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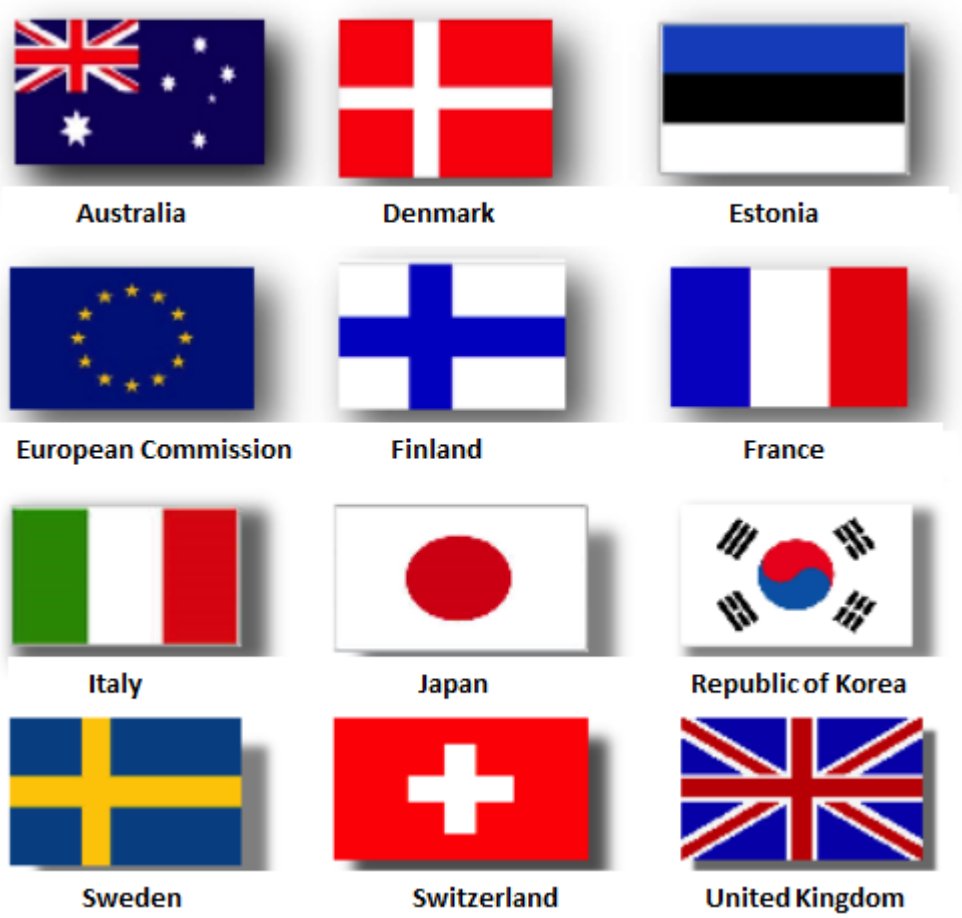
AFGHANISTAN SUB-NATIONAL GOVERNANCE PROGRAMME

2015 First QUARTERLY PROGRESS REPORT

UNITED NATIONS DEVELOPMENT PROGRAMME

DONORS



PROJECT INFORMATION

Award ID:	00058922
Duration:	1 January 2010 -30 June 2015
ANDS Component:	Governance, Rule of Law and Human Rights
Contributing to NPP:	National Priority Programme for Local Governance
CPD Outcome:	Improved legitimate, transparent and inclusive governance at all levels that enables progressive realization of human rights. (New CPD Outcome)
UNDP Strategic Plan Outcome:	Countries have strengthened institutions to progressively deliver universal access to basic services. (New SP Outcome)
Total Budget:	USD 139,000,000 (Project cost in Prodoc.);
January to June 2015 Budget:	USD 6, 739, 532
Implementing Partner:	UNDP
Key Responsible Parties:	UNDP; IDLG; Provincial, District Governors Offices; Provincial Council; Municipalities
Chief Technical Advisor:	Christopher Carter
Responsible Asst. Country Director:	Shoaib Timory

COVER PAGE PHOTO: Afghanistan's first female district governor, Sayra Shakib Sadat, opens a Public Hearing for her district of Faizabad, supported by UNDP/ ASGP. To see the film, and how her work has become a model for district governance, please see the UNDP Afghanistan channel at http://bit.ly/1IJ218W

ACRONYMS

ANDS	Afghanistan National Development Strategy
ASGP	Afghanistan Subnational Governance Programme (UNDP)
DCC	District Coordination Councils
DGO	District Governor's Office
DOWA	Department of Women's Affairs
GOA	Government of Afghanistan
GDCLCA	General Directorate of Coordination of Local Councils' Affairs
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
LOA	Letter of Agreement
LOGO	Local Governance Project – Afghanistan
M&E	Monitoring and Evaluation
MOF	Ministry of Finance
MAB	Municipal Advisory Board
NPPLG	National Priority Programme for Local Governance
NPP	National Priority Programme
PC	Provincial Council
PDP	Provincial Development Plan
PGO	Provincial Governor's Office
PSP	Provincial Strategic Plan
SOP	Standard Operating Procedures
SNG	Subnational Governance
SNGP	Subnational Governance Policy
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme

Table of Contents

I. EXECUTIVE SUMMARY 1

II. RESULTS: 2

OUTPUT 1: National systems, procedures, and legal frameworks to implement, coordinate, and monitor subnational governance policy are in place 2

EXPENSES FOR THE QUARTER 8

OUTPUT 2: Provincial Governors Offices and District Governors Offices have capacity to lead and develop, plan and programme, and implement strategies for improving governance, development and security in accordance with ANDS 10

EXPENSES FOR THE QUARTER 19

OUTPUT 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenue and deliver basic public services by 2014 23

EXPENSES FOR THE QUARTER 27

III. GENDER SPECIFIC RESULTS 30

IV. PARTNERSHIPS 31

V. ISSUES 31

VI. RISKS 33

VII. VII. LESSONS LEARNED 34

VIII. FUTURE PLAN 34

IX. ANNEXES 35

ANNEX 1: FINANCIAL TABLE 35

ANNEX 2: EXPENSES BY OUTPUT 36

ANNEX 3: EXPENSES BY DONOR 37

ANNEX 4: ISSUE LOG 39

ANNEX 5: RISK LOG 40

I. EXECUTIVE SUMMARY

This quarterly report for the Afghanistan Subnational Governance Programme (ASGP) outlines the Project's results and activities for the first quarter of 2015. ASGP is a capacity development programme that supports more effective, sustainable and inclusive subnational governance at the Independent Directorate of Local Governance (IDLG), and across the Provincial Governors Offices (PGOs) and District Governors (DGOs), all 34 Provincial Councils (PCs) and 21 municipalities. ASGP technical and capacity development specialists, collocated with partners and in regional offices, support these activities and results, in partnership with ASGP- funded NTA personnel in subnational offices and in IDLG.

Highlights for the first quarter of 2015 include support to significant subnational policies and initiatives, such as IDLG's Gender Action Plan, developed with the Ministry of Women's Affairs to implement IDLG's ASGP-supported Gender Mainstreaming Plan. ASGP also supported IDLG to develop nine new regulations that clarify the roles and responsibilities and processes of Provincial and District Governors, IDLG personnel, and other key actors, which contributes to more effective and efficient subnational governance. Other highlights include capacity development to newly-elected PCs, to help orient them on their roles and responsibilities, and the extension of the PC law. In Q1 ASGP also supported partnerships among IDLG, regional governance institutes in India, and with other Government and UN entities such as the Ministry of Women's Affairs, and UNAMA. Another highlight included work with the Ministry of Women's Affairs, the Gender Equality Project (GEP II), and the UNDP CO Gender Specialist, to promote Provincial Gender Committees in all Provincial Governors Office, and to develop and promote gender initiatives in IDLG and in the municipalities.

In addition to the successes of 2015 it is also important to acknowledge the challenges. As IDLG's Deputy Minister H.E. Mamundzay noted at the April Project Board, 'political pressures' have impacted IDLG's work, including the delays in the appointment of Governors and of a General Director to head IDLG (IDLG, like other Independent Directorates, lacked a General Director at the time that this Quarterly Report went to press). These challenges impacted ASGP programme delivery and results. These issues and mitigating strategies are outlined throughout the report.

ASGP has implemented much of the exit strategy to prepare for the transition to the new SNG project, as outlined at the October 2014 and April 2015 Project Boards, including the reduction in NTA personnel (from 320 in 2014 to 213), and closure of ASGP four regional and provincial offices (Helmand, Bamyan, Kunduz, and Jalalabad). The pre-Project Appraisal Committee (PAC) for ASGP's successor project Local Governance (LoGo) was conducted on April 27, and UNDP will confirm the date of the PAC in due course, and communicate this date to donors and stakeholders.

ASGP would like to thank IDLG for their partnership, and to thank donors for their commitment to the Project in 2015.

II. RESULTS:

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

ASGP supported the Independent Directorate of Local Governance (IDLG) through ASGP capacity development specialists and national and international Technical Assistance, largely focused on the policy framework and on organizational development. This supported IDLG to fulfill its mandate as the lead agency for policy and planning for strengthening local government and ensuring good governance, as well as its responsibility for ensuring that other subnational governance entities (such as Provincial and District Governors' Offices, Provincial Councils, and municipalities) are adequately skilled and resourced to represent people and deliver services.

Indicator 1.1 Number of Laws and regulations drafted and approved

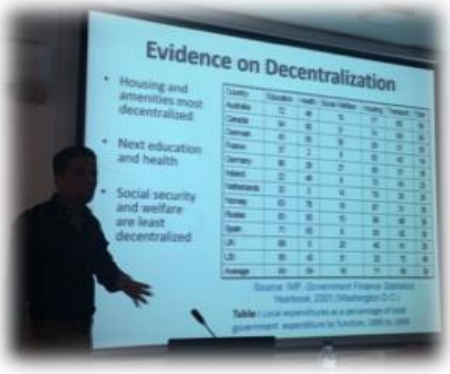
Highlights of progress in key subnational legislation and regulations during the first quarter of 2015 included confirmation, by Presidential decree, of the Provincial Council's oversight mandate into the Provincial Council Law, and finalization of the development of new regulations for provincial and district governance and associated training to support these regulations, as progress against this indicator is on target.

The newly amended Provincial Council law confirm PCs ability to monitor and oversee services and resolve disputes, at the subnational level, and increases their mandate in several new areas, such as their submission of reports to the President via IDLG. The three new regulations outline the PGO and DGOs mandate in relation to development and governance, establish operational guidelines and toolkits, and provide an overview of local governance. Parliamentarians have generally endorsed the Municipalities Law, although technical discussions persisted in Cabinet during Q1. The President has called the Local Administration Law to Cabinet, where it is under review during Q1, so that the President can ensure that the Law is in line with his Government's priorities.

To advance these three laws IDLG's Policy directorate worked with GOA institutions, such as the Ministry of Justice (MOJ), the Cabinet and the Parliament, during Q1, 2015. IDLG lobbied Ministry personnel and Parliamentary members, by attending legislative committees at the MOJ and Cabinet, and by writing letters to MPs and advocating to them to progress the legislation.

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

Law	Status
Provincial Council Law	*Status*: Presidential Decree confirming Provincial Council's oversight role. *Next Step*: The Law and the Decree needs to be approved by the National Assembley
Local Administration Law	*Status*: Currently with the Monitoring and Evaluation Committee (MEC) of Parliament for final approval and endorsement. *Next Step*: Following MEC approval, Parliament will discuss the draft, and submit it to the Lower and Upper houses and then to the President for approval.
Municipality Law	*Status*: Under discussion in the legislative committee of cabinet, and subject to review by the office of the President. *Next step:* If cabinet recommends changes, the MOJ will incorporate them and the Law will be resubmitted to the cabinet and then to Parliament. Differences between the Ministry of Urban Development and Kabul Municipality account for the delay.



ASGP's Capacity Development Specialist Aimal Zalland presents a session on dencentralisation at IDLG.

During 2015, ASGP's capacity development specialists supported IDLG colleagues to finalise the draft of regulations for the PGO and DGO. The regulations are identified in nine operational toolkits and guidelines for senior provincial and district governance leaders and key directorates. The toolkits and guidelines were finalised in Q4 2014 and submitted to IDLG Senior Leadership in Q1 2015 for publication.

The regulations outline the relationship of Provincial and District Governors, Provincial Councils, and Mayors, with IDLG and its Administration and Finance and Human Resources Directorates, and their functions in supporting governance and development.

The names of these toolkits include Tool Kit for Provincial Governor's Office; Tool Kit for Sectorial Development Directorate; Tool Kit for the office of Human Resources; Tool Kit for the Finance and Admin Directorates, both at national and subnational levels; Tool Kit on working norms for the office of Chief of Staff; Tool Kit for the Municipalities; Tool Kit for the District Governors and Tool Kit for the Provincial Councils. ASGP also supported IDLG's Local Governance Overview, for new senior officials that join IDLG, which outlines IDLG's organisational structure and mandate, and the role of these officials and IDLG in coordinating their activities with stakeholders and provincial line departments.

Sub National Planning

IDLG's policy directorate continued to develop Provincial Strategic Plans (PSPs), with ASGP's technical and financial support. Six PSPs have been finalised during Q1 of 2015, and IDLG intends to hold a workshop in Q2, supported by ASGP, to launch these PSPs and outline their implementation plan.

In Q1 2015, six PSPs were finalised. The PSPs for Kunduz and Baghlan have been finalised and published, and implementation is underway, while the PSPs for Parwan, Panjshir, Ghor, and Logar Provinces have been finalised, and are in the process of publication. Work continued on the PSPs was initiated in 2013 for Jawzjan, Saripul, Balkh and Herat, initiated in 2014. (Another five provinces earlier finalised and completed PSPs: Helmand, Bamyan, Nangarhar, Laghman, and Takhar) Of the PSPs, the profiling phase for Balkh, Herat and Jawzan is 100% complete, and for Saripul 90% complete. This represents an increase from 50% completion for Balkh, Herat and Saripul in Q4, and 80% for Jawzjan in Q4.

Indicator 1.2 Strength of the organisation and management systems for IDLG

Progress against this indicator for is on target for the quarter, as capacity assessments of IDLG's directorates of Capacity and Institutional Development (CIDD), Policy Unit and Gender Unit, all demonstrate that personnel have met their individual targets.

This indicator relates to the capacity of IDLG and of the directorates to lead capacity development initiatives and develop and implement key subnational governance policies and strategies, and discharge its key functions in relation to the Provincial and District Governors' Offices (PGOs and DGOs), Municipalities, and Provincial Councils (PCs).

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

IDLG CIDD and ASGP's Aimal Feroz Zalland, capacity development specialist and IDLG Component Head, finalise the Capacity Needs Assessment questionnaire.

ASGP personnel coached and mentored tashkeel staff ('coachees') of the Capacity and Institutional Development Directorate (CIDD), the Policy Directorate, and Gender Unit, in Q1 2015. The CIDD is responsible for IDLG's Capacity Development, while the Policy Directorate is responsible for developing and implementing key SNG policies and strategies. The Gender Unit is primarily responsible for implementing Gender Policy and the Gender Mainstreaming Plan, developed with ASGP and UNDP CO support in Q3 2014 and implemented from that quarter. In accordance with this plan, ASGP also provided coaching and mentoring to female staff from a range of IDLG General Directorates, such as Municipal Affairs and Local Councils Affairs, and other IDLG Units.

In Q1 2015, 41 coaching sessions were conducted, as group sessions or one to one, in total 189 coachee days. The coachee profile for these sessions includes 30 principal coaches (Pr.C) and 7 occasional coachees (OC). There were ten Pr.Cs from CIDD, eight from Policy Directorate, and 12 from the Gender Unit. (The ASGP CD team uses group and one to one coaching sessions, including regular sessions with Principal Coachees (Pr.C), who interact regularly with the coaches, as well as occasional coaches, who interact occasionally with the coaches.)

ASGP in consultation with the CIDD, the Policy Directorate, and the Gender Unit, determine the subjects for coaching, and conduct capacity assessments to orient the coaching and mentoring to capacity needs. Coaching and mentoring focused on Capacity Assessment methodology; Gender Mainstreaming, office management, communication and computer skills, and report writing and advanced language skills. Specific capacity assessment scores for the CIDD and Policy Directorate Tashkeel staff are below.

CIDD Capacity Assessment Scores

Sl. No.	Unit	# of principal coachees	Dec 14		Mar 15	
			Target	Actual	Target	Ac
1	Capacity Development Unit	3	2.75	2.45	2.80	2.40
2	Organisational Development Unit	2	2.45	2.55	2.50	2.30
3	Complaints and Wellbeing Unit	4	3.03	2.87	3.00	2.70
4	Others	1	3.40	3.30	3.15	2.90
Summary		10	2.61	2.91	2.86	2.75

Policy Directorate Capacity Assessment Scores

Sl. No.	Unit*	# of principal coachees	Dec 14		Mar 15	
			Target	Actual	Target	Ac
1	Policy Design Unit	3	2.80	2.90	3.10	2.90
2	Policy Implementation Unit	2	2.58	2.73	2.95	2.75
3	Policy and Coordination Unit	2	2.28	2.2	2.30	2.20
4	Others	1	2.20	2.0	2.40	2.30
Summary		8	2.20	2.46	2.68	2.52

Gender Unit

Sl. No.	Unit*	# of principal coachees	Dec 14		Mar 15	
			Target	Actual	Target	Ac
1	Gender Unit	2	2.20	2.25	2.45	2.35
2	Audit Unit	1	2.50	2.30	2.50	2.40
3	Chief of Staff Unit	3	2.20	2.10	2.25	2.20
4	Financial Management Unit	1	2.00	2.20	2.35	2.25
			1.92	1.7	2.38	2.30

Twinning Arrangements

ASGP supports 'twinning arrangements' between IDLG and subnational governance entities and relevant institutions in other countries, to share knowledge through exposure visits, training and South-South cooperation. In Q1 2015, ASGP supported 25 IDLG Officials from Kabul and provinces to participate in Financial Management Training (FMT) for 15 days, resulting in improved personnel and organisational capacity, and greater workplace financial and operational efficiency, according to participant feedback and reporting. The second batch of training, also supported by ASGP's IDLG Component, on Human Resource Management, is due to commence in the final week of April.

A teacher leads a session on financial management training, at the Indian Institute of Government Accounts and Finance Administration.

ASGP personnel also supported IDLG to identify other countries and institutions that could support twinning arrangements and knowledge sharing, as part of a South-South Cooperation Module driven by IDLG leadership. ASGP supported IDLG to initiate collaboration with the Central Asian University at Kazakhstan. IDLG has outlined their training curriculum needs, and the University is addressing these requirements. The University's first training and knowledge sharing would be directed toward IDLG's Capacity and Institutional Development Directorate, and is due to start in Q2 2015.

ASGP also communicated with representatives from local governance institutes in countries such as the United Arab Emirates, Tajikistan, Turkey, and Lebanon, in support of IDLG's ambitions to develop a

local governance academy in Afghanistan, as identified in the SNGP and adopted by President Ghani.

Indicator 1.3 NTA deliverables monitored, aligned with NPPLG, central IDLG LOA support ensured

NTA personnel reports continued to increased in quality during Q1, evident through analysis of the reports, which enabled proper monitoring of results of NTA personnel. Two IDLG Directorates, the Human Resource Management and Policy Directorate, also provided NTA reports that reflected capacity transfer to Tashkeel personnel, as progress against this indicator is on target.

This capacity transfer is also reflected in the greater leadership and activities demonstrated by IDLG Tashkeel staff in the Directorates in Q1 2015. It is the result of several years of capacity development and mentoring of tashkeel staff, by NTA and ASGP personnel, in line with UNDP, IDLG and ASGP agreements and policies.

ASGP implements a Letter of Agreement (LOA) between UNDP and IDLG, to support IDLG's 75 NTA personnel as well as activities 'essential for governance.' The Standard Operating Procedure for the Letter of Agreement obliges NTA personnel to submit comprehensive activity reports and timesheets, and to share these documents with respective ASGP technical teams, while the UNDP Country Office also provides an oversight role. Supported LOA activities include training and workshops, certain essential equipment, and other expenses directly related to the LOA activities, while support to staff includes those positions agreed between UNDP/ASGP and IDLG. The current staffing structure at IDLG follows the ASGP exit strategy presented to the Board in October 2014. That exit strategy included a reduction in all NTA positions across Afghanistan. In IDLG Kabul, NTA positions dropped from 87 to 75. Overall NTA positions, across Afghanistan and including Kabul, dropped by more than one third, from 320 to 223 IDLG reports deliverables based on the NPPLG, in its personnel reports to ASGP and its public reports, including IDLG's Annual Report. The quality of these reports increased during 2015. These reports all identified activities and results in terms of NPPLG component and subcomponent deliverables, which supported monitoring of results of NTA personnel.

Indicator 1.4 Gender action plan to deliver Gender component according to the Subnational Governance Policy, in partnership with the Ministry of Women's Affairs

ASGP's Gender Specialist Hameda Hurmat leads a gender workshop at IDLG.

In Q1, ASGP supported IDLG to develop and implement a Gender Action Plan, to realize the objectives and activities of the Gender Mainstreaming Plan, as progress against this indicator is on target.

The Gender Mainstreaming Plan, IDLG's first, was developed in 2014 by IDLG's Gender Unit with the support of ASGP and

UNDP CO's Gender Specialist. The Gender Mainstreaming Plan prioritises personnel capacity development of IDLG's female tashkeel, because IDLG's Gender Unit identified the capacity development of female personnel as vital to ensuring that efforts to mainstream gender are inclusive, sustainable, and owned by Afghan women. In addition, ASGP personnel embedded at IDLG have worked closely with IDLG's Gender Unit to prepare and submit IDLG's draft Gender Policy to the Ministry of Women's Affairs in Q1, for their comments and endorsement. The Gender Action Plan also includes workshops on gender mainstreaming for other IDLG personnel, awareness campaigns, and stronger linkages on gender, between IDLG central and their counterparts in provincial Gender Committees.

In Q1, 22 female tashkeel personnel from IDLG's service units and technical directorates received coaching and mentoring, at least twice each week, for some 24 sessions per person over the quarter. The sessions focused on IT, Communication, human resources and gender, and office skills relevant to their role and responsibility within IDLG. This same quarter, 30 tashkeel and technical personnel at IDLG central received training on Gender Mainstreaming and Policy and Public Service Delivery, as part of the coaching and mentoring sessions outlined in indicator 1.2 (the results of the training were also assessed according to this methodology). ASGP also supported IDLG's Gender Unit to conduct high profile campaign in support of International Women's Day and other events. These initiatives resulted in an increase in the professional capacities of female personnel, and greater organisational awareness of gender sensitive policy and service delivery in local governance, and a more inclusive and secure environment for female employees.

EXPENSES FOR THE QUARTER

During Q1 2015, a total of USD$1,031,160 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of where ASGP Output 1 stands in relation to its annual targets after Q1 2015:

2015 Baseline	2015 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Comments
1.1. Number of Laws and regulations drafted and approved: Provincial Council Law drafted, none approved; nine regulations drafted	1.1. Two remaining laws approved, nine guidelines/ regulations implemented and supported (training ongoing).	One law amended/ extended, Nine guidelines finalised, and training conducted on guidelines/ regulations	One law amended/ extended, Nine guidelines finalised, and training conducted on guidelines/ regulations	Two remaining laws approved, nine guidelines/ regulations supported training ongoing	On target.
1.2 Strength of the organisation and management systems for IDLG: Baseline capacity for 2014 is assessed to be 3.4 on a scale of 1 to 5: Baselines and actual scores for Individual Capacities also measured during the quarter for the indicator.	1.2. Capacity assessment score increased to 3.5 for organizational capacity. Targets for individual capacity enhancement for Tashkeel staff of CIDD and Policy Directorate achieved	Targets for individual capacity enhancement for Tashkeel staff of Gender Unit, HR and Policy Directorate achieved.	Targets for individual capacity enhancement for Tashkeel staff of Gender Unit, HR and Policy Directorate achieved.	Capacity assessment score increased to 3.5 for IDLG's organisational capacity	On target. (Cumulative indicator)
1.3. NTA deliverables monitored, aligned with NPPLG, central IDLG LOA support ensured: Quality deliverables based reporting achieved in each quarter, enabling proper monitoring of results of NTA	1.3. Four IDLG Directorates provide NTA deliverable reports that reflect capacity transfer to tashkeel personnel (CIDD, Recruitment, Policy, Local Governance Programme)	Two IDLG Directorates provide NTA deliverable reports that reflect capacity transfer to tashkeel personnel	The HR and Policy Directorates provide NTA deliverable reports that reflect capacity transfer to tashkeel personnel	Two IDLG Directorates provide NTA deliverable reports that reflect capacity transfer to tashkeel personnel	On target. (Cumulative indicator)
1.4. Gender action plan to deliver gender component of SNGP, in partnership with MOWA: IDLG Central developed and implemented Gender Mainstreaming Plan.	1.4. Gender action plan developed, with MOWA and IDLG, with 25% implemented	1.4 Gender action plan developed, with MOWA and IDLG	Gender action plan developed, with MOWA and IDLG, and implemented.	1.4 Gender action plan developed, with MOWA and IDLG, with 25% implemented	On target.

OUTPUT 2: Provincial Governors Offices and District Governors Offices have capacity to lead and develop, plan and programme, and implement strategies for improving governance, development and security in accordance with ANDS

During the first quarter of 2015 ASGP continued to support capacity development and governance for Provincial and District Governors' Offices (PGOs and DGOs) and Provincial Councils (PCs) across Afghanistan, contributing toward shared UNDP-IDLG democratic governance outcomes, including effective and accountable institutions, able to deliver services that foster human development.

The Offices of Provincial and District Governor, under the SNGP, lead and coordinate governance, development and security in that province or district, with the Provincial Governor serving as executive head of the Provincial Administration. ASGP supports the PGO via embedded National Technical Assistance, ASGP personnel based in three regional offices, and specific technical and capacity development activities that UNDP, IDLG and the PGO/DGO determine are 'essential for governance'.

ASGP-supported embedded NTA, ASGP regional teams, and IDLG, focus on PGO and DGO organisational reform, including tashkeel retention and development, administrative reform, public outreach, provincial and strategic planning, and public financial management. ASGP includes specific activities for gender, as well as gender mainstreaming principles such as those articulated in the NPPLG, which ensure that SNG entities are addressing gender issues in line with their established mandate.

PGO and DGO Organisational Reform

Indicator 2.1 Number of tashkeel positions filled disaggregated by gender

By the end of Q1 2015, 94% or some 2563 of 2734 PGO tashkeel staff positions were filled, according to data from the PGOs' HR departments, matched against the organisational structures provided by the Civil Service Commission (CSC). The figure is on target of 94% for PGOs, although it is a slight drop from Q4 2014, which registered some 2578.

According to the PGO HR departments and the CSC, the slight drop reflects usual rates of attrition, and the inability of Acting Provincial Governors to recruit new personnel, until the appointment of new Governors and General Directors.

ASGP's Fatima Mehraeen addresses a job fair in Nili for female applicants for tashkeel positions at the Provincial Governors Office and line departments, organised between ASGP and the Civil Service Commission.

Female tashkeel staff numbered some 60 (or 2.2%) of all currently employed tashkeel staff) in the PGOs, up from 57 (and 2.1%) in Q4 2014. The PGO tashkeel female employment rates are below the 3.5% target for PGOs.

In Q1 2015, ASGP supported the PGO and DGO, IDLG, line departments, and civil society organisations, to support tashkeel retention and recruitment, particularly with public forums, training, and organisational policies that support greater female participation in

governance, such as Gender Mainstreaming and Anti Harassment Policies, as detailed in Output 1.

ASGP also supports promotional activities to advocate for female recruitment. During Q1, for example, ASGP supported 15 PGOs to implement promotional/motivational activities to advocate for female recruitment, on target of 6 PGOs this quarter.

Support to tashkeel recruitment includes focused coaching for females applying for the tashkeel through the CSC exams, and internship programmes at the PGO and line departments. ASGP currently supports 36 interns, principally in the provinces in the north and central regions. The interns work in the PGO sectorial directorates, and perform according to a plan led by the PGO.

Indicator 2.2 PGO HR plans includes Gender Mainstreaming (GM) session

In Uruzgan, an official from the Human Rights Commission addresses a workshop on gender awareness for tashkeel

During Q1 17 PGO HR plans include a Gender Mainstreaming Session, and progress against the indicator is on target of six by Q1.

ASGP technically and financially supports the implementation of these gender mainstreaming activities, such as PGO recruitment committees' attention to female applicants and orientation on gender priorities and MOWA policy. ASGP also support PGOs and DGOs to develop and update organizational plans and databases, so that they can monitor recruitment and professional development, with reference to gender objectives. ASGP also works with other GOA institutions and UN programmes to increase tashkeel retention, female participation, and broader gender responsive administrative systems. These partners include the Ministry of Women's Affairs, UNAMA, and UNDP projects such as the Gender Equality Project (GEP).

<u>Provincial Governors Offices' gender-responsiveness and administrative/ management systems</u>

Indicator 2.3 Percentage of tashkeel staff who have received training (any kind of structured training for any duration) on the Office Manual in the PGOs and DGOs

Training on the Office Manual reached approximately 25% of all tashkeel staff in the PGOs in Q1, as progress against this indicator is on-target for the quarter of 20%. Training of tashkeel staff is provided by ASGP supported National Technical Assistance personnel embedded in the PGO and DGO and ASGP regional teams in partnership with IDLG and with the cooperation of the Independent Administrative Reform and Civil Service Commission (IARCSC).

ASGP-supported NTA personnel train the tashkeel in Herat.

The Office Manual outlines the PGO/DGOs' mandate, relationship with institutions such as line departments and PCs, and leadership of development and administrative forums such as the Provincial Administrative Assembly (PAA) and the Provincial Development Committee (PDC).

Success Story: Afghanistan's first Female District Governor Recognised as a Model for Good Governance:

Sayra Shakib Sadat grew up in the northern province of Jawzjan during the conflict of the 1980s. Her village lacked any local government, and she wasn't allowed to go to school or work.

Now, Sadat is Afghanistan's first female district governor in that same province. She's been promoting employment, education, and women's rights since 2013, first in Khoja Dokoh and now Faizabad. She was selected in Afghanistan's first merit-based recruitment of District Governors and civil servants, a process led by the Independent Directorate of Local Governance, and supported by UNDP/ ASGP.

ASGP has supported Sadat's office since its formation, so that the office has the skills and resources that enable her to govern, deliver services, and improve people's lives.

Sadat leads service delivery and district development plans that address the development needs of her citizens, and she's a hands-on leader who promotes community employment initiatives, such as tailoring and needlework courses, and small scale agriculture and construction. District officials and civil society activists say that as a result of Sadat's leadership, more women are now in work and school.

'The ladies are now more actively involved in the schools and the training courses', one women says. 'The District Governor visits us, asking about our conditions from us and our teachers, and tries to solve any problems.'

ASGP supports Sadat's efforts to make her office more accountable and responsive. She meets with citizens every day, and holds district public hearings and monitoring visits to ensure that local government projects are effective.

Sadat's office of District Governor is now recognized by the government and the people as a model office for good governance.

For Sadat, good local governance brings government closer to the people, and brings positive changes to people's lives:

'If the District Governor and citizens support each other, you stand by me and I stand by you and working honestly, we can have more projects and bring improvements to our district and to people's lives. We're here to help.'

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

In Q1 2015, 14 PGOs have a separate toilet facility for female staff, and progress against this indicator is on target for PGOs, where the target is 14.

PGOs that have separate toilet facilities for women include Balkh, Saripul, Samangan, Faryab, Baghlan, Kunduz, Badakhshan, Takhar, Bamyan, Daykundi, Herat, Helmand, Kandahar, and Zabul.

This indicator is one of several that assess PGO and DGO's commitment to gender-sensitive administration. It also measures the offices' alignment with the basic facilities and amenities for subnational institutions, as identified in Afghanistan's SNGP. Although progress in establishing and maintaining separate facilities in PGOs has been challenging, as PGO personnel do not prioritise this activity, as a mitigating strategy ASGP supports other governance entities to establish a separate toilet facility. Examples of interventions here in 2015 include ASGP support to the development of customer service and citizen service centres, which each have a separate toilet facility for women.

Indicator 2.5 Provincial Gender Committees are established to support gender responsive service delivery

Eighteen provinces have Provincial Gender Committees established to support gender responsive service delivery and PGO development and governance, off target of 20 Provincial Gender Committees.

During 2015, ASGP worked with PGOs to ensure that Provincial Gender Committees continued to support gender responsive service delivery, mostly through the provision of technical advice and support provided by ASGP regional teams and ASGP-supported embedded personnel. The committees have a consistent mandate and key membership, as it is comprised of PGO, DOWA, and line department representatives, although the exact composition can vary according to the province (Provincial Gender Committees function in the provinces of Balkh, Samangan, Badakshan, Kunar, Paktika, Ghuznee, Kabul, Kapisa, Wardak, Parwan, Logar, Laghman, Nangarhar, Herat, Ghor, Farah, Bamyan and Daykundi). ASGP provides technical and financial support to these committees, which monitor and support gender sensitive service delivery among line departments and national and international NGO at the provinces and districts.

<u>Provincial Governors Offices' Interactions with the Public</u>

Indicator 2.6 PGOs Have Communication Strategies

A public district governance forum in Miramor district.

21 PGOs have provincial communication strategies, and progress against this indicator is on target of 10 PGOs that have Communication Strategies.

The provinces with communication strategies include Balkh, Saripul, Jawzjan, Faryab, Baghlan, Kunduz, Badakshan, Takhar, Kunar, Khost, Paktika, Ghuznee, Kabul, Kapisa, Panjsher, Farah, Herat, Ghor, Uruzgan, Zabul and Kandahar. The SNGP identifies a provincial communication strategy, which identifies the public information and communication goals and serves as the

basis for provincial annual public communication plans, as a cross cutting SNG and PGO issue, critical to the promotion of dialogue between subnational and central government and citizens. ASGP provides technical and financial support to the development of PGO communication strategies (and for some Provincial Councils and DGOs). However, as the NPPLG notes, this aspect of provincial governance required 'dedicated resources', financial and technical, that ASGP could not fully support in Q1 because of implementation of an exit strategy that reduced programme funding and delivery in 2015.

However, to further support PGOs interactions with the public, and as a mitigating measure because of the challenges identified above, ASGP continues to support 12 PGOs to establish and operationalise Citizen Service Centres (CSCs). Another CSC was opened in Q1 in Kunduz, and is now operational. Other CSCs are in Balkh, Saripul, Samangan, Jawzjan, Faryab, Baghlan, Takhar, Wardak, Herat, Kandahar, Kapisa and Zabul. Citizens used each centre to seek services from the PGO and line departments, register petitions, and receive official letters (maktoob) and Tazkira.

A Citizens Service Centre in the Northern province of Balkh.

The CSC is an ASGP-IDLG-PGO initiative that streamlines citizens' access to the PGO and relevant Line Departments to receive citizens' petitions, grievances and needs requests, and allows citizens to contribute to PGO decision-making. This supports effective and accountable governance that is responsive to citizen needs and priorities and supports service delivery.

Provincial Strategic and Development Planning

Indicator 2.7 Provinces Have Completed PDPs and PSPs

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

ASGP continued to support PGOs to update the PDPs, and at the close of Q1 all current PGO heads assess their PDPs as complete. The PSPs for Kunduz and Baghland have been finalised and published, and implementation is underway, while the PSPs for Parwan, Panjshir, Ghor, and Logar Province have been finalised, and are in the process of publication. Work continued on the PSPs initiated Jawzjan, Saripul, Balkh and Heart and 2014. (Another five provinces earlier finalised and completed PSPs: Helmand, Bamyan, Nangarhar, Laghman, and Takhar)

ASGP supports the PDP and PSP through ASGP technical specialists, ASGP-supported NTA in the PGO and PC, and support to IDLG central's PSP specialists. ASGP support to the PDP and PSP helps identify and address Afghanistan's provincial development priorities, assess gaps in capacity, technical support, and resource mobilisation, and rally Ministries and development partners to collaborate on specific activities that advance shared development outcomes which are aligned with the National Priorities of the Afghan Government. ASGP, in support of IDLG, attempts to address the disconnect between Kabul-centric governance and the provincial priorities presented in

the PDPs, by assisting PGOs and IDLG to organize development conferences to present the PDP to government and donor representatives, and to involve central government and line departments in the development of the PDP. The process supports efficient, coordinated and transparent governance and service delivery, and establishes clear lines of accountability and results. The development of PDPs and PSPs should also include a gender mainstreaming session, in line with the NPPLG identification of gender as a cross cutting theme across provincial plans. In Q1, 29 PDPs utilized a gender mainstreaming session in the development or implementation of the provincial plans.

Indicator 2.8 Number of PGOs that hold PDP conferences/ workshops/ initiatives to launch the PDP

Seventeen PGOs held PDP conferences/ workshops/ initiatives to launch the PDP during Q1 2015, and progress against the indicator is on target of 6 PGOs.

The development of a PDP is an ongoing process, and includes consultative forums with line departments, the public, and civil society, as well as formal administrative meetings chaired by the PGO, such as the Provincial Development Committee. The SNGP identifies such consultations as a factor that improves governance and a 'two way flow of information' between provincial government and all people, and contributes to broader SNG reforms.

Public Financial Management in Provincial Governors' Offices

Indicator 2.9 Number of PGOs whose tashkeel staff receives Public Financial Management (PFM) training in line with Ministry of Finance policy

Tashkeel staff at eight PGOs received Public Financial Management (PFM) training during Q1 2015, which is on target of 6 PGOs for the quarter.

This PFM training, in line with MOF policy, focuses on financial and procurement management, budgeting and accounting, GOA and Mustofiat processes (the Mustofiat is the provincial representative of the Ministry of Finance), and implementation of various budgets (development and operational). The training focuses on PGO personnel whose ToR involves these financial, procurement, budgeting and accounting functions. Additional tashkeel personnel received training on the office manual, as measured in indicator 2.3, which relates to financial aspects of the PGOs' functions, but does not involve specific training on PFM.

ASGP regional teams and embedded National Technical Assistance personnel train contract and tashkeel personnel at the PGO, PC, municipality and line departments. ASGP often partners with the Ministry of Finance and the Civil Service Commission to deliver these trainings, which resulted in an improved understanding of financial clearances and procurement, and increased efficiency at the PGO, PC, municipality and line departments.

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

All thirty four Provincial Councils (PCs) each held one monthly internal meeting following the rules and procedures during Q1 2015, off target of 68 such meetings for PCs that hold such meetings.

The number is off target because PCs focused on political and protest actions related to the absence of their oversight mandate in the Provincial Council Law. In the final month of Q3 2014, once the President had issued the regulation that formalized PC's oversight role, PCs began to conduct monthly internal meetings.

Zabul PC meeting with tribal elders.

Across Afghanistan, and as a mitigating strategy, ASGP also supports PC to conduct other public meetings, involving outreach and monitoring visits. In Q1 in the southern province of Zabul, for example, the PC met with 42 elders from 14 tribes, formed a collaborative advisory council to work with the PC to resolve disputes over land and resources. In Zabul in Q1, and in other southern provinces such as Helmand and Nimroz, PCs have effectively resolved disputes over land and other resources, where other government mechanisms haven't been able to access districts or provinces to administer justice.

IDLG's Deputy Minister H.E. Farid Mamundzay opens the Better Representation PC workshop in Kabul. ASGP provided technical support to the workshop, including capacity assessments and CD training.

ASGP supports an embedded National Technical Assistance specialist for 34 PCs across Afghanistan, who support the PCs to function according to the rules and procedures, to develop their capacity, and provide technical support to internal meetings and to meetings of the Provincial Council's internal committees.

Indicator 2.11 Number of PCs whose members receive capacity development training

One hundred and twenty PC members from nineteen PCs received capacity development training during Q1 2015, following a capacity needs assessment conducted in Q4 2014 and Q1 2015, as progress against this indicator is on target, of PC needs assessment conducted, and 76 PC members trained.

Examples of capacity development activities include ongoing orientation on PCs roles and responsibilities, and training on reporting and results based management and conflict resolution. In the southern and central highlands regions, for example, PC members drew on monitoring and conflict management training to resolve a land dispute in several districts, contributing to greater

peace and security in the area. ASGP personnel and PC specialists provided technical support to capacity development of PCs, as well as financial support.

ASGP also supported the General Directorate for the Coordination of Local Councils Affairs (GDCLCA) and UNAMA to promote a trilateral partnership that would support PCs partnerships with key provincial partners, including UN and international actors, at the subnational level. The arrangement involves ASGP providing financial and technical support, and UNAMA supporting coordination efforts.

Indicator 2.12 PCs Members Undertake Monitoring Missions to Districts

A Nimroz PC member monitors a water supply project in the province.

Twelve Provincial Councils included members that undertook formal monitoring missions to districts during Q1 2015, according to GDCLCA, as progress against the indicator is off target of 17 PCs whose members undertook monitoring missions.

The number is off target because of the delays in Q1 in establishing the regulation that formalized PC's oversight role. This was confirmed in the third month of Q1, but hampered progress in the first two months of that quarter, as PCs lacked the necessary formal authority to undertake monitoring visits.

These PC missions included a total of 108 PC members, who worked in groups of at least three PC members and visited 36 districts.

A female PC member monitors female education in her district.

ASGP regional teams provide technical and financial support for PCs to undertake such monitoring missions, in addition to the ASGP-supported PC specialists. PC district missions address issues such as security challenges and service delivery, including construction and infrastructure projects, and mediation of tribal and family disputes. PCs investigate the quality of the services and report back to the Ministries and the Provincial Governor, to provide feedback that would improve the quality of education, health and other vital services.

Success Story:

UNDP/ASGP Supports Afghanistan's first female Provincial Council Chair to promote Women's Rights and Human Rights

Tayeba Khawary was born in Iran to a refugee family that fled their Bamyan home during the conflict of the 1980s. Her father worked as a laborer until they could return to the province to support her university studies and help her find work.

Now, Khawary is Afghanistan's first female Chair of the Provincial Council, following democratic elections supported by UNDP. Khawary's experiences as a refugee drive her to support the poor and vulnerable, and promote women's rights and human rights.

'When I was working with civil society and human rights groups, we were advocating for the rights of the most poor and vulnerable people and especially for the rights of women,' Khawary says. 'The only way to achieve this objective was to become engaged in politics.'

Provincial Councils are the voice of the people. They promote democratic and accountable governance, monitor and oversee public services such as health and education, and resolve disputes.

For Khawary, Provincial Councils 'strengthen the relationship between local government and local people' through public outreach and meetings with civil society, line department representatives, government officials, and women.

The UNDP's Afghanistan Subnational Governance Programme supports Khawary and Afghanistan's 34 Provincial Councils to gain the skills and resources to improve people's lives, and to work in some of the most remote districts in Afghanistan.

In one trip, to a village bound by winding mountain passes and precipitous gullies, Khaway met with village elders who appealed for her help to fix a dilapidated school, improve maternal health, and address a growing problem of opium addiction.

She worked with the community to address the challenges though discussions and meetings, and by bringing the issues to the District or Provincial Government. As a result, the Education Department and other parties provided funds for some modest school reconstruction, and the main hospital and Public Health department in Bamyan city provided medicines and other treatment for pregnant women and men struggling with addiction.

Khawary is a tireless advocate for women. She leads her Provincial Council's Women Affairs and Human Rights Committee, to address issues that impact women, such as requests to receive inheritance, and for women to access schools and hospitals.

Khawary feels a strong personal responsibility to resolve this case, to support the poor and vulnerable, and promote women's rights.

With UNDP support, she's leading Bamyan's Provincial Council to improve governance and bring positive change to people's lives.

Afghanistan's first female Provincial Council Chair, Tayeba Khawary.

EXPENSES FOR THE QUARTER

During Q1 2015, a total of USD$ 1,949,475 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of Output-2 progress in relation to its annual targets:

2015 Baseline	2015 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Comments
2.1 Number of tashkeel positions filled: Approx. 94% of tashkeel positions filled in the PGOs	95% of tashkeel positions filled in the PGOs	94% of tashkeel positions filled in the PGOs	94%	95% of tashkeel positions filled in the PGOs.	On target.
Female tashkeel constitute 3% of all PGO employed tashkeel: 2.1 %	Female tashkeel constitute 4% of all PGO employed tashkeel.	Female tashkeel constitute 3.5% of all PGO employed tashkeel.	2.2%	Female tashkeel constitute 4% of all PGO employed tashkeel.	Off target, due to Government restriction on recruitment.
PGOs implement promotional/motivational activities to advocate for female recruitment: 29 PGOs	15 PGOs implement promotional/motivational activities to advocate for female recruitment.	6 PGOs implement promotional/motivational activities to advocate for female recruitment	15 PGOs	9 PGOs implement promotional/motivational activities to advocate for female recruitment.	On target.
2.2 PGO HR plans includes Gender Mainstreaming (GM) session: 29 PGO HR plans includes Gender Mainstreaming (GM) session	2.2. 14 PGO HR plans includes GM session.	6 PGO HR plans includes GM session.	17 PGO HR plans includes GM session.	8 PGO HR plans includes GM session.	On target.

2.3 Percentage of Tashkeel staff trained on Office Manual: 90% of PGO tashkeel personnel trained, cumulatively, over an annual period.	50% of PGO personnel.	20% of PGO personnel	25% of PGO personnel	30% of PGO personnel	On-target. The quarterly indicator refers to training of distinct tashkeel personnel over that quarterly period.
2.4 Number of PGOs with a separate female toilet facility: Nine PGOs have a separate toilet facility for female personnel.	Ten PGOs	14 PGOs	14	Ten PGOs	On target. Cumulative target.
2.5 Provinces have Provincial Gender Committees established to support gender sensitive service delivery: 18 Provinces	23	20	18	23	Off target, due to acting PGOs focus on other interests.
2.6 PGOs Have Communication Strategies: 19	10	5	21	5	Cumulative target.
2.7 Provinces Have Completed PDPs and PSPs: 34 Provinces Have Completed PDPs and five Have Completed PSPs.	34 PDPs, 10 PSPs	34 PDPs, 7 PSPs	34 PDPs, 11 PSPs	34 PDPs, 10 PSPs	On target.
2.8 Number of PGOs that hold PDP conferences/ workshops/initiatives to launch/ develop the PDP: 23 PGOs.	13	6	17	13	On target. Cumulative target.
2.9 PGOs with tashkeel staff who receive Public Financial Management training in line with MOF policy.	10	4	8	6	On-target. Cumulative target.
2.10 No. of PCs holding monthly internal meetings	34 PCs hold monthly IMs	34 PCs hold 68 IMs	34 PCs hold 34 monthly internal	34 PCs hold 68 IMs	Off-target, due to the initial delay caused by

following the rules and procedures: 34 PCs hold 198 internal meetings (IMs) following the rules and procedures			meetings.		the late formation and inauguration of PCs.
2.11 PC members receive capacity development training (e.g. orientation, PC law, their responsibilities, and relationship with line departments): 271 PC members from 22 PCs receive CD training in 2014.	306 PC members receive such training.	2.11. PC need assessment conducted, 76 PC members receive CD training.	PC need assessment conducted, 120 PC members receive CD training.	306 PC members receive CD training.	On target. Cumulative target.
2.12 Number of PCs whose members undertake monitoring missions to districts: 34 former PCs and 24 newly-elected PCs included members that undertook monitoring mission to districts during 2014.	17 PCs (50%) include members that undertake monitoring missions to districts.	12 PCs include members who undertake 85 monitoring missions to districts.	34 PCs include members who undertake 85 monitoring missions to districts.	17 PCs include members who undertake 85 monitoring missions to districts.	Off target, due to the initial delay caused by the late formation and inauguration of PCs

OUTPUT 3: Municipalities have improved institutional and organizational framework and capacity to collect increasing revenue and deliver basic public services by 2014

The municipal component's capacity development results supported municipalities to collect revenue and deliver basic municipal services, including support to new municipal reforms identified by President of the Islamic Republic of Afghanistan. ASGP support included National Technical Assistance (NTA) embedded in 21 provincial municipalities. ASGO support also included NTA embedded in the Government partner the General Directorate of Municipal Affairs in Kabul, and funding and technical support to activities in provincial and district municipal activities. ASGP interventions and progress against each indicator are identified below.

Indicator 3.1 Municipalities have developed and implemented Capacity Development Plans (CDPs)

ASGP provided technical and financial support to the development of a capacity development plan (CDP) for the General Directorate of Municipal Affairs in Kabul. ASGP also supported the finalization of 21 municipalities' CDPs in Q1 2015. Progress against the indicator is on target of the development of a CDP for GDMA, and the completion of CDPs for 21 municipalities.

ASGP supported GDMA to develop a new Capacity Development Plan, to best support the Government's priorities for institutional and organizational capacity development, focused on improving municipal governance and service delivery. The GDMA CDP prioritises the development of key regulatory guidelines, and the promotion of municipal best practices, such as Municipal Service Centres. The current CDP has a greater focus on gender priorities, and a much greater degree of national ownership than its predecessor. The CDP focuses on gender sensitive capacity development, and recruitment, with a goal of recruiting a greater number of female to the tashkeel, improving the skills of female municipal workers, and ensuring that municipal governance and services is more inclusive and responsive to the needs of women and girls. The new plan, to be finalised in the second quarter and endorsed by GDMA, includes a national plan for implementation, and is available in local languages. The earlier plan did not benefit from full Government ownership and implementation, and was not available in Dari or Pashto, which is a problem in many provincial and district municipalities.

The Capacity Development Plan was informed by GDMA's Customer Satisfaction Surveys, conducted in more than forty municipalities, with the technical and financial support of ASGP. These Surveys demonstrated significantly higher rates of citizen satisfaction with municipal services, with 74% of citizens expressing satisfaction with municipal services, compared to 59% in 2011. The surveys also identified areas for improvement, and these areas have been adopted in the CDP.

In Q1 2015, ASGP supported the development and publication of the Ghazni CDP, which is due to be launched in Q2. ASGP also supported implementation of municipal CDPs in Mazar, Sheberghan, Aybak, Saripul, Aybak, Qala-e-Naw, Feroz Koh, Farah, Jalalabad, Mehtarlam, Charikar, Panjshir, Bamyan, Nili, Faizabad, Taloqan and Mahmood Raqi, and supported the review and updating of

municipal CDPs for Farah, Qala-e-Naw and Feroz koh (formerly Cheghcheran). The CDPs are primarily supported through ASGP's municipal specialists, embedded National Technical Assistance in the municipality, and ASGP regional teams.

Municipal CDPs identify support to areas such as revenue generation and service delivery, communication and public participation, and the development of office procedure and guidelines, which contributes to organizational reform and more effective and responsive service delivery.

With the adoption of gendered priorities into the Ghazni municipal CDP during Q1 2015, eleven municipalities now have gender priorities integrated into their CDP. (The other municipalities include Faizabad, Taloqan, Jalalabad, Maimana, Sangcharak, Nili, Mahmood Raqi, Mazar, Heart, and Charikar). The integration of gender priorities into municipal CDPs is a first for Afghanistan, and is aligned with the ASGP-supported gender mainstreaming policy for municipalities. These CDPs include a policy statement committing to gender priorities support to the recruitment, retention and training of female tashkeel and technical (donor supported) personnel, gender sensitive service delivery, such as gender equality principles of land distribution (so that women interested in purchasing or using municipal land do not face discrimination), and training of municipal personnel on IDLG gender policies, such as the ASGP-supported Anti Harassment Policy and Gender Mainstreaming policies. ASGP has continued to support the implementation of GDMA's Gender Policy, in Kabul and in the provinces, including support to municipal gender focal points responsible for implementing the policy across Afghanistan. For example, in Q1, ASGP supported a GDMA workshop for these municipal focal points, on gender mainstreaming and gender sensitive service delivery

ASGP specialists provided technical support and mentoring, and also conducted capacity development training of 205 municipal personnel in Q1 2015. This personnel capacity development included governance and development, revenue management and service delivery, citizen participation, and environmental management, and contributed to GOA and ASGP goals of increased revenue and service delivery.

Indicator 3.2 – Municipalities have public communication and participation strategies developed and implemented

During Q1, ASGP supported the development and implementation of public communication and participation strategies in ten municipalities, as progress against this indicator is on target of ten municipalities.

In Q1 2015, ASGP supported Taloqan municipality to implement its new public communication and participation strategy, finalized in Q4, to increase dialogue and transparency between the municipality, line departments, and citizens and promote municipal best practice and improve service delivery.

ASGP supports the development of municipal public communication and participation strategies, through the ASGP National Technical Assistance in GDMA central and in the municipalities, and through focused support to aspects of these strategies, including e-governance, School and University Municipal Committees and public awareness programmes.

ASGP continued to support the development and implementation of a municipal e-governance package, to improve municipal communication with citizens and with the central governments, and to improve service delivery and increase transparency. E-governance can enhance public participation and improve service delivery, by making services such as business licenses, and Safayi tax (cleaning or maintenance tax) more readily available and efficient, and by reducing transaction costs.

Municipal websites are the more frequently accessed source of municipal information for urban populations in the largest municipalities of Mazar, Jalalabad, Kunduz, Kandahar, and Herat, and ASGP supports the development and maintenance of these websites. ASGP continues to financially and technically support ICT infrastructure and internet in municipalities, and provide ICT training to municipal personnel. In Q1, this training focused on Mahmood Raqi and Charikar municipalities, to support central government and municipalities to communicate through email and internet based forms and transactions.

In Q1, ASGP supported GDMA to initiate a partnership with the telecommunications company AWCC, which would allow municipalities to disseminate public service information to citizens via text message, free of charge. The information conveyed would include the rights and responsibilities of citizen and municipalities to each another, and information about municipal services.

ASGP is also supporting effective municipal public outreach and communication through School and University Municipal Committees and public awareness programmes, to ensure citizens are more informed and engaged, and that municipal governance and service delivery is more inclusive, effective and sustainable. In Q1 2015, ASGP supported 270 School Municipal Committees, up from 265 during Q4 2014. (Universities were in recess during Q1, which meant that University Municipal Committees did not function; support here will resume in Q2.) School and University-level Municipal Committees model Afghan municipalities, and educate Afghans, particularly women and youth, about the roles and responsibilities of municipalities to their citizens.

Indicator 3.3 Municipalities have improved service delivery

During Q1 2015, ASGP supported four municipalities to improve service delivery, as measured by the completion of four small service delivery projects, on target of three for Q1.

These small service delivery projects include the construction of a small road (490 metres) in Ghazni, a water reservoir in Charikar, a passenger transport facility in Faizabad, and solid waste management receptacles in Bamyan. In each service delivery project, ASGP provided financial support, as well as the technical support through the LOA personnel. In addition, ASGP technical specialists provided engineering, infrastructure and project monitoring services in seven municipalities, focused on service delivery in areas such as road and infrastructure construction, the development of public markets, and the construction of public facilities. These technical specialists, like others, are also mentoring and coaching the tashkeel.

ASGP also supported 19 Municipal Advisory Boards (MABs) in Q1 2015. MABs advise municipalities on community development needs and priorities and solicit public feedback, and to ensure that municipalities are more representative and accountable. This support included the second term MAB elections in Mahmood Raqi, Bazarak, and Qala-e-Naw, as well as support to MABs' annual planning and budgeting for 1394, and ongoing technical support to MABs. MABs are drawn from civil society, Nahia and Gozar organisations, Maliks, and women's and youth's groups.

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

ASGP supported the implementation of ten municipal Revenue Enhancement Action Plans (REAP) in Q1 2015, as progress against this indicator is on target of ten REAPs.

ASGP continued to support the implementation of REAPs in certain provincial and district municipalities across Afghanistan, in municipalities such as Mehtarlam, Qala-e-naw, Chechcheran, Farah and Herat. Municipalities are unique among Afghanistan's subnational governance entities in that they are constitutionally mandated to raise revenue, independent of the central government's budget allocation, and deliver services (such as business and property registration, and environment and waste management), in line with the principles of financial and political deconcentration articulated in the SNG.

REAPs support municipalities to raise sustainable own source revenue. REAPs focus on government property registration, contract management of municipal markets, properties, and business permits, revenue profiling, M&E system, and city services charges. This supports municipalities to become more sustainable and autonomous, in line with the principles of financial and municipal deconcentration articulated in the NPPLG. The NPPLG identifies municipal revenue generation and management as a 'critical issue', for municipal administrations. Municipalities' unique function in subnational governance allows them to support 'reform' of 'financing of local government', as the NPPLG puts it, to help 'underpin local democracy and accountability'.

Indicator 3.6 % of municipalities that register increase of 20% or more (year on year) in municipal own-source revenue

While municipal revenue fluctuates seasonally and is confirmed annually in accordance with the financial year, municipal revenue department reports suggest that progress against this indicator is on target.

During 2015, ASGP's municipal component and its embedded National Technical Assistance focused technical support to nineteen provincial municipalities to support revenue generation.

ASGP's technical specialists supported the municipal government to raise sustainable own source revenue, through support to government property registration, contract management of municipal markets, properties, and business permits, and city services charges. Municipal revenue data suggests that municipalities will continue the positive trends of 2014, in which 47% of targeted municipalities, registered an increase of 20% or more in own source revenue, above the target of 20% of nominated municipalities. The provincial municipalities include Mazar, Maimana,

Sheberghan, Aybak, Sari Pul, Faizabad, Taloqan, Bamyan, Nili, Mehtarlam, Jalalabad, Qala naw, Cheghcheran, Herat, Farah, Bazarak, Charikar, Mahmood Raqi and Kandahar.

EXPENSES FOR THE QUARTER

During Q1 2015, a total of USD$409,172 was spent for this output. For more details, please see Annex 2.

Below is a snapshot of Output-3 progress in relation to its annual targets:

2015 Baseline	2015 Annual Targets	Q1 Plan	Q1 Actual	Q2 Plan	Comments
3.1 Municipalities have developed and implemented Capacity Development Plans (CDPs) : 20 municipalities have CDP implemented	GDMA CDP developed and finalised, 21 CDPs finalised	21 CDPs finalised	GDMA CDP drafted, 21 CDPs finalised.	GDMA CDP developed and finalised.	On-target.
3.2 Municipalities have public communication and participation strategies developed and implemented, including model SMCs and UMCs: 18 Municipalities, 265 SMCs and zero model SMCs, 19 UMCs.	10 Municipalities implement communication and public participation strategies including e governance; support GDMA to develop and trial three model SMCs to nationally institutionalise SMCs; support 5 UMCs.	Ten municipalities implement communication and public participation strategies, including e governance.	Ten municipalities implement communication and public participation strategies, including e governance.	Ten municipalities implement communication and public participation strategies, including e governance; support GDMA to develop and trial three model SMCs to nationally institutionalise SMCs; support 5 UMCs.	On-target.
3.3 Municipalities have improved service delivery: 10 ASGP-supported small scale service delivery projects implemented.	Four municipalities have improved service delivery, as measured by four small scale service delivery projects.	Four municipalities have improved service delivery, as measured by four small scale service delivery projects.	Four municipalities have improved service delivery, as measured by four small scale service delivery projects.		On-target. Cumulative target.

3.5 Number of municipalities that have a Revenue Enhancement Action Plan (REAP) 19 provincial and 10 district municipalities have REAP.	20 district municipalities have REAPs. Supported implementation of ten municipal REAPs.	10 municipal REAPs implemented, 10 district municipal REAPs developed.	10 municipal REAPs implemented, 10 district municipal REAPs developed.	10 municipal REAPs implemented, 10 district municipal REAPs developed	On-target.
3.6 % of targeted municipalities that register increase of 20% or more (year on year) in municipal own-source revenue 47% municipalities register increase in municipal own-source revenue.	60%	60%	60%	60%	On-target. Q1 recorded estimated targets, based on municipal revenue departments' provisional quarterly reports.

III. GENDER SPECIFIC RESULTS

Throughout Q1 2015, ASGP implemented a governance and capacity development workplan that commits a minimum of 12% to specific gender initiatives. The workplan supported several new initiatives that contributed to increased gender equality and gender mainstreaming, particularly in relation to IDLG and municipalities, as well as ongoing support to these entities and to Provincial and District Governors Offices across Afghanistan.

Highlights of ASGP support to gender and organisational and personnel capacity development at IDLG in Q1 included ASGP support to the development of a Gender Action Plan, in partnership with the Ministry of Women's Affairs, and with the technical input from Gender Specialist with the UNDP Country Office. The Gender Action Plan support implementation of the Gender Mainstreaming Plan, which prioritises personnel capacity development of IDLG's female tashkeel, including female service tashkeel as well as technical and tashkeel personnel. The Action Plan includes twice-weekly coaching and mentoring classes for all female tashkeel at IDLG, as well as workshops on gender mainstreaming. Capacity assessments in Q4 2014 and Q1 2015 demonstrated improved capacity scores for female tashkeel personnel, while IDLG deliverable reports demonstrate a greater frequency and degree of gender mainstreaming activities.

ASGP's Gender Specialist and IDLG's Gender Unit tashkeel in a capacity development session.

In Q1, ASGPs support to gender and organisational capacity development at GDMA also included ongoing technical and financial support to gender workshops and activities, such as the GDMA Gender Focal Group and promotion of the Gender Mainstreaming Guideline for Municipalities, which aims to ensure that gender is prioritised in municipal governance and service delivery. As a result of ASGP support, 11 municipal Capacity Development Plans now include gender priorities, which ensures that municipal governance is more inclusive and gender sensitive.

IV. PARTNERSHIPS

Throughout 2015, ASGP continued to partner with the GOA, UNAMA and UN agencies, civil society, donors, and project implementers, to improve ASGP programme results and contribute to more effective subnational governance.

In addition to ASGP's primary ongoing partnerships with the Provincial and District Governors Offices, Provincial Councils, municipalities, and IDLG, ASGP also partnered with other GOA entities, such as the Ministry of Women's Affairs (MOWA) and highlight the integral role of the National Action Plan for Women of Afghanistan (NAPWA), and issues of gender equality and gender mainstreaming. ASGP also worked with the UNDP's Gender Equality Project (GEP II) and the Justice and Human Rights Project (JHRA II), to support gender priorities and results, and with the UNDP CO Gender Specialist to develop and implement a Gender Action Plan for IDLG.

ASGP also continued to work with donors on project implementation and design, including the planned USAID provincial and municipal programming, now due to being in December 2015. ASGP also meets often with DFID and their technical team, to explore technical developments and future areas of support to subnational governance, and works closely with GIZ in several of the north and northeastern provinces, where GIZ supports some aspects of governance and development.

ASGP would like to thank all donors for their continued support. Ongoing donor support is critical to the work of ASGP, its provincial and municipal partners, and to IDLG, as we work toward more effective, democratic and sustainable subnational governance in Afghanistan.

V. ISSUES

- **Donor earmarking**

Several donors continued to tie their aid to specific provinces, which skewed support to SNG and undermined GOA and development policy. The mitigation strategy includes joint UNDP/ASGP, IDLG and provincial and municipal partners' advocacy toward donors and stakeholders about the value of support that is not earmarked, and is aligned with GOA and development goals. Q1 2015 showed further progress in this strategy, as several donors indicated that their future support to subnational governance would be broader and non-earmarked. SIDA's country strategy for Afghanistan, for example, outlines support that is nationwide, rather than earmarked.

- **Resource mobilization for IDLG**

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

The mitigation strategy includes UNDP-IDLG and IDLG-GOA resource mobilisation initiatives, including appeals to SNG donor forums and board meetings. IDLG has also implemented a phased reduction of provincial NTA staff supported by the LOA, and a sustained emphasis on capacity development of tashkeel personnel, which is more sustainable and cost effective than NTA support.

- **The Letter of Agreement modality**

A Letter of Agreement (LOA) between UNDP, IDLG, each PGO, and some Municipal Offices empowers governance institutions to take the lead in implementation of specified ASGP governance and capacity development activities (including salary support to personnel), in line with the principles of financial and political deconcentration articulated in the NPPLG and SNG. The agreement attempts to devolve decision-making and work planning to the provincial level, and ensure that UNDP partners follow appropriate financial and operational practices. However, the LOA has yet to become an efficient instrument to systematically support activities, and delays in advances and liquidation are common.

Following the 2014 decision, ASGP, IDLG and provincial partners determined that UNDP should assume responsibility for direct payment for these activities in the provinces, and no longer provide advances. ASGP in Kabul will directly pay the salaries of the National Technical Assistance working in provincial offices, while ASGP's regional offices will manage payment for provincial activities. ASGP and provincial partners will continue to adhere to programmatic aspects of the Standard Operating Procedures (SOP) that had governed the LOA, and will continue to support partners to develop work plans, activities and personnel that are 'essential for governance'. Other aspects of the mitigation strategy include education to all partners about the SOP for the LOA, and an emphasis on the need for adherence to the SOP.

- **Insecurity**

The fluctuating security situation continues to affect project delivery in some areas, compounded by the reduction of UNAMA and UNHAS flights and the closure of some UNAMA facilities.

The mitigation strategy involves greater use of ASGP supported National Technical Assistance (also referred to above as 'LOA personnel'), tashkeel personnel, and internet communication to remotely monitor activities and results in areas where security-cleared flights are unavailable and road missions are not allowed, and first-hand monitoring is not possible. The southeast region, some provinces in the West and South and Nuristan as well as many of the districts are such areas.

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

VI. RISKS

Risks are a possibility that an event will occur and affect the achievement of the project results. This section highlights only the risks that have been identified in this quarter. Please refer to the full risk log in the annex for a comprehensive account of risks that could affect the achievement of project results.

- **Leadership and organisational change among GOA and SNG partners**

The politics and appointment processes following the 2014 Presidential and Provincial Council elections continued to impact the delivery and leadership of ASGP's government partners at the national and subnational levels in Q1 2015. Constitutional restrictions on the recruitment and termination of personnel in Ministries and Directorates undermined ASGP supported governance reforms such as PAR, and capacity development and recruitment processes, such as those geared toward recruitment and orientation of tashkeel personnel. The constitutional restriction on the recruitment and termination of personnel in Ministries and Directorates, will continue until the appointment of new Ministers and General Directors, initially set to occur in Q1 2015 but now due to occur in Q2.

The GOA and international community also anticipate changes to the leadership of many GOA Ministries following the elections. ASGP will also be affected by the anticipated changes in the tenure and appointment of Governors, who coordinate governance and development and also function as the representative and appointee of the President. Such leadership changes may also include organisational change, including the National Technical Assistance specialists embedded in the PGO, PC and municipal offices. For ASGP, such changes, if they do occur, will likely lead to delays in programme implementation, as personnel may be unfamiliar with UNDP/ASGP and GOA policies and processes. ASGP attempts to mitigate the risk by supporting organizational and individual capacity development for subnational partners and a broad range of technical specialist and tashkeel personnel, to minimize the impact of changes of certain personnel.

National Technical Assistance (NTA) Policy Implementation

UNDP has been working with IDLG to continue to implement the GOA policy on National Technical Assistance (NTA). UNDP/ASGP continue to monitor NTA issues, including the qualifications and deliverables of NTA personnel. The parties are also reviewing the LOA for lessons learned (see below), which would be incorporated into ASGP's exit strategy.

Regional Office Closure

In Q4 2014 ASGP closed regional and provincial offices in Kunduz, Jalalabad, and Bamyan, following an exit strategy presented to the Project Board in October 2014, and in Q1 ASGP closed its office in Helmand.

The regional offices provided oversight and support to capacity development and governance activities in the regions of the North East, East and Southeast, Central Highlands, and the province of Helmand. The offices also contributed to regional UNDP work plans and promoted UNDP coherence and UN 'delivery as one'.

As a mitigating strategy, ASGP will deploy personnel from other regional offices and from Kabul to provide oversight and support to capacity development and governance activities.

VII. VII. LESSONS LEARNED

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

The 2013 decision to cancel the fund management aspect of the provincial LOA that had operated during 2013, and resume direct payment by UNDP highlights the challenges of supporting stringent and efficient financial management and procurement and political and financial deconcentration, in a context informed by inadequate capacity, centralized processes, and insecurity. These issues were also highlighted in UNDP and donor evaluations of ASGP. UNDP/ASGP and IDLG, with the support of donors and implementing partners, are jointly identifying lessons learned that will address these challenges, particularly financial management controls at IDLG central.

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

UNDP and ASGP improved donor and stakeholder coordination in Q3 and Q4 2014, and clarified project and SNG programme delivery and strategy. This coordination and direction is particularly important in the context of future subnational governance programming.

The Project Board meeting of April 1 2015 identified ASGP's extension to June 30 2015, with the provision that ASGP may be extended further if the successor project LoGo was not ready. ASGP remains the only programme to actively support PGOs, PCs, and municipalities throughout Afghanistan, and the main source of support to IDLG central, following the dissolution of NDI and the Performance Based Governance Fund and their support to PCs and PGOs in 2013, and the delay in implementation of USAid's Initiative to strengthen Local Administration (ISLA), not due to begin until December 2015.

VIII. FUTURE PLAN

Taking into account results and outcomes, and the issues, risks, and lessons learned, ASGP's programme strategy for 2015 includes the following future plans:

The ASGP project will continued to implement its Exit Strategy, and to support the seamless transition between ASGP II and UNDP's new subnational governance project, LoGo-Afghanistan. This includes transfer of assets and resources, where appropriate, as outlined at the April 1 Project Board meeting. UNDP will also conduct an audit of ASGP and IDLG, and UNDP is obliged to conduct a capacity assessment of IDLG as an implementing partner.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

Annex 1. Financial Table

	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2015					FUTURE EXPENSES		TOTAL RECEIVABLE		
Donor Name	Commitment (a)	Revenue Collected 31/12/2014 (b)	Expenses 31/12/2014 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses Jan to March 2015	Closing Balance I=(e+f+g – h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i –j – k–m)
AusAid	1,000,000	1,000,000	930,804	1,926	71,122				71,122	-	-	-	-	71,122
European Union	16,019,909	15,810,203	15,883,913	(33,059)	(106,769)	81,887	-		(24,882)	-	-	-	-	(24,882)
Finland-00110	669,389	669,498	660,011	-	9,487			11,701	(2,214)	-	-	-	-	(2,214)
France-00112	405,551	405,577	405,159	-	417			5,579	(5,162)	404	-	-		(5,566)
Italy	2,565,924	2,565,924	2,547,025	(10,902)	7,997				7,997	-	-	-	-	7,997
Japan	6,989,196	6,989,196	6,985,510	793	4,479	-	-		4,479	-	-	-	-	4,479
SDC (Switzerland)	8,042,691	8,043,416	6,821,712	20,551	1,242,256			595,663	646,592	1,975			-	644,617
Sweden (SIDA)	17,416,090	17,416,674	14,447,249	-	2,969,425			1,396,808	1,572,618	356,573			-	1,216,044
DFID-551	9,600,000	9,603,152	9,514,874	9,057	97,335				97,335	-	-	-	-	97,335
Denmark-00095	320,000	406,000	320,012	-	85,988			23,551	62,437	-	-		-	62,437
Estonia-00105	475,543	475,543	475,542	-	2			39,696	(39,695)	-	-	(0)	-	(39,695)
Korea-00204	8,000,000	8,000,366	5,558,503	-	2,441,863			1,274,617	1,167,246	80,424	(200)		-	1,087,021
UK-00248	651,466	651,535	650,707	-	827			(201)	1,028	-	-		-	1,028
UNDP (CCF)	4,132,520	4,132,520	4,132,520	-	-			-	-	-	-	-	-	-
UNDP (TRAC)	3,856,049	3,856,049	3,856,049	-	-			24,502	(24,502)		(23,736)		-	(767)
Grand Total	**80,144,328**	**80,025,652**	**73,189,591**	**(11,633)**	**6,824,429**	**81,887**	**-**	**3,371,916**	**3,534,399**	**439,377**	**(23,935)**	**(0)**	**-**	**3,118,958**

Note:

i) Data contained in this report is an extract of UNDP financial records. The accounting period for the report is an open period and data from some accounting processes may not have been processed. Financial data provided above may not be complete, and it is provisional.

ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: EXPENSES BY OUTPUT

Project Output ID and Description	2015 Budget (AWP)	Expenses (Jan - March 2015)	Delivery Rate	Remarks
Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	2,335,615	1,013,160	43%	
Sub-total Output 1	**2,335,615**	**1,013,160**	**43%**	
Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	4,690,027	1,949,475	42%	
Sub-total Output 2	**4,690,027**	**1,949,475**	**42%**	
Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	956,067	409,172	43%	
Sub-total Output 3	**956,067**	**409,172**	**43%**	
Output 4: (Atlas ID 78993):		109		
Sub-total Output 4		**109**		
Grand Total	**7,981,709**	**3,371,916**	**42%**	

Note:

*The unbudgeted expenses incurred under output 78993 is the deperciation expenses of fixed assets and no budget is required for this year.

ANNEX 3: EXPENSES BY DONOR

Donor Name	Project Output ID and Description	2015 Budget (AWP)	Expenses (Jan - March 2015)	Delivery Rates
SDC (Switzerland)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place.	299,189	93,783.87	31%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	685,729	359,045	52%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	360,010	142,834	40%
Sub-Total		**1,344,928**	**595,663**	**44%**
Denmark	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	77,310	23,551	30%
Sub-Total		**77,310**	**23,551**	**30%**
Estonia	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	-	39,696	0%
Sub-Total		**-**	**39,696**	**0%**
Finland	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place.	348,056		
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	495,437		
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	159,122	11,701	0%
Sub-Total		**1,002,615**	**11,701**	**0%**
France	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	-	2,494	0%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	-	3,085	0%
Sub-Total		**-**	**5,579**	**0%**

Korea	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	710,983	202,035	28%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	1,575,336	918,898	58%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	213,578	153,684	72%
Sub-Total		**2,499,897**	**1,274,617**	**51%**
UK	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS		(201)	0%
Sub-Total		**-**	**(201)**	**0%**
Sweden (SIDA)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place	977,387	692,949	71%
	Output 2: (Atlas ID 78991): PGO/DGO have capacity to lead and develop plan, programme and implement strategies for improving governance, development and security in accordance with ANDS	1,856,215	594,291	32%
	Output 3: (Atlas ID 79239): Municipalities have improved institutional and organizational framework and capacity to collect increasing revenues and deliver basic public services by 2015	223,357	109,568	49%
Sub-Total		**3,056,959**	**1,396,808**	**46%**
UNDP (Core Fund)	Output 1: (Atlas ID 73419): National systems, procedures and legal frameworks to implement, coordinate and monitor the SNGP are in place		24,393	0%
	Output 4: (Atlas ID 78993):		109	0%
Sub-Total		**-**	**24,502**	**0%**
Grand Total		**7,981,709**	**3,371,916**	**42%**

Note:

i) The unbudgeted expenditures under Estonia, Finland,France and UNDP donors will be adjusted upon the AWP revision in Q2.

ii) The negative expenditure under UK donor is due to the erroneous entry made to cancel an expenditure and it will be adjusted in Q2.

ANNEX 4: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
1	Donor earmarking. Several donors continued to tie some of their aid to specific provinces, further skewing support and fostering inequity, undermining GoA and development policy.	June 2013	Operational Impact = 4 Priority = 4	UNDP/ASGP and IDLG advocacy toward donors and stakeholders about the value of support that is not earmarked. ASGP's Annual Work Plan attempts to provide sufficient budget flexibility, to ensure that the project can effectively deliver across all provinces and components.	ASGP Kabul, IDLG	Reducing
2	Resource mobilisation for IDLG. Sustainability of long-term salary and resource support for IDLG remains unclear. Without international financial support, maintaining the IDLG current staffing level is unsustainable	February 2012	Operational Impact = 3 Priority = 4	UNDP is working with donors and the Government of Afghanistan to address financial sustainability, including implementation of the NTA policy.	ASGP Kabul, IDLG	Increasing
3	The LOA modality, including delay in salary payments to LOA personnel, due to operational and financial rules and processes specified between UNDP and IDLG.	Dec. 2011, 2012 , 2013	Impact = 5 Priority = 5	In Q1 2014 ASG moved to direct payment for all provincial activities and personnel. Greater education re. the SOP, and engagement between UNDP and IDLG management, technical, and field staff. Greater focus on capacity development of LOA personnel working in financial management and procurement.	ASGP Kabul & Regional Teams	Reducing
4	Insecurity. The fluctuating security situation continues to affect project delivery in some areas, compounded by the reduction of UNAMA and UNHAS flights and the closure of some UNAMA facilities.	December 2013	Impact = 3 Priority = 3	Greater use of LOA personnel and other partners in project implementation, and increased remote monitoring of activities and results in particularly insecure areas.	ASGP Kabul & Regional Teams	Increasing

ANNEX 5: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/ MNGT. RESPONSE	OWNER	SUBMITTED /UPDATED BY	LAST UPDATED	STATUS
1	Leadership and organisational change among GOA and SNG partners, caused by political campaigning, Presidential and PC elections, and subsequent appointments.	November 2013	Political	Probability=5 Impact=5	Support organizational and individual capacity development for subnational partners and a broad range of technical specialist and tashkeel personnel, to minimize the impact.	ASGP Kabul	ASGP Kabul	Q1 2015	Consistent
2	Women may be prevented from joining the civil service and excluded from governance due to lack of qualifications, other barriers, and inadequate working conditions.	March 2011	Societal/ Organizational	Probability=5 Impact=5	Support women and gender mainstreaming at IDLG and subnational entities. Work with IDLG, CSC, and female PC networks to improve work prospects and environment for female civil servants.	Regional Teams	Regional Teams	Q1 2015	Reducing
3	Political interference in LOA recruitment can aversely affect the recruitment and performance of LOA personnel.	30 Aug 2011	Political	Probability=4 Impact=4	Recruitment of LOA personnel closely monitored and strong oversight mechanism, including an SOP, put in place and to be adhered to. A UNDP No Objection Letter will also be required for the recruitment and extension of LOA personnel.	Regional Teams	Northern Regional Team	Q1 2015	Reducing
4	Closure of regional offices weakens oversight and undermines capacity development activities, and reduces UN presence.	Oct 2014	Developmental	Probability=5 Impact=5	Deploy personnel from other regional offices and from Kabul to provide oversight, capacity development support, and UN presence.	ASGP Kabul, Regional Teams	ASGP Kabul, Regional Teams	Q1 2015	Consistent