qarqeen DGO and/UNDP/ASGP North	Yes	February 2012	N/A
44	Dehdadi CDP, Balkh Province	Balkh PGO/Dehdadi DGO and/UNDP/ASGP North	Yes	February 2012	N/A
45	Nahri Shahi CDP, Balkh Province	Jawzjan PGO/Nahri Shahi DGO and/UNDP/ASGP North	Yes	February 2012	N/A
46	Marmul CDP, Balkh Province	Balkh PGO/Marmul DGO and/UNDP/ASGP North	Yes	February 2012	N/A
47	Charkent CDP, Balkh Province	Balkh PGO/Charkent DGO and/UNDP/ASGP North	Yes	February 2012	N/A
48	Khulm CDP, Balkh Province	Balkh PGO/Khulm DGO and/UNDP/ASGP North	Yes	March 2012	N/A
49	Hairatan CDP, Balkh Province	Balkh PGO/Hairatan DGO and/UNDP/ASGP North	Yes	March 2012	N/A
50	Kaldar CDP, Balkh Province	Balkh PGO/Kaldar DGO and/UNDP/ASGP North	Yes	March 2012	N/A
51	Shortepa CDP, Balkh Province	Balkh PGO/Shortepa DGO and/UNDP/ASGP North	Yes	March 2012	N/A
52	Balkh CDP, Balkh Province	Balkh PGO/Balkh DGO and/UNDP/ASGP North	Yes	March 2012	N/A
53	Dawlatabad CDP, Balkh Province	Balkh PGO/Dawlatabad DGO and/UNDP/ASGP North	Yes	March 2012	N/A
54	Charbolak CDP, Balkh Province	Balkh PGO/Charbolak DGO and/UNDP/ASGP North	Yes	March 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
55	Chemtal CDP, Balkh Province	Balkh PGO/Chemtal DGO and/UNDP/ASGP North	Yes	March 2012	N/A
56	Sholgar CDP, Balkh Province	Balkh PGO/Sholgar DGO and/UNDP/ASGP North	Yes	March 2012	N/A
57	Zari CDP, Balkh Province	Balkh PGO/Zari DGO and/UNDP/ASGP North	Yes	January 2012	N/A
58	Keshendeh CDP, Balkh Province	Balkh PGO/Keshendeh DGO and/UNDP/ASGP North	Yes	March 2012	N/A
59	Dehdadi outreach plan, Balkh Province	Balkh PGO/Dehdadi DGO and/UNDP/ASGP North	Yes	March 2012	N/A
60	Nahri Shahi outreach plan, Balkh Province	Jawzjan PGO/Nahri Shahi DGO and/UNDP/ASGP North	Yes	March 2012	N/A
61	Marmul outreach plan, Balkh Province	Balkh PGO/Marmul DGO and/UNDP/ASGP North	Yes	March 2012	N/A
62	Charkent outreach plan, Balkh Province	Balkh PGO/Charkent DGO and/UNDP/ASGP North	Yes	March 2012	N/A
63	Khulm outreach plan, Balkh Province	Balkh PGO/Khulm DGO and/UNDP/ASGP North	Yes	March 2012	N/A
64	Hairatan outreach plan, Balkh Province	Balkh PGO/Hairatan DGO and/UNDP/ASGP North	Yes	March 2012	N/A
65	Kaldar outreach plan, Balkh Province	Balkh PGO/Kaldar DGO and/UNDP/ASGP North	Yes	March 2012	N/A
66	Shortepa outreach plan, Balkh Province	Balkh PGO/Shortepa DGO and/UNDP/ASGP North	Yes	March 2012	N/A
67	Balkh outreach plan, Balkh Province	Balkh PGO/Balkh DGO and/UNDP/ASGP North	Yes	March 2012	N/A
68	Dawlatabad outreach plan, Balkh Province	Balkh PGO/Dawlatabad DGO and/UNDP/ASGP North	Yes	March 2012	N/A
69	Charbolak outreach plan, Balkh Province	Balkh PGO/Charbolak DGO and/UNDP/ASGP North	Yes	March 2012	N/A
70	Chemtal outreach plan, Balkh Province	Balkh PGO/Chemtal DGO and/UNDP/ASGP North	Yes	March 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
71	Sholgar outreach plan, Balkh Province	Balkh PGO/Sholgar DGO and/UNDP/ASGP North	Yes	March 2012	N/A
72	Zari outreach plan, Balkh Province	Balkh PGO/Zari DGO and/UNDP/ASGP North	Yes	March 2012	N/A
73	Keshendeh outreach plan, Balkh Province	Balkh PGO/Keshendeh DGO and/UNDP/ASGP North	Yes	March 2012	N/A
74	Khulm District governance and development profile	Balkh PGO/Khulm DGO and UNDP/ASGP North	Yes	March 2012	N/A
75	Aqcha District governance and development profile	Jawzjan PGO/Aqcha DGO and UNDP/ASGP North	Yes	March 2012	N/A
76	Faiz Abad District governance and development profile	Jawzjan PGO/Faiz Abad DGO and UNDP/ASGP North	Yes	March 2012	N/A
77	Mengajik District governance and development profile	Jawzjan PGO/Mejgajik DGO and UNDP/ASGP North	Yes	March 2012	N/A
78	Khanaqa District governance and development profile	Jawzjan PGO/Khanaqa DGO and UNDP/ASGP North	Yes	March 2012	N/A
79	Khaja DOKoh District governance and development profile	Jawzjan PGO/Khaja Dokoh DGO and UNDP/ASGP North	Yes	March 2012	N/A
80	Jawzjan PGO annual training calendar	Jawzjan PGO and UNDP/ASGP North	Yes	March 2012	N/A
81	Balkh PGO annual training calendar	Balkh PGO and UNDP/ASGP North	Yes	March 2012	N/A
82	Samangan PGO annual training calendar	Samangan PGO and UNDP/ASGP North	Yes	March 2012	N/A
83	Citizen charter concept note and presentation,	Balkh PGO and UNDP/ASGP North	Yes	March 2012	N/A
84	Public grievance system, formats, presentation	Balkh PGO and UNDP/ASGP North	Yes	March 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
85	Balkh PDP main contents (Health, social protection, economic growth, education, governance and rule of law, security, agriculture, and infrastructure) profiles developed	Balkh PGO and UNDP/ASGP North	Yes	March 2012	N/A
86	Jawzjan PDP main contents(Health, social protection, economic growth, education, governance and rule of law, security, agriculture, and infrastructure) profiles developed	Jawzjan PGO and UNDP/ASGP North	Yes	March 2012	N/A
87	Samangan PDP main contents(Health, social protection, economic growth, education, governance and rule of law, security, agriculture, and infrastructure) profiles developed	Samangan PGO and UNDP/ASGP North	Yes	March 2012	N/A
88	Balkh provincial solar proposal	Balkh PGO and UNDP/ASGP North	Yes	February 2012	N/A
89	Balkh Provincial Council communication strategy and outreach plan	Balkh PC and UNDP/ASGP North	Yes	January 2012	N/A
90	Jawzjan Provincial Council communication strategy and outreach plan	Jawzjan PC and UNDP/ASGP North	Yes	January 2012	N/A
91	Saripul Provincial Council communication strategy and outreach plan	Saripul PC and UNDP/ASGP North	Yes	January 2012	N/A
92	Balkh PC developed operating manual on partnership with women groups	Balkh PC and UNDP/ASGP North	Yes	January 2012	N/A
93	Jawzjan PC developed operating manual on partnership with women groups	Jawzjan PC and UNDP/ASGP North	Yes	March 2012	
94	Bamyan Conference on Provincial Development Plan for 1392	PGO, PC and government sectors	25 entities' representatives (Govt., PC & donors)	February 28/2012	1,017

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
95	Bamyan News Bulletin publication of the second edition	Bamyan PGO	Yes	February 20/2012	1,015
96	Daikundi Annual Reporting Conference	Provincial Governor Office	Yes	11 January 2012	16,207
97	Provide all government line departments with Citizen Charter for (painted signboards) Daikundi	Provincial Governor Office (LoA staff)	Yes	14 March 2012	5,280
98	Takhar Monthly Magazine (Governance and Development)	Takhar PGO/UNDP/ASGP TOs NER	Yes	January 2012	N/A
99	Takhar Monthly Magazine (Governance and Development)	Takhar PGO/UNDP/ASGP TOs NER	Yes	February 2012	N/A
100	Takhar Monthly Magazine (Governance and Development)	Takhar PGO/UNDP/ASGP TOs NER	Yes	March 2012	N/A
101	Faizabad CDP, Badakhshan Province	Badakhshan PGO/ UNDP/ASGP TOs NER	Yes	February 2012	N/A
102	Official Website for Kunduz PGO	Kunduz PGO/UNDP/ASGP TOs NER	Yes	March 2012	N/A
103	Official Outlook emails created for PGO Staff (those who use internet) Kunduz PGO	Kunduz PGO/UNDP/ASGP TOs NER	Yes	March 2012	N/A
104	Official Outlook emails created for PGO Staff (those who use internet) Takhar PGO	Takhar TOs UNDP/ASGP NER	Yes	March 2012	N/A
105	Official Outlook emails created for PGO Staff (those who use internet) Badakhshan PGO	Badakhshan TOs, UNDP/ASGP NER	Yes	March 2012	N/A
106	Human Resources Data Base (PGO/DGO) Kunduz Province	Kunduz PGO/UNDP/ASGP TOs NER	Yes	March 2012	N/A
107	Annual Financial Work Plan (Kunduz PGO)	Kunduz PGO/UNDP/ASGP TOs NER	Yes	February 2012	N/A
108	Annual Financial Work Plan (Baghlan PGO)	Baghlan PGO/UNDP/ASGP TOs NER	Yes	March 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
109	Annual Training Calendar 2012 (Badakhshan PGO)	Badakhshan PGO/UNDP/ASGP/TOS NER	Yes	February 2012	N/A
110	PDP Baghlan Province for One Year	Baghlan PGO/UNAMA/UNDP/ASGP/TOS NER	Yes	February 2012	N/A
111	Provincial Development Plan for 1391 in English and Pashtu	ASGP, LoA staff and PGO	PGO staff	February 2012	4,200

Policy/Knowledge Products: these are in the form of legislations, regulations, strategies, policy papers, publications, workshop reports, manual etc.

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year:
Q1, 2012

Municipalities have the institutional and organizational framework and capacity to collect revenue and deliver basic public services

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
National – GDMA					
1	Business Process Re-engineering Guidebook published	ASGP	GDMA	January 2012	20,000
2	GDMA Customer Satisfaction Survey completed for 34 municipalities and comparative report of 2010 versus 2011 submitted to GDMA	ASGP	34 municipalities	January 2012	N/A
3	GDMA Magazine published for better reflection of GDMA and ASGP accomplishments	ASGP-GDMA	GDMA	February	24,000
4	Pashtu version of local Policy for GO, NCs MG&DC prepared	ASGP	GDMA and Municipalities	February	N/A
5	Guideline/ToR for municipal economic development committee development	ASGP	Municipality	February 2012	N/A
6	Municipal outreach programme supported with production of radio programmes and video clips	ASGP-Municipality	Municipalities	February 2012	N/A
Center					
7	ToR for Municipal Economic Development Committee introduced and adopted in Panjsheer	ASGP-Municipality	Municipality	January	N/A
8	ToRs prepared for Transportation Department of maidanshahar Municipality	ASGP-Municipality	Municipality	January	N/A
9	Weekly plan of cleaning and greening Department. prepared in Maidanshahr	ASGP-Municipality	Municipality	January	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
10	Performance plans prepared for Mahmood Raqi	ASGP –Municipality	Municipality, municipal department managers	February 2012	N/A
Central High Land					
11	2 Guzar profile and development plans prepared for Bamyan	ASGP-Municipality	Community and Municipality	January and February	N/A
12	Public Communication and participation Strategy finalized for Bameyan	ASGP –Municipality	Municipality, PGO, DoWA, PC, Media, info and culture Department	February 2012	N/A
13	M&E framework for revenue generation updated for Bamyan	ASGP-Municipality	Municipality	January	N/A
14	Municipal Revenue Profile updated for Bamyan	ASGP-Municipality	Municipality	January	N/A
15	Petition and application database introduced and municipal staff oriented for the application in Nili	ASGP-Municipality	Municipality	January	N/A
16	Building sketch for two departments (Mili Bus and Administration Reform Department) prepared in Nili	ASGP-Municipality	Municipality and government Departments.	January	N/A
North					
17	Website design completed for Mazar-I-Sharif Municipality and official email system put in place	ASGP-Municipality	Municipality, GDMA, MOCI	January	175,000
18	55 Guzar Profiles and Development plans prepared while 10 guzar profiles digitized in Mazar-I-Sharif	ASGP-Municipality	Municipality – community and ASGP	January, February and March 2012	N/A
19	Nahia 8 development plan prepared for Mazar-I-Sharif	ASGP-Municipality	Municipality	March 2012	N/A
20	ToR for Municipal Economic Development Committee introduced and adopted in Mazar-I-Sharif	ASGP-Municipality	Municipality	February 2012	N/A
21	Three year strategic plan and one year action plan prepared for construction department of Mazar-I-Sharif Municipality	ASGP-Municipality	Municipality	January 0	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
22	Digital architecture design of Nahia 8 prepared in Mazar-I-Sharif	ASGP-Municipality	Municipality	January	N/A
23	First draft of business process re-engineering of Mazar-I-Sharif completed	ASGP –Municipality	ASGP-Municipality	February 2012	N/A
24	Wall calendar published for Mazar-I-Sharif	ASGP –Municipality	Municipality	March 2012	N/A
25	Four department action plans prepared for Saripul Municipal Departments. (Property Department and)	ASGP-Municipality	Municipality	January	N/A
26	Cleaning and Greening Plans prepared for Saripul Municipality	ASGP-Municipality	Municipality	January	N/A
27	Annual infrastructure plan prepared in Sar-e-Pul	ASGP –Municipality	Municipality, construction Department	March 2012	N/A
28	Revenue Profile and M&E framework updated in Sheberghan	ASGP-Municipality	Municipality	January	N/A
29	Five year infrastructure Development and management plan prepared for Sheberghan	ASGP-Municipality	Municipality	January	N/A
30	Performance plans prepared for Sheberghan	ASGP –Municipality	Municipality	9 February	N/A
31	1 Guzar profile and development plan prepared for Sheberghan	ASGP –Municipality	Municipality, ASGP, Guzar Representatives and Nahias	February 2012	N/A
32	10 Guzar profile and development plans prepared for Maimana	ASGP-Municipality	Municipality, ASGP, Guzar Representatives and Nahias	January 2012	N/A
33	Communication and Participation Strategy prepared for Maimana	ASGP-Municipality	Municipality, PGO, DoWA, PC, Media, info and culture Department	January 2012	N/A
34	Performance plans prepared for Maimana	ASGP –Municipality	Municipality, municipal department managers	February 2012	N/A
35	Cleaning and Greening Plans prepared for Aybak Municipality	ASGP-Municipality	Municipality	January 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
36	Performance plans prepared for municipal Departments. of Aybak (Revenue and Construction Departments of Aybak	ASGP-Municipality	Municipality, municipal department managers	January and February 2012	N/A
South					
37	Governance management plan prepared for Kandahar	ASGP –Municipality	Municipality	Feb 2012	N/A
38	A computerized business permit sheet designed for Kandahar	ASGP-Municipality	Municipality	February 2012	N/A
39	English version of Kandahar CDP	ASGP-Municipality	Municipality	January 2012	N/A
40	Design and issuance of ID cards for municipal district officers in Kandahar	ASGP-Municipality	Municipality	February 2012	N/A
East					
41	Website for Jalalabad Municipality developed and official emails set up	ASGP-Municipality	Municipality, MOCI and GMDA	January 2012	175,000 AFN
42	Nahia two Development Plan prepared for Jalalabad	ASGP-Municipality	Municipality, gozar organization and Nahia council member	January 2012	N/A
43	21 Guzar profile and development plans prepared in Jalalabad	ASGP-Municipality	Municipality, ASGP, Guzar Representatives and Nahias	January 2012	N/A
44	CapaCity Assessment of two district municipalities (Torkham and Gozara)	ASGP-Municipality	Municipalities of torkham and gozara	January 2012	N/A
45	Nahia 1 development Plan prepared for Mehtarlam	ASGP through embedded staff	Municipality, gozar organization and Nahia council	January 2012	N/A
46	Draft Pashtu and English versions of Mehterlam, Qarghanyee and Alishang	ASGP-Municipality	Municipality and stakeholders	February 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
	Revenue Strategy prepared				
47	Complaint resolution mechanism through installation of complaint boxes in Asadabad	ASGP Through embedded staff	Municipality	January and February 2012	N/A
48	Prepared re-architecture design and RCC design of Farah Municipality conference hall	ASGP-Municipality	N/A	January 2012	N/A
West					
49	Municipal website designed for Herat	ASGP-Municipality & IT ministry	GDMA, Municipality	February 2012	175,000
50	45 Guzar profile and development plans prepared in Herat	ASGP-Municipality	Community, Municipality and ASGP	January, February and March 2012	N/A
51	English version of Revenue Enhancement Action Plan and Strategy prepared for Herat	ASGP-Municipality	Municipality	January 2012	N/A
52	Revenue profile and M&E framework updated for Herat	ASGP-Municipality	Municipality	January 2012	N/A
53	English version of Revenue Enhancement Action Plan and Strategy of Farah completed	ASGP-Municipality	Municipality	January 2012	N/A
54	Properties registration book designed and introduced in Farah	ASGP-Municipality	Municipality	January 2012	N/A
Northeast					
55	Municipal website and emailing system created for Kunduz	ASGP –Municipality, IT ministry	Municipality	March 2012	175,000
56	Annual departmental plan prepared for construction department of Kunduz	ASGP –Municipality	Municipality, Construction Department and ASGP	March 2012	N/A
57	Annual and quarterly targets set for Kunduz(Cleaning, Greening and revenue departments)	ASGP-Municipality	Municipality	January 2012	N/A

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in AFN
58	Monthly Plan for property management Department. In Kunduz	ASGP-Municipality	Municipality	January 2012	N/A
59	Prepared designs / maps and estimations for 7 projects in Kunduz including fountain plan, Latrine Block, Septic Tank, Coffee shop, shade cast, water well and side walk in Kunduz	ASGP-Municipality	Municipality	January 2012	N/A
60	29 Guzar profiles and development plans prepared for Kunduz	ASGP –Municipality	Municipality, ASGP, Guzar Representatives and Nahias	February 2012	N/A
61	Cleaning and Greening Plans prepared for Faizabad Municipality	ASGP-Municipality	Municipality	January 2012	N/A
62	Performance plan prepared for Faizabad Arrears Collection Department	ASGP-Municipality	Municipality, ASGP, other related departments	February 2012	N/A

H. ANNEX 7: Training and Capacity Development Outputs

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: Q1, 2012

Support to IDLG

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Capacity Assessment baseline and target scores established for IDLG central office	March 2012 IDLG	IDLG	N/A	Improved and comprehensive understanding of the capacities of IDLG. This will result in more relevant and effective CD responses	N/A
2	Learning cum orientation session on capacity development and Capacity Assessment Framework for Afghan government organization	February 2012	Senior Management and contractual staff IDLG	20	Enhanced understanding of issues related to CD and methodology for capacity Assessment	N/A
3	Learning cum orientation session on Capacity Development and Capacity Assessment Framework for Afghan government organizations	March 2012	Tashkeel staff IDLG	50	Enhanced understanding of issues related to CD and methodology for Capacity Assessment. Also feedback received on CD issues related to Tashkeel staff of IDLG	N/A

Training/Capacity Building Outputs are trainings, workshops, study tours, on-the Job Training etc. Provide information disaggregated by gender as far as possible.

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year:

Q1, 2012

Support to PGO/DGO/PCs

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	Three days' training workshop on Good Governance, Millennium Development Goal (MDG), Afghanistan National Development Strategy (ANDS), Management, and Report Writing	1-3 January 2012 in Mehtarlam City of Laghman Province	Provincial Government Offices (PGOs) and department of women affair (DoWA) staff	15	Trained the participant on good governance, Millennium Development Goal (MDG), Afghanistan National Development Strategy (ANDS), Management, and Report Writing	N/A
2	One-day training workshop on Management, Filling System and Report Writing to all departments' staff of DGO staff in Nurgram District of Nouristan Province.	7 January 2012 in Nurgram District of Nouristan Province.	District Government Offices (DGO) and Line department staff	18	Trained the participants on Management, Filling system and Report Writing to all departments' staff of DGO staff in Nurgram District of Nouristan Province.	N/A
3	Three days' training workshop under the title of "Communication, Type of communication and role of communication in management, leadership and success.	15-17 January 2012 in Mehtarlam District of Laghman Province	Provincial Government Office (PGO) and line departments staff of Laghman Province	40	Trained the participants on Communication, Type of communication and role of communication in the management, leadership and other related issues.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
4	LoA staff of Laghman Province conducted a ten days on job training under the title of “internet and computer programme training” to Laghman PGO key staff in Mehtarlam City of Laghman Province”. Three persons attended the training from the PGO of Laghman Province. The training workshop covered the following core topics: “What is internet? Internet as a resource tool as well as various Microsoft Office programmes	20-30 January 2012 Mehtarlam City of Laghman Province	Provincial Government Office (PGO) and line departments staff of Laghman Province	3	Trained the participants on internet, Internet tools and Microsoft Office programmes	N/A
5	A two days training was conducted in Nurgram District of Nouristan province .The training included introduction to an enhanced filling system for the departments of administration, finance, central statistics, RRD, technical and sectoral, transport, post and communication department’s staff . 20 DGO staffs attended the training.	29 January- 1 February 2012 in Nurgram District of Nouristan Province	DGO and the departments of administration, finance, central statistics, RRD, technical and sectoral, transport, post & communication staff	20	Trained 20 DGO and sectorial department staffs of Nurgram District trained on the filling system and related issues	N/A
6	A one days’ workshop on the Nangarhar Provincial Strategic Plan (PSP) was conducted. 12 persons attended the workshop from the Nangarhar PGO staff. The discussions evolved around the expectations for the PSP as well as ensure a better understanding of it. The workshop engaged the participants in topics related to governance, socio-economic conditions, governance and Security issues). The workshop was undertaken with support of the ASGP Eastern Region and Nangarhar LOA staff (Provincial Strategic Planning team).	2 February 2012 in Jalalabad City of Nangarhar Province	Provincial Government Offices (PGO) staff	12	The workshop engaged the participants in topics related to governance, socio-economic conditions, governance and Security issues).	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
7	A two days' workshop on the Nangarhar Provincial Strategic Plan (PSP) was conducted in Jalalabad City to present the Nangarhar provincial strategic plan (PSP) vision statement, mission statement and long-term goals to the Nangarhar deputy governor, governmental departments and other stakeholders in the Nangarhar Province for consultation and endorsement of the concerned stakeholders. The workshop was undertaken with support of the ASGP Eastern Region and Nangarhar LOA staff (Provincial Strategic Planning team).	7-8 February 2012 in Jalalabad City of Nangarhar Province	Provincial Government Offices (PGO) staff and social society	15	The participants understanding was enhanced on the provincial strategic plan (PSP) vision statement, mission statement and long-term goals	N/A
8	A one-day training workshop for Nangarhar PGO, DGOs and line departments' representatives on development projects database, data collection and reporting.	9 Feb, 2012 in Jalalabad City of Nangarhar Province	Provincial Government Offices (PGO) staff and social society	20	PGO, DGOs and line department's staff trained in databases, data collection, analysis procedures and reporting	N/A
9	A three days' ICT training course for Nurgram District Governor Office (DGO) staff in Nurgram District of Nouristan Province A total of 8 DGO staffs attended and were trained in the following core topics: <ul style="list-style-type: none"> - Information and communication technologies <ul style="list-style-type: none"> - Installing and updating of windows, - Microsoft office (MS) office, windows <ul style="list-style-type: none"> - Activation, antivirus, - How to use/practical information on printers and scanners. 	5-7 February 2012 in Nurgram District of Nouristan Province	Nurgram District Governor Office (DGO) staff	8	Trained the participants in <ul style="list-style-type: none"> - Information and communication technologies - Installing and updating of windows, - Microsoft office (MS) office, windows <ul style="list-style-type: none"> - Activation, antivirus, - How to use/practical information on printers and scanners. 	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
10	A two days' filling management training for the "Administrative, Rights, and Transport Departments in Dowab and Nurgram Districts of Nouristan Province was conducted by the ASGP LoA staff, the Nouristan Provincial Governance and Development Specialist. 10 persons attended the training sessions and improved their filling/management capacities.	February 2012 in Dowab and Nurgram Districts of Nouristan Province	Dowab and Nurgram DGOs (Admin, HR and Transport) Departments staffs of Nouristan Province	10	10 persons of Dowab and Nurgram Districts staffs attended the training sessions and improved their filling/management capacities.	N/A
11	Nangarhar Provincial Strategic Planning (PSP) team conducted a cross ministerial/departmental workshop, where a reformulated PSP vision and mission statement, as well as a strategic plan with long term development goals for the province were presented. A draft strategy was developed with contributions from sectors related to, Social, Economic, Governance and Security. The PSP draft was following shared for a consultative review and finalization with the Nangarhar Province governmental departments, civil society organizations, the provincial deputy governors and other stakeholders in the Nangarhar PGO.	18 February 2012 in Jalalabad City of Nangarhar Province	Provincial Government Offices (PGO) staff and social society	16	Reformulated the PSP vision and mission statement, as well as a strategic plan with long term development goals for the province were presented A draft PSP strategy was developed with contributions from sectors related to, Social, Economic, Governance and Security.	N/A
12	In Kunar Province LOA staff conducted one day training on good governance and held a presentation on good governance and the core principles to the PGO and provincial governance sectoral line ministerial department participants.	3rd week of February 2012 Asadabad City of Kunar Province	Kunar PGO and line departments staff	15	15 Kunar PGO and line departments staff trained on sub-national governance and good governance characteristics in Asadabad City of Kunar Province	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
13	<p>Three days project proposal writing training workshop provided for PGO and line departments' staff in Mehtarlam City of Laghman Province with 30 PGO staffs that attended and were trained in proposal drafting. The following core topics:</p> <ul style="list-style-type: none"> - What is a (project) proposal? - Goal/objectives of the project proposal? - Need of data and information (evidence-based) for proposal writing <ul style="list-style-type: none"> - Beneficiaries - Inputs (in terms of resource requirements) <ul style="list-style-type: none"> - Expected outputs (results) - Implementation (planning) - Donor (M&E requirements, expectations) 	3rd of February 2012 in Mehtarlam City of Laghman Province	PGO and line department staff in Mehtarlam City of Laghman Province	30	<p>30 PGO staffs were trained in proposal drafting. the following core topics:</p> <ul style="list-style-type: none"> - What is a proposal? - Goal/objectives of the project proposal? - Need of data and information (evidence-based) for proposal writing <ul style="list-style-type: none"> - Beneficiaries - Inputs (in terms of resource requirements) <ul style="list-style-type: none"> - Expected outputs (results) - Implementation (planning) - Donor (M&E requirements, expectations) 	N/A
14	Two days' on the job training to Kunar PGOs and line directorates staff on Microsoft PowerPoint Presentation	26 & 27 Feb 2012 in Asadabad City	PGO and line department staff in in Asadabad City of Kunar Province	4	Four Kunar PGO and line directorates staffs were trained on Microsoft PowerPoint Presentation tool	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
15	<p>Nouristan LOA staff (Provincial ICT Specialist) conducted a two days training workshop on ICT related issues to the DGO staffs of Mandol and Dowab Districts in Nouristan Province. A total of 15 PGO staffs attended and were trained in the following core topics/issues:</p> <ul style="list-style-type: none"> - What are information technology (IT) and its role in the development and life? - Computer parts and computer system - Input device, part of input device, processing device, output device, part of output device' - Computer hardware and software, type of software, type of system software <ul style="list-style-type: none"> - Operating system - Type of Microsoft office (O/S) system 	29 Feb and 1st March 2012 in Mandol and Dowab Districts of Nouristan Province.	DGO and line department staff in Nouristan Province	15	<p>15 Mandol and DowAb DGOs staffs attended and were trained in the following core topics/issues:</p> <ul style="list-style-type: none"> - What are information technology (IT) and its role in the development and life? - Computer parts and computer system - Input device, part of input device, processing device, output device, part of output device' - Computer hardware and software, type of software, type of system software <ul style="list-style-type: none"> - Operating system - Type of Microsoft office (O/S) system 	N/A
16	<p>One-day training workshop was conducted under the title of (Rule of Social Society, Youths and Women) in the good governance, development and security and capacity enhancement to Kunar and sectorial department staff in Asadabad City of Kunar Province.</p>	06 March 2012 in Asadabad City of Kunar Province	Kunar PGO and line department staff in in Asadabad City of Kunar Province	20	<p>20 Kunar PGO staffs were trained on the Rule of Social Society, Youths and Women) in the good governance, development and security and capacity enhancement to Kunar and sectorial department staff in Asadabad City of Kunar Province.</p>	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
17	Mandol and Dowab DGOs staffs in Nouristan Province participated in a job-training workshop. The training workshop covered the following core topics (installation and updating of windows, Ms. Office, window activation, antivirus, printer and scanner drivers. Nouristan LOA staff (The Provincial ICT Specialist) conducted the workshop under the title “Information and Communication Technology”	2-8 March 2012 in Nouristan Province	Mandol and Dowab DGOs staffs in Nouristan Province	10	10 Kunar PGO staffs were trained on the (installation and updating of windows, Microsoft Office, window activation, antivirus, printer and scanner drivers. Nouristan LOA staff (The Provincial ICT Specialist) conducted the workshop under the title “Information and Communication Technology”	N/A
18	A two days training workshop under the title of (Monitoring & Evaluation) to the PC members and line departments representatives of Laghman and Nouristan Provinces in Mehtarlam City. The main purpose of the training workshop was to strengthen and enhance the capacity of PCs members and line ministerial department’s staff in the area of monitoring and evaluation and operational activities.	20-21 March 2012 in Mehtarlam City of Laghman Province	Laghman and Nouristan PCs members and line department staff in Mehtarlam City of Laghman Province	30	30 persons (18 Laghman and Nouristan PC members & 12 Line departments staff) were trained in the following topics: <ul style="list-style-type: none"> - Why we monitor a project/purpose of M&E - Differences between monitoring and evaluation. <ul style="list-style-type: none"> - How to set up/determine monitoring/output indicators - How do develop a monitoring information system - How to collect data/information development <ul style="list-style-type: none"> - Type of data to be collected - Type of evaluations to be undertaken - How to develop a M&E plan 	N/A
19	A one-day training workshop was conducted under the title of Good Governance to the PGO and line department’s representatives of Kunar Provinces in Asadabad City. The main purpose of the training workshop was to strengthen and enhance the capacity of PGO and line	13 March 2012 In Asadabad City of Kunar Province	Kunar PGO and line department staff in in Asadabad City of Kunar Province	30	30 persons from PGO and line department’s representatives of Kunar Province trained on the following topics: <ul style="list-style-type: none"> - What is governance? - What is good governance? 	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	department staffs on main characteristics of good governance and its rule in the development and service delivery to the citizens.				<ul style="list-style-type: none"> - Governance for Development - Major characteristics of good governance - Principles of good governance 	
20	A one-day workshop was organized on “Good Governance” in Kunar Province, where all the sectors department representatives were present and were provided with the opportunity to discuss how to develop solid foundations for good governance and evaluate the work of the sectoral departments on good governance and public services delivery. Kunar LoA staff (The Provincial Governance and Development Specialist) facilitated the planning and organization of the event.	22 March 2012, in Asadabad City of Kunar Province	Kunar PGO ,DGOs and line department staff in in Asadabad City of Kunar Province	25	25 persons from PGO, DGOs and line department’s representatives of Kunar Province trained on governance related issues and service delivery in the area.	N/A
21	On-the-Job Training planning and reporting to the Administration Department of the Nangarhar PGO (Admin/finance) to director and one other admin .finance department staff.	March 2012	Nangarhar PGO (admin/finance) director and one staff	2	Improved administrative service delivery Enhanced capacity of PGO staff on planning and reporting effective service delivery	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
22	A one-day training on “Planning and Report Writing” to Kunar PGO and line department’s representatives in Asadabad City of Kunar. Twenty staffs attended the training workshop from the PGO and line department’s representatives of Kunar Province. The main purpose of the training workshop was to enhance the capacity of PGO and line department staffs in preparing plans and reports. The Performance Based Governance Fund (PBGF) provided financial support. Kunar LoA staff (The Provincial Governance and Development Specialist) conducted the training.	3rd week of March 2012 in Asadabad City of Kunar Province	Kunar PGO ,DGOs and line department staff in in Asadabad City of Kunar Province	20	20 Kunar PGO and sectorial department’s staff trained in Planning preparation and reporting related issues. The Performance Based Governance Fund (PBGF) provided financial support. Kunar LoA staff (The Provincial Governance and Development Specialist) conducted the training.	N/A
23	Kunar LoA staff supported (Provincial Governance and Development Specialist) the Department of Women Affair monthly meeting and gave a presentation in a one day training workshop under the title of “Female Discrimination” in Asadabad City of Kunar Province. The LOA explained the principles of good governance, and human rights to the meeting participants.	4th week of March 2012 in Kunar Province	Department of Women Affair staffs in Asadabad City of Kunar Province	10	10 women affair department staff and women shura members trained on Female Discrimination and human right and good governance principles in Asadabad City of Kunar Province.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
24	A two days' training workshop on Human Resources Management (HRM) and related issues to the Kunar Province, to the PGOs and line department's directors and representatives in the province. The financial support was prepared from Kunar PBGF fund. 15 Kunar PGO and line Departments staff attended in Kunar Province, The Financial support was received from Kunar PBGF funds.	4th week of March 2012 in Asadabad City of Kunar Province	Department of Women Affair staffs in Asadabad City of Kunar Province	15	15 Kunar PGO and line Departments staff were trained on the following core topics: <ul style="list-style-type: none"> - What is Human Resources Management (HRM)? - Role and responsibility of the HRD? - What are terms of references (ToR)? <ul style="list-style-type: none"> - Recruitment process - What is curriculum vita (CV) - Test and Interviews 	N/A
25	A three days' training workshop on Human Resources Management (HRM) and related issues to the Laghman Province, to the PGOs and line department's directors and representatives in the province. The financial support was prepared from Laghman PBGF fund. 20 PGO and line Departments staff attended in Mehtarlam City, The Financial support was received from Laghman PBGF funds.	4th week of March 2012 in Mehtarlam City of Laghman Province	Laghman PGO , and line departments directors in Mehtarlam City of Laghman Province	20	20 PGO and line Departments staff trained on human right related issues in Laghman Province. The PGO staffs were trained on the following core topics: <ul style="list-style-type: none"> - What is Human Resources Management (HRM)? - Role and responsibility of the HRD? - What are terms of references (ToR)? <ul style="list-style-type: none"> - Recruitment process - What is curriculum vita (CV) - Test and Interviews 	N/A
26	Farah District network forum	January 2012/Farah	PGO/DGOs/DDAs	60	Trained the participants on Sub-national Governance policy, Concept of District Network, and developing annual District Network plan	2000

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
27	Farah Quarterly Public Accountability Forum	January 2012/Farah	Government officials, line departments, Civil Society Organizations, Religious leaders, media, and people	250	The accountability Forum improved government-citizen accountability and trust relationship and hence improved the confidence of the citizen on the local government, shared annual progress and achievement of local government with citizens, institutionalized Government-Public accountability relationship, shared future plans with the public, Government department to respond to the concerns of the people.	5000
28	Organizational management	January 2012/Herat	PC	10	Participants received clear knowledge on organization and administration system	In house work
29	Badghis District Network	February/Badghis		60	Trained the participants on Sub-national Governance policy, Concept of District Network, and developing annual District Network plan	2000

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
30	Badghis Quarterly Public Accountability Forum	February/Badghis			The Accountability Forum improved government-citizen accountability and trust relationship and hence improved the confidence of the citizens in the local government, shared annual progress and achievement of local government with citizens, institutionalized Government-Public accountability relationship, where future plans were shared with the public, Governmental departments to respond to the concerns of the people.	5000
31	UNDP Programme Board Meeting	Badghis/February 2012	Provincial Governor Office and Sectoral Line Departments/UNDP projects	45	UNDP Programme board meeting improved government/afghan ownership to UNDP activities and to enhanced effectiveness of UNDP activities to the province. Improved governance and development, transparency and accountability at the local level, will improve confidence of the people on the government and legitimacy of government, and can push government towards development and quality public service delivery.	200
32	Database training For Herat PGO HR department	February/Herat	PGO/HR staff	3	HR department is now able to record all personal details in database and produce report in less than a minute.	In house work

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
33	Database training for Herat PGO archive department	February/Herat	PGO/ Archive unit	3	Archive department is learned how to record incoming/outgoing mail into database. Now mails can be tracked faster than before	In house work
34	M&E training	February/Herat	PC Members	10	PC members were trained in what they should monitor/oversee and how	400
35	Training on general principles of management and good governance	March/Herat	Department of women affairs	20	Participants knowledge have improved on General principles of management and principles of good governance	Cost covered by GEP
36	Herat University fund raising conference	March/Herat	University	160	Herat University presented its achievement to date and presented future plan	2,100
37	Conducted 3days proposal writing workshop for Line Departments and DGOs staff	January 2012/Helmand PGO Compound	All line departments, and DGOs staffs	82 trained	Positive	1799
38	India study tour	March 2012/ India	PGO, Raises & Industry Department, Press Club, Mewaing DG, Provincial council and Kandahar Radio and Television	(10) persons	N/A	12,500 from LoA budget.
39	Office management and on job training	28 th -30 th Jan 2012 Kandahar Arghandab District	All district administration staff	(10) persons	All trainees understand/know standard office management system.	N/A
40	Report writing training	18 th -20 th Feb 2012 Kandahar Arghandab District	All district administration staff	(10) persons	After this training they are capable of drafting a precise and comprehensive report	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
41	Basic Computer training	1 st -5 th January 2012 Kandahar Dand District	Agriculture department of Dand District	(6) persons	These six officials from Agriculture department can now use MS word application for writing officials letters.	N/A
42	IDLG administration policies and procedures training	7 th -8 th January 2012 Kandahar Dand District	Education, Agriculture, rural & rehabilitation, and sect oral departments	(20) persons	These (20) officials from mentioned departments are now familiar with IDLG administration polices & procedures they got trained in how to manage administrative issues in their respective departments such as staff leave, attendance sheet, salaries payment etc..	N/A
43	(IARCC) recruitment procedure training	9 th -10 th January 2012 Kandahar Dand District	Education, Agriculture, rural & rehabilitation, administrators, sect oral, and justice departments	(21) persons	These 21 officials from mentioned departments are now familiar with IARCC recruitment procedure.	N/A
44	Basic computer training which covers the following computer programmes; Microsoft Word. Microsoft excel and internet usage.	14 th - 19 th January 2012 Kandahar Dand District	Education, Agriculture, rural & rehabilitation, administrators, sect oral, and justice departments	(21) persons	These 21 officials from mentioned departments are able to use MS. Word, MS excel and internet for their official activities.	N/A
45	DADBEER NGO conducted two days training under the title of good coordination between local authority and people	1 st – 2 Feb 2012 Kandahar Dand District	All Dand District staffs and community elders.	(40) persons	After this training slight change has been noticed in relation between local authority and local people.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
46	Chichi NGO conducted a training under the title of cultural relationship, projecting system, and interrelationship of public and district government.	21 st -23 rd Feb 2012 Kandahar Dand District	Education, Agriculture, rural & rehabilitation, administrators, sect oral, and justice departments	(30) persons	As a result of this training they understand the cultural values, interrelationship of public and government and projecting systems and they are more knowledgeable in their jobs then before and can handle works tasks better.	N/A
47	Monitoring and report writing training.	25 th -27 th Feb 2012 Kandahar Dand District	administrators, sect oral, and rural & rehabilitation departments	(4) Four committee members	They can write satisfactory monitoring report, and can monitor the projects in a better manner.	N/A
48	IDLG administration policies and procedures training	7 th -8 th Feb 2012 Kandahar Zahari District	Education, Agriculture, rural & rehabilitation, and sect oral departments	(15) persons	These (15) officials from mentioned departments are now familiar with IDLG policies and procedures	N/A
49	Proposal writing training	20 th – 22 Feb 2012 Kandahar Zahari District	All Zahari District staffs, and some participants from education and agriculture line departments	(20) persons	All training participants can now draft a standard proposal.	N/A
50	Computer training (MS word, MS Excel and creating data base in MS Access	25 th Feb – 7 th March 2012 Kandahar Zahari District	Administration staffs from Zahari District	(18) persons	These (18) persons can use MS word, and MS excel according to standard and can also create small data bases in Access.	N/A
51	With support of ASGP Mazar-I-Sharif office and LOA staff, one-day PDP review orientation conducted for Balkh PDC sector working groups.	3 January, 2012 Balkh PGO	Provincial line departments and PGO	15	The line department and sector heads learned \ how to conduct the PDP review. and collect new dat.a and to fill in the questionnaires made for the plan review.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
52	ASGP Mazar-I-Sharif office conducted one day orientation and training workshop on how to develop human development report and district profiles	3 January, 2012 Balkh PGO	Statistics department, line department, district authorities and PGO staff	25	The participants were capacitated on the concept and template of the district governance and development profile and were taught data collection methodology of district profiling.	N/A
53	ASGP Mazar-I-Sharif office and LOA conducted one day orientation and training workshop on how to develop human development report and district profiles	5 January, 2012 Jawzjan PGO	Statistics department, line department, district authorities and PGO staff	20	The participants were capacitated on the concept and template of the district governance and development profile and were taught on data collection methodology of district profiling.	N/A
54	ASGP Mazar-I-Sharif conducted a one-day orientation workshop for 4 new LOA staff who were recruited early December for PGO, DGO and PC through LOA joint efforts in Jawzjan Province. The orientation that was also attended by LOA counterparts in PGO/PC covered the following core subjects: <ul style="list-style-type: none"> ➤ PSP/PDP/PDC/ Provincialbudgeting ➤ District profiling ➤ CDP/Outreach 	6 January, 2012 Jawzjan PGO	LOA staff, PGO/PC	12	The participants were enabled to formulate a PSP, PDP, as well as undertaking PDC functions, and relations with line departments, provincial budgeting overall concepts, district profiling and outreach planning.	N/A
55	ASGP Mazar-I-Sharif office and Saripul LOA staff, conducted one day District Network orientation and consultation.	7 January, 2012, Saripul		45	The District Governors, DDAs and PDC received orientation on goal and objective of district network, Subnational governance policy.	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
56	ASGP Mazar-I-Sharif and LOA staff Saripul conducted two day of PDP review in Saripul and as the result sectorial profiling and plans for six sectors completed. The review session attended by PDC sector working groups, DGOs and DDAs officials from six districts.	8 January, 2012 Saripul	DDAs, DGOs, PC, line departments, PGO	45	They were capacitated on consultation process and need assessment and PDP compilation.	N/A
57	ASGP Mazar-I-Sharif and new LOA team in Jawzjan, there was held one day capacity development training for Aqcha District staff.	15 January, 2012, Jawzjan, Aqcha District	DDA, DGO, district level line department	10	The orientation and training concluded in drafting Aqcha District capacity development implementation plan for 2012. DGO also drafted annual training calendar for year 1391.	N/A
58	With Support of LOA fund, Faryab PGO conducted a two day training workshop on procurement and administrative improvements for PGO staff and 14 DGO officials in Faryab Province.	21 January, 2012, Faryab	PGO, line departments and DGOs	35	The participants were taught the new procurement law, office administrative and district operating manual.	N/A
59	ASGP Mazar-I-Sharif office and LOA capacity development specialist in Balkh PGO and DGO LOA staff conducted one-day office management training for Khulm District administration.	22 January, 2012, Balkh, Khulm District	DGO,	10	The participants were trained in the new office administrative and district operating manual. They were also capacitated in daily interaction and dialogue with citizens and regular reporting to PGO.	N/A
60	ASGP Mazar-I-Sharif office organized and conducted one-day capacity development orientation workshop for 12 LOA staff in ASGP Mazar-I-Sharif office.	21 January, 2011, ASGP Regional Office, Mazar-I-Sharif	LOA staff	12	The session covered technical aspect of work scope of the LOA, their role, the approach on how to rollout ASGP to districts and their regular interaction with ASGP	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
61	ASGP Mazar-I-Sharif office and LOA PC staff, conducted orientation on networking for Balkh PC.	23 January, 2012	PC, DOWA, women groups	20	The PC staff were capacitated on modern communication skills and networking and as the result developed a concept paper on partnership with women groups and activists in close cooperation with DOWA.	N/A
62	ASGP Mazar-I-Sharif Office and LOA Capacity Development Specialist in Balkh PGO and DGO LOA staff conducted a one day office management training for Kaldar, Dehdadi, NahriShahi, Dawlatabad, Balkh and Charbolak Districts' administration. The LOA team also conducted orientations on developing district outreach plan.	27 January, 2012, Balkh, Kaldar, Dehdadi, NahriShahi, Dawlatabad, Balkh and Charbolak Districts	DGO,	60	The participants were taught new office administrative and district operating manual. They were also capacitated on daily citizen reception and regular reporting to PGO. The DGO capacity was also enhanced on how to develop district outreach plan for year 1391.	N/A
63	Following developing DGO CDP action plans in Balkh, ASGP and the LOA conducted district visits and organized trainings workshops on office management and POM and DOM in Sholgar and Charkent Districts of Balkh Province.	9 February, 2012, Balkh, Sholgar and Charkent Districts	DGOs	20	The participants were taught on the new office administrative and district operating manual. They were also capacitated on interactions and dialogue with citizens and regular reporting to PGO.	N/A
64	With support of ASGP Mazar-I-Sharif office and the LOA team, one day orientation session on citizen charter, public grievance system and public citizen information and service center conducted by ASGP regional manager.	11 February, 2012, Balkh PGO	PGO staff	25	The participants were taught on basics of public grievance system and public citizen information and were introduced to the citizen charter, the components of the charter	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
65	ASGP Mazar-I-Sharif office and LOA staff in Jawzjan, conducted a one day orientation session for the public communication committee of Jawzjan Province	2 March, 2012, Jawzjan	Provincial public communication committee.	10	The participants' skills were developed enabling these to better and faster contribute to yearbook development and technical dimensions of the process.	N/A
66	ASGP Mazar-I-Sharif office and LOA team in Balkh, conducted one day working groups on annual PDP in Samangan Province.	4 March ,2012, Samangan	PGO, PC, PDC	25	The session covered compilation of two sector profiles (governance sector and security sectors) of PDC. The session also completed SWOT of all line departments in the province.	N/A
67	ASGP Mazar-I-Sharif office and LOA staff in Balkh, conducted one week PDP consultation workshop and working groups.	5 March, 2012, Balkh	PGO, PC, PDC	30	Action plan and log frame of 20 line departments were developed.	N/A
68	With Support of ASGP Mazar-I-Sharif office and LOA team on Balkh, one day working groups continued on annual PDP in Samangan Province.	6 March, 2012	PGO, PC, PDC	30	Profiles of eight sector working groups, action plan and log-frame of 30 line departments for 1391 PDP completed	N/A
69	ASGP Mazar-I-Sharif and LOA Following developing DGO CDP action plans in Jawzjan, ASGP and the LOA conducted district visit and organized trainings workshops on office management and POM and DOM in Khaja Dokoh District.	25 March, 2012	DGO	8	The participants were taught new office administrative and district operating manual. They were also capacitated on daily citizen reception and regular reporting to PGO.	

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
70	Procurement and Budgeting training workshop for enhancement of government staff.(Bamyan)	18 March 2012 PGO Conference Room	PGO, PC, Key district staff.	25	Training was conducted in for conformity with IARSCS and government procurement law which was resulted in of participants' knowledge of procurement law.	2,656
71	Provincial Strategic Plan finalization workshop (Bamyan)	5 March 2012 Economic Department Conference Room	PGO + government line departments, PC, civil society and women.	80	Bamyan PSP is in place with good awareness of government sectors/line departments and stakeholders	788
72	Management and Leadership training workshop (Daikundi)	11 February 2012 DOWA Conference Room	PGO, PC staff and line Department. - DOWA Conference room	40	PGO related section and line departments' staff were equipped with knowledge about management and leadership.	1,148
73	Management and planning workshop (Daikundi)	13 February 2012- DOWA Conference Room	All Planning staff (PGO and line departments)	40	The workshop smoothly was conducted where participants acquired adequate knowledge about management and planning	1,545
74	Monitoring and Evaluation workshop in 2 round (Daikundi)	18 February 2012 DOWA Conference Room	PGO, PC members, line departments' related sections	85	Standards, of the M&E system were introduced to the participants and participants got aware of M&E system.	2,853
75	Database workshop in 2 rounds (Daikundi)	4 March 2012	2-2 staff from line departments and PGO staff	50	Related sections of the government staff were able to manage data within basic excel sheet database.	3000
76	Basic Computer training to the Parwan PGO	1 – 12 Jan 2012 / Parwan PGO	PGO/Admin & Finance, Human Resources Departments	13	Their knowledge improved in terms of using the technologies for development of E-Governance.	No cost

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
77	Procurement training to new recruited of PGO in Parwan	6-8 Jan 2012/ Parwan PGO	Admin & Finance Department	5	Understanding on Government procurement law and procedures	No cost
78	CapaCity Development Training to Kabul PGO & DGO staff in Kabul Province	9-11 Jan 2012 / Kabul PGO	Kabul PGO & DGO	16 PGO 14 DGO	Their capacity has improved in report writing, filling system, office management and understood the general concept of finance & procurement law	No cost
79	Procurement training to new recruited of PGO in Logar	6-8 Jan 2012/ Parwan PGO	Admin & Finance Department	3	Understanding on Government procurement law and procedures	No cost
80	Public Accountability Meeting in Maydan Wardak Province	16 Jan 2012 / Wardak PGO	All provincial stakeholders	25	Public accountability improved and reporting mechanism has been developed	No cost
81	Admin and Finance training in Logar Province	14-19 Jan 2012 / Logar PGO	Logar PGO and Line departments	8	Knowledge has been improved in administrative and finance related issues	No cost
82	One day Sectoral Meeting in Kapisa Province	16 Jan 2012 / Kapisa PGO	PGO, DGO and Line Sectoral Departments.	22	Provincial Development Plan improved & reviewed	No cost
83	One day workshop "Pease and Security in Kabul"	18 Jan 2012 / Kabul PGO	PGO, DGP, PC	35	Pease and security processes reviewed & discussed	No cost
84	Training on PGO & DGOs administrative manual	6 Feb 2012 / Parwan PGO	PGO and DGO	8	Administrative manuals introduced	No cost
85	Public Accountability Forum in Kabul PGO	4 Feb 2012 / Kabul PGO	PGO, DGOs, all Stakeholders	43	Improved transparency and accountability from Gov. related activities	No cost
86	Three days capacity development workshop launched in Logar PGO	12 Feb 2012 / Logar PGO	PGO	13	All participants have gained understanding of SNGP	No cost
87	Five days Capacity Development Training has been conducted in Panjsher Province	4-8 Mar 2012 / Panjsher PGO	PGO, DGO, PC and Municipality	40	General knowledge have improved in respect to report writing, management, and filling	3,100

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
88	Five days' capacity development training on General Management in Kapisa Province	11-15 Mar 2012 / Kapisa PGO	PGO, DGOs and PC	43	General knowledge have been improved in report writing, management, filling and etc.	2,160
89	CapaCity Development Training on Procurement and Finance Management in Parwan Province	3-5 Mar 2012 / Parwan PGO	PGO, DGOs and PC	46	Finance and Procurement management system in Kabul Province is improved	2,648
90	Fine days capacity development training on General Management and Gov. procedures in Parwan Province	25-29 Mar 2012 / Parwan PGO	PGO, DGOs and PC	35	General knowledge have been improved in respect to report writing, management, and filling skills	1,633
91	One day Workshop, Review & Preparation of capacity building plan for PGO CB Team, 16 District Governors, Heads of line departments, donor agencies, (Takhar PGO)	January 2012/Kunduz PGO	Takhar PGO/ UNDP/ASGP LoAs	73	Participants were taught how to conducts need assessments of DGOs, Departments, and CB team established through districts, recruitment committee established within districts.	JIZ/RCDF.
92	One day workshop, Governance, Rule of Law and Human Rights, for Takhar Line Departments, PC Members,	February 2012	Takhar PGO/ UNDP/ASGP LoAs /UNAMA	45	Improvements on Governance Meetings and establishing mechanisms on follow up, results and achievements.	UNAMA
93	One day workshop for Head of Sectorial Departmentst of Takhar PGO	February 2012	Takhar PGO/ UNDP/ASGP LoAs /UNAMA	9	Creating Database for Development Projects	UNAMA
94	One days Training on IT issues to all PGO Line departments IT staff (Kunduz PGO)	January 2012/Kunduz PGO	Kunduz PGO/ UNDP/ASGP TOs Kunduz	15	Creating outlook emails and data management	PGO
95	Workshop on Urozgan Development Strategy	7 March, 2012, Kabul	PGO Office & Provincial Line Departments, PC, IDLG, Line Ministries and donors' representatives	100	Improved the communication between central line ministry and province and advocated for resource mobilization from donors and central government to implement the PDP for the year 1390.	15,000

Training/Capacity Building Outputs are trainings, workshops, and study tours, on-the Job Training etc. Provide information disaggregated by gender as far as possible.

Name of Project: Afghanistan Sub-national Governance Programme (ASGP)

Year: Q1, 2012

Municipalities have the institutional and organizational framework and capacity to collect revenue and deliver basic public services

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organization	Number Trained	Impact	Total cost or budget in USD
Center						
1	Training of LoA team and individual orientation of municipal staff on Business Process Re-engineering	Feb 2012 - Panjsheer	Panjshir Municipal Staff	3 + 3	Enhanced capacity to streamline service delivery	N/A
2	Legal awareness training on SNGP	Feb 2012– Panjsheer		16	Legal awareness enhanced to ensure transparency in municipal operation	N/A
3	English language Training (ongoing)	Feb 2012, Panjshir		11	Enhanced communication skills of municipal officials	N/A
4	Orientation session on PPP	March 2012, Panjshir	Municipal Departments. (one by one)	5	Ability to engage private sector in development	N/A
5	On the job training for cleaning and greening	March 2012– Mahmood Raqi	Staffs of cleaning and greening Department.		Improved capacity to manage wastes effectively	N/A
Center Highland						
6	A special English class	Feb 12, Bamyan	Mayor	1	Enhanced capacity to communicate with international stakeholder	N/A
7	Orientation on floor price setting for municipal properties	Feb 2012, Bamyan	Revenue Department Staff	3	Enhanced capacity for effective management of municipal properties	N/A
North						
8	Training on Auto CAD	January - Saripul	Municipal staff	6	Enhanced capacity of municipal engineers on property designing	N/A
9	Training on proper implementation of the building	January –	City craftsmen	11	Availability of professional	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organization	Number Trained	Impact	Total cost or budget in USD
	design	Sheberghan			construction labor in the City	
10	Orientation on Business Process Re-engineering	January – Sheberghan	Municipal staffs	5	Enhanced capacity to streamline service delivery Enabled municipal staffs to redesign work process for efficiency	N/A
11	Launching of Capacity Development Plan and Communication Strategy	Feb - Sheberghan	Municipality & stakeholders	40	Stakeholders informed and committed to support municipality	N/A
12	Training on Auto CAD	Maimana	Municipal engineers	3	Computerized designing skills in Maimana Municipalities	N/A
13	On the Job Training on accounting on regularizing and formulizing of payroll database	Feb 12 Mazar-I-Sharif Municipality	Staffs of accounting Department		Improvement of transparency	N/A
14	Refreshing orientation on Tax Mapping	Feb 12, Mazar-I-Sharif	Nahia 3 and Surveyors	17	Improved control over municipal tax objects	N/A
15	Training on professional skills on map scales, geographic coordinates of maps usages of technical tools	March 12, Mazar-I-Sharif	Architectural group	10 young trainees	Improved engineering skills of young architectures	N/A
South						
16	Computer training	January Tarinkowt	Municipal staff	3	Enhanced capacity to apply modern office systems	N/A
17	Computer Training	January – Qalat	Municipal Staff	1		N/A
18	Comprehensive Training on Property Survey and Registration	January Lashkargah	Municipal Staff	10	Enhanced capacity to control municipal tax objects	N/A
19	Workshop for School Municipality Committees (girls high school) on SMC affairs	March – Kandahar	School municipal committee	80	Awareness enhanced in young school students on democratic urban governance	N/A
East						
20	Training on File Management System (One by one Department.)	January - Mehtarlam	Municipal staffs	12	Improved file management	N/A
21	On the job training on preparation of municipal annual budget for 1391	March 12, Mehtarlam	Revenue and finance managers	2	Enhanced capacity to prepare error-free municipal budget	N/A
22	Training on file management system	January - Jalalabad	Municipal staffs	40	Improved file management	N/A
23	Training on Auto CAD programme	January, Feb and March 12; JAA	Municipal Engineers	14	Computerized designing skills in Jalalabad municipalities	N/A
24	Training on construction project management	January – JAA	Municipal staffs	11	Improved project management	N/A

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organization	Number Trained	Impact	Total cost or budget in USD
					skills	
25	Training on construction project management	Mar – Torkham	Municipal staffs	8	Improved project management skills	N/A
26	Training on introduction of PPP modalities	Feb - Torkham municipality	Municipal officers	14	Capacity enhanced on promotion of private sector engagement	N/A
27	Training on roles and responsibilities of GO	Feb – Jalalabad	GO members	20	Improved participation in municipal governance	N/A
28	Training on internet application	JAA municipality	Staffs of planning Department.	14	e-communication system in place in municipality	N/A
29	Training on file management	Feb 12, Torkham	Municipal officers	14	Improved file management	N/A
30	Training on Basic IT application	Feb, JAA	Municipal officers	19	Modernized office applications in place	N/A
31	Training on Proposal writing	March, Torkham	Municipal officers	9	Available ability for resource mobilization	N/A
West						
32	Training on internet application	January – Farah	Municipal staff	4	e-communication system in place in municipality	N/A
33	Training on effective budgeting	Mar – Farah	Staffs of accounting Department. & Deputy mayor	1 +	Enhanced capacity to prepare and package error-free budget	N/A
34	Training on basic computer application	Farah municipality	Municipal staffs	3	Ability to use updated IT applications	N/A
35	Training on application of SWM database	Feb 12, Farah	Cleaning & greening Department.	2	Enhanced capacity to track down SWM interventions	N/A
36	Auto CAD training	Jan, Feb and March 12, Herat	Municipal Engineers	8	Available capacity to prepare engineering designs with updated IT system	N/A
37	Training on revenue projection and M&E system	Feb 2012 - Herat	Managers of 12 Nahia offices	12	Realistic revenue projection for effective revenue management	N/A
38	On the job training on reporting	Feb 2012 - Chighchiran	Municipal staffs	N/A	Improved communication and information sharing mechanism in place	N/A
39	Training on GPS application	Feb 2012, Herat	Construction	16	Improved engineering IT skills	N/A

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			Department. Engineers			
40	Swish-max training for updating of data for digital billboard	Feb 2012, Herat	Revenue staff	2	Available capacity to update billboard data	N/A
Northeast						
41	Internet application training	January 2012– Kunduz	Municipal staff	8	e-communication system in place in municipality	N/A
42	Computer application and English language training	January 2012 – Kunduz	Municipal staffs	14	Capacity to use updated IT system in municipality	N/A
43	Practical training on application of engineering level	20 Feb 2012, Kunduz	Construction department	1	Improved (CAD) drawing capacity in municipality	N/A
44	Internet application training	20 Feb 2012, Kunduz	Deputy mayor and secretary	2	e-communication system in place in municipality for effective resource mobilization	N/A
45	Internet application training	Feb & March 2012, Kunduz	Nahia managers and other officials	11		N/A
46	Orientation on PPP modalities	March 2012 – Mazar-I-sharif	Taloqan Municipality		municipal officials of Taloqan were exposed to PPP projects	N/A
47	Training on CMS and emailing system to manage website and email system	March 2012 – Kunduz	Kunduz LOA staff	1	Enhanced capacity to apply e-governance system	N/A