



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

# USAID INITIATIVE TO STRENGTHEN LOCAL ADMINISTRATIONS (ISLA)

QUARTERLY REPORT

FY2018 Q1 | OCTOBER–DECEMBER 2017



*Participants painting the process for the Financial Management. Faryab. November 2017.*

January 31, 2018

This report is made possible by the support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of Tetra Tech ARD and do not necessarily reflect the views of USAID or the United States Government.

This report was prepared for the United States Agency for International Development under USAID Contract Number AID-306-C-15-00005, Initiative to Strengthen Local Administrations (ISLA).

Tetra Tech Contacts:

Luce Bulosan, Chief of Party  
[Luce.Bulosan@tetrattech.com](mailto:Luce.Bulosan@tetrattech.com)

Stephanie Calves, Project Manager  
[Stephanie.Calves@tetrattech.com](mailto:Stephanie.Calves@tetrattech.com)

Timur Tsutsuk, Deputy Project Manager  
[Timur.Tsutsuk@tetrattech.com](mailto:Timur.Tsutsuk@tetrattech.com)

Implemented by:

Tetra Tech  
159 Bank Street, Suite 300, Burlington, VT 05401  
Tel: (802) 495-0282, Fax 802 658-4247  
[www.tetrattechintdev.com](http://www.tetrattechintdev.com)

# USAID INITIATIVE TO STRENGTHEN LOCAL ADMINISTRATIONS (ISLA)

QUARTERLY REPORT  
FY2018 Q1 | OCTOBER–DECEMBER 2017

January 31, 2018

**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



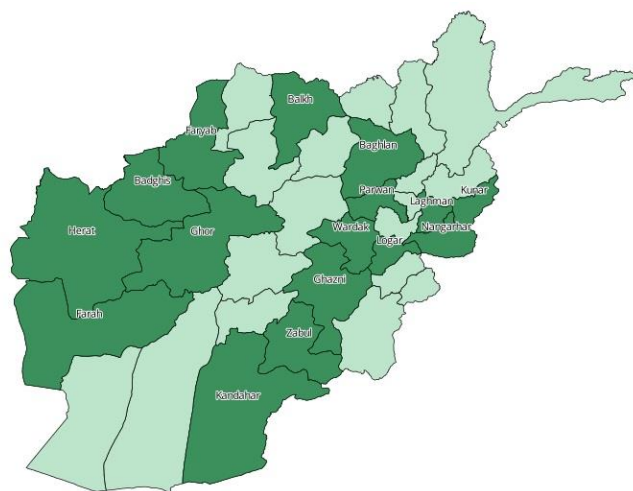
# TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b> .....	<b>I</b>
<b>PREFACE</b> .....	<b>II</b>
<b>ACRONYMS AND ABBREVIATIONS</b> .....	<b>III</b>
<b>1.0 ACTIVITY IMPLEMENTATION</b> .....	<b>I</b>
1.1 PRELIMINARIES .....	I
1.2 PROJECT ACTIVITIES .....	I
1.2.1 Deliverables.....	I
1.3 TECHNICAL UPDATES .....	I
1.3.1 Provincial Planning and Budgeting.....	I
1.3.2 Institution Building.....	4
1.3.3 Inclusive Advocacy.....	10
1.3.4 Public Engagement.....	13
1.3.5 Cross-Cutting .....	14
<b>2.0 PROGRESS AGAINST ACTIVITY MONITORING AND EVALUATION PLAN (AMEP) INDICATORS</b> .....	<b>17</b>
<b>3.0 COLLABORATION AND COORDINATION</b> .....	<b>33</b>
3.1 COORDINATION WITH USAID.....	33
3.2 LINKS WITH RELEVANT GIROA MINISTRIES.....	33
3.3 COORDINATION WITH SUB-NATIONAL GOVERNMENT ENTITIES.....	36
<b>4.0 MANAGEMENT AND ADMINISTRATION</b> .....	<b>37</b>
4.1 ADMINISTRATIVE ISSUES .....	37
4.1.1 Asset Management and Information Technology .....	37
4.1.2 Travel and Transportation .....	37
4.1.3 Training and Workshops .....	37
4.1.4 Translation Support Services .....	37
4.1.5 Security.....	38
4.2 PERSONNEL.....	38
4.3 COMPLIANCE.....	39
<b>5.0 SUCCESS STORIES</b> .....	<b>40</b>
5.1 HUMAN RESOURCES NETWORKS IN GHOR IMPROVES CIVIL SERVICES RECRUITMENT .....	40
5.2 EMPOWERING AFGHAN GOVERNMENTAL INSTITUTIONS TO ENGAGE CLOSER WITH PUBLIC.....	41
5.3 A SHORT-TERM INTERNSHIP HELPS ACQUIRE LONG-TERM EMPLOYMENT IN GOVERNMENT .....	42
<b>6.0 CHALLENGES AND LESSONS LEARNED</b> .....	<b>43</b>
6.1 CHALLENGES.....	43
6.2 LESSONS LEARNED.....	43
<b>7.0 PLANNED ACTIVITIES FOR NEXT QUARTER</b> .....	<b>44</b>
7.1 COMPONENT A: PROVINCIAL PLANNING AND BUDGETING.....	44
7.2 COMPONENT B: SUB-NATIONAL INSTITUTION BUILDING .....	44
7.3 COMPONENT C: INCLUSIVE ADVOCACY.....	45
7.4 COMPONENT D: PUBLIC ENGAGEMENT .....	45
<b>ANNEX A: USAID ISLA PERFORMANCE INDICATORS AND ANNUAL TARGETS</b> .....	<b>47</b>

# PREFACE

The United States Agency for International Development (USAID) Initiative to Strengthen Local Administrations (ISLA) project was awarded to Tetra Tech ARD on February, 1, 2015. It is a five-year, \$48 million project to strengthen the subnational government system in Afghanistan. Its aim is to enable the Government of the Islamic Republic of Afghanistan (GIROA) to improve provincial governance in the areas of fiscal and development planning, representation of citizens, and enhanced delivery of public services. ISLA will strengthen subnational systems of planning, operations, communication, representation, and citizen engagement. Improvements in these areas—along with the passage of clear, legal subnational governance frameworks by GIROA—will improve GIROA’s ability to prioritize service delivery and develop central plans and budgets that represent provincial interests. This will lead to services that more closely respond to all citizens’ needs in health, education, security, justice, and urban services. As all citizens benefit from public services, their perception of government legitimacy will increase. The core problems to be addressed are poor integration of provincial priorities into the national plan and budget, as well as weak flows of information. The project will work within the existing system to improve its functionality. This is done by fostering a combination of top-down and bottom-up consultative processes between central and provincial levels—to formulate plans and budgets that align with local community service delivery priorities, national developmental priorities, and available resources. USAID ISLA comprises four components:

- A. **Provincial Planning:** USAID ISLA strengthens the capacity of provincial actors and administrative offices to strategically plan and coordinate. Improved center-province-center communication and collaboration strengthen linkages between the central and provincial levels for planning, budgeting, representation, and service delivery.
- B. **Subnational Institution Building:** The project strengthens the foundations of provincial entities and the Independent Directorate of Local Governance (IDLG) through targeted capacity-building efforts focused on institutionalizing systems and administrative processes and strengthening the enabling environment.
- C. **Inclusive Advocacy:** The project improves the ability of provincial actors to represent citizen interests in planning and service delivery, and to advocate to their central-level counterparts for the inclusion of provincial priorities in national plans and budgets.
- D. **Public Engagement:** USAID ISLA improves the ability of provincial authorities to reach out to citizens and inform them of government decisions, actions, and general information while soliciting feedback to understand citizen priorities and needs.



USAID ISLA maintains a national project office in Kabul and field offices in the following 16 target provinces: Badkhis, Baghlan, Balkh, Farah, Faryab, Ghazni, Ghor, Herat, Kandahar, Kunar, Laghman, Logar, Nangarhar, Parwan, Wardak, and Zabul.

# ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AMEP	Activity Monitoring and Evaluation Plan
ANDPF	Afghanistan National Development and Peace Framework
BC	Budget Circular
C4D	Communications for Development
CBR	Capacity Building for Results
CBWG	Capacity Building Working Group
CDC	Community Development Council
CIDD	Capacity and Institutional Development Directorate
CODA	Capacity and Organizational Development Assessment
CoP	Chief of Party
CSO	Civil Society Organization
DAIL	Directorate of Agriculture, Irrigation, and Livestock
DCN	Directorate of Counter Narcotics
DCoP	Deputy Chief of Party
DDA	District Development Authority
DGO	District Governor's Office
DoBTA	Directorate of Borders and Tribal Affairs
DoCI	Directorate of Culture and Information
DoCIT	Directorate of Communications and Information Technology
DoD	Dean of Department
DoE	Directorate of Education
DoEc	Directorate of Economy
DoEW	Directorate of Energy and Water
DoHE	Directorate of Higher Education
DoHIA	Directorate of Hajj and Islamic Affairs
DoIC	Directorate of Information and Culture
DoJ	Directorate of Justice
DoLSAMD	Directorate of Labor, Social Affairs, Martyrs, and Disabled
DoPH	Directorate of Public Health
DoPW	Directorate of Public Works
DoUDH	Directorate of Urban Development and Housing
DoWA	Directorate of Women's Affairs
DRRD	Directorate of Rural Rehabilitation and Development
FM	Financial Management
FY	Fiscal year
GDDC	General Directorate for Design and Consolidation (MoEc)
GDLCA	General Directorate of Local Council Affairs (IDLG)
GIRoA	Government of the Islamic Republic of Afghanistan
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>

HR	Human resources
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
ISLA	USAID's Initiative to Strengthen Local Administrations Project
JWG	Joint Working Group
KMIC	Kandahar Media and Information Center
LAPIS	Local Administration Performance Indicator System
LM	Line Ministry
LoGo	Local Governance Project
LOP	Life of Project
LTTA	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MIS	Management Information System
MoEc	Ministry of Economy
MoF	Ministry of Finance
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoU	Memorandum of Understanding
N/A	Not applicable
NGO	Nongovernmental organization
NPP	National Priority Program
NTA	National Technical Assistance
PAC	Provincial Advocacy Committee
PBU	Provincial Budgeting Unit
PC	Provincial Council
PDC	Provincial Development Council
PDP	Provincial Development Plan
PDPG	Provincial Development Planning Guideline
PFM	Public Financial Management
PFMC	Provincial Financial Management Committee
PG	Provincial Governor
PGO	Provincial Governor's Office
PLD	Provincial Line Directorate
PSA	Public service announcement
PSSC	Provincial Sub-Sectoral Committee
PSTC	Provincial Sub-Technical Committee
Q	Quarter
RM	Reference Material
RTA	Radio Television Afghanistan
SDG	Sustainable Development Goal
SDP	Small Development Project
SEM	Skills Evaluation Metric



SIR	Security Incident Report
SMT	Senior Management Team
SNG	Sub-National Governance
SNGP	Sub-National Governance Policy
SOP	Standard Operating Procedure
STTA	Short-Term Technical Assistance
SWOT	Strengths, Weakness, Opportunities, and Threats
TBD	To be determined
THM	Town Hall Meeting
ToT	Training of Trainers
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government



# I.0 ACTIVITY IMPLEMENTATION

## I.1 PRELIMINARIES

This Quarterly Report is prepared in accordance with Section F5 A.12 of the United States Agency for International Development (USAID) Contract # AID-306-C-15-00005 between the United States Agency for International Development (USAID) and Tetra Tech ARD for the USAID Initiative to Strengthen Local Administrations (ISLA) project. This report represents the first quarter of Fiscal Year (FY) 2018, covering October–December 2017.

## I.2 PROJECT ACTIVITIES

### I.2.1 Deliverables

During this quarter, in addition to submitting monthly and weekly reports and required financial reports, USAID ISLA submitted the following project deliverables:

Component/Deliverable		Description	Date Submitted
D	D.1.3	At least one additional town hall meeting is held in all of the participating provinces, with a meeting report submitted to USAID and the PMC.	31 Dec. 2017

Discussion on this deliverable appears in the following sections of this report.<sup>1</sup>

## I.3 TECHNICAL UPDATES

### I.3.1 Provincial Planning and Budgeting

#### *Improved Provincial Planning*

As a continued effort to finalize the Provincial Development Planning Guideline (PDPG), in close coordination and multiple consultation sessions with the Ministry of Economy (MoEc), Directors of Sectoral Services, and Directorate of Economy (DoEc) Directors, USAID ISLA finalized the PDPG and began its training of trainers (ToT) rollout.

ISLA Provincial Teams conducted one-day consultation workshops, targeting provinces that helped ISLA collect recommendations from Provincial Line Directorates (PLDs) for smooth implementation of PDPG tools and resources (such as the application forms for development projects, concept notes, and scorecards). The recommendations of PLDs were incorporated into the PDPG. As part of the consultation process, 34 DoEc Directors were also consulted on the steps to develop a Provincial Development Plan (PDP) as articulated in the PDPG.

In close collaboration with MoEc and United Nations Development Program (UNDP Local Governance Project (LoGo), USAID ISLA conducted a National Consultative Workshop on the revised PDPG for

---

<sup>1</sup> Note: The number of deliverables submitted this quarter was low because of the pending contract modification with USAID, which also includes a modification of the ISLA Fee Schedule and Deliverables Components. Once the contract modification is completed, pending deliverables from Year 3 will be submitted and billed in the USAID invoices.

subnational DoEc Directors from across the country. The workshop participants agreed to introduce the revised PDPG to all 34 DoEc Directors, including those from the 16 ISLA provinces, during December 2017 and January 2018.

Following MoEc approval, ISLA conducted a ToT on the revised PDPG for the Directors of Economy and Provincial Development Managers from across 16 ISLA and five non-ISLA-participating provinces. Upon the successful completion of the ToT, ISLA, in close coordination and collaboration with DoEcs and Provincial Governors' Offices (PGOs), planned to rollout the revised PDPG trainings at the provincial level to relevant PLDs. The PDPG workshops for each province will be carried out in January 2018, with the development of the PDPs following those workshops. Among the discussions with the national counterparts, ISLA found that some improvements have been noted in the area of planning at the provincial level. Provincial Sub Sectoral Committees, Provincial Sectoral Technical Committees, and Public Financial Management Committees (PFMCs) have been very effective and supportive in the rollout and coordination of the training and as well as to collect the citizens' priorities for inclusion into the coming year's PDPs. ISLA's technical support to DoEc across project target provinces improved timely occurrence of sub-sectoral meetings and encouraged all PLDs to conduct the meetings actively and follow up on their results, increasing the PLDs' commitment toward planning.

A key aspect of the PDPG is that it aligns the PDP process with the provincial budgeting process, as set out in the National Provincial Budgeting Policy. According to the PDPG, Budget Circular (BC) 1 and BC2 trainings (orientations about the Budget circulation process) will start after collecting community's needs and priorities for the PDP. Prior to the training on PDPG, ISLA supported the DoEc and PGOs in discussions on the revised PDPG's effectiveness with all PLDs and make them ready for 1398 PDP preparation process. Now, PLDs know how to prioritize projects from among those proposed during developing the BC1 and BC2 and are ready to start developing the 1398 PDP. A key success has been that ISLA has seen more and more of a recognition from the PLDs about the importance of aligning their budgets with the PDP and the prioritization of projects therein.

### **Improved Provincial Budgeting**

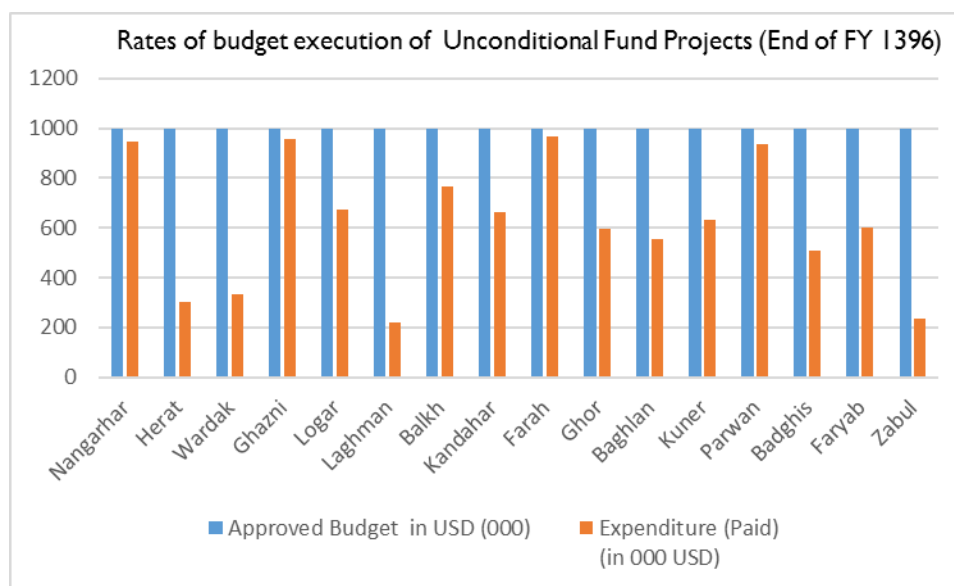
During the quarter, ISLA continued its follow up sessions and meetings with PLDs and PGOs to identify areas of improvement regarding provincial budgeting. This follow up showed almost all PLDs are taking actions in order to develop their provincial budgets. ISLA found a huge improvement in alignment between the budgets and the PDPs, with projects that have been prioritized being included in the budget. The National Budget Plan is expected to be approved in the next quarter, which will provide an opportunity to analyze which projects from the PDPs receive national-level funding and how effective the aim to link the PDPs and the budgets has been.

Another key area of ISLA support this quarter has been to further the unconditional funds process and the implementation of projects funded through that mechanism. ISLA's technical assistance to its national counterparts improved the accountability of companies implementing these projects and enabled PLDs to monitor the status of development project implementation and encourage the implementers meet deadlines. ISLA's coaching and mentoring to PLDs on monitoring unconditional fund project implementation assisted the PLDs and Mustofiat to understand the whole process of development budget execution, which includes preparation of a financial plan, a procurement plan, and the payment process. PLDs were able to prepare the allotment and payment documents and forms (i.e., B27 and M16 forms)

accurately and process them through the Mustofiats so that payments could be made to project implementers. This technical assistance facilitated the payment process and accelerated the physical implementation of the projects. Across all 16 ISLA targeted provinces, projects have been 77 percent implemented. Specific results are shown in the figures below:

**FIGURE I.1: FY 1396 (2017) APPROVED UNCONDITIONAL FUND PROJECTS IMPLEMENTATION PROGRESS REPORT**

<b>FY 1396 (2017) Approved Unconditional Fund Projects implementation progress report (December, 2017)</b>						
<b>No</b>	<b>Province</b>	<b>No of Projects Proposed</b>	<b>Approved Budget in USD (000)</b>	<b>Progress</b>		
				<b>No of Projects Contracted</b>	<b>Progress Implementation *</b>	<b>Expenditure (Paid) (in 000 USD)</b>
1	Nangarhar	38	1000	38	98%	944.5
2	Herat	18	1000	18	36%	303.7
3	Wardak	9	1000	9	57%	336.1
4	Ghazni	11	1000	11	88%	954.9
5	Logar	5	1000	5	76%	671.8
6	Laghman	8	1000	8	40%	220.6
7	Balkh	8	1000	7	61%	765.1
8	Kandahar	13	1000	13	92%	661.8
9	Farah	10	1000	10	100%	968.2
10	Ghor	7	1000	7	86%	597.4
11	Baghlan	10	1000	10	61%	553.2
12	Kuner	9	1000	9	95%	631.0
13	Parwan	8	1000	8	98%	936.5
14	Badghis	9	1000	9	89%	510.7
15	Faryab	7	1000	7	89%	599.9
16	Zabul	9	1000	9	60%	236.8
<b>Total</b>		<b>179</b>	<b>16,000</b>	<b>178</b>	<b>77%</b>	<b>9,892.2</b>
<p>Note:</p> <p>* The percentage of 77 percent progress is the average of all 179 project.</p> <p>- Similarly the percentage progress from each province is also the average of total project of that province.</p> <p>- Except for two provinces (Zabul and Badghis), the reports final through the end of FY 1396 (December 21, 2017). The remaining two provinces will send the updated reports in the next quarter.</p>						



### 1.3.2 Institution Building

#### *Improved Operations and Management for DoEcs and PGOs*

During the quarter, ISLA's support for operations and management focused on developing operations guidelines for DoEcs. ISLA contributed to convening several Joint Working Group (JWG) meetings that resulted in adding some sections to DoEc Operations and Management Guidelines and reviewing its chapters. The DoEc Operation and Management Guidelines will be an important tool for the DoEcs to understand their responsibilities and to function more efficiently and effectively. Based on JWG decision, the Guidelines will be finalized in next few months.

Regarding the development of the PGO Operations Guidelines, those are still on hold per the request of IDLG until the new Subnational Governance Policy (SNGP) is completed and approved. Once that happens, the JWG will reinitiate work on the Guidelines to align them with the roles and responsibilities of the PGOs as articulated in the SNGP. ISLA has still provided support to PGOs and PLD to improve operations and management capacity. This quarter, with the support of ISLA, the PGO and PLDs in Laghman, Kunar, Logar, Ghor, Kandahar, and Badghis provinces established standard filing systema, helping to improve the organization of documents and files for the offices. This is an important contribution to help the offices function more effectively. In Laghman and Nangarhar provinces, digital archives have been developed to help PGOs to modernize the documentation and record systems of petitions, making petitions easy to access and retrieve through a hyperlink.

This quarter, ISLA developed an Excel database for Herat Mustofiat's Bookkeeping Office and PGO's Spokesperson to follow up their activities. This database helped the Mustofiat Bookkeeping Office record all budget allocations of PLDs (MI6 forms), expense reports, and balances. The database also helped the PGO's Spokesperson and his team to record and track all provincial achievements throughout the sectors and generate monthly and quarterly reports.

## **Enabling PGOs, DoEcs, and Mustofiats to Assess Capacity and Develop Institutional Strengthening Plans**

A key focus during the reporting period was to establish institutional assessment and strengthening processes for ISLA's provincial counterparts, with an initial focus on engaging national counterparts to own the tools. ISLA held regular meetings with the Ministry of Finance (MoF) Provincial Budgeting Unit (PBU) and the MoEc to discuss how the Capacity Organizational Development Assessment (CODA) tools and processes could be adapted and used by these entities for the Mustofiats and DoEcs, respectively. The meetings this quarter focused on follow-up on the pilots of the CODA tools that took place with Mustofiats in the previous quarter. Both MoEc and MoF elected to adapt the Skills Evaluation Matrix (SEM) and Local Administration Performance Information System (LAPIS) for their provincial counterparts. Through short-term technical assistance (STTA), ISLA continued a process of adapting these components of the CODA to be responsive to the various structures and functions of the DoEcs and Mustofiats. This quarter, ISLA presented the CODA tools to IDLG to identify how they might use them for PGOs and link them to the implementation of the IDLG Capacity Development Strategy. As part of this engagement, ISLA provided technical advice on other capacity assessment processes and tools in the local governance space to monitor provincial governance performance. As a result of meetings with the IDLG Capacity and Institutional Development Directorate (CIDD), CIDD determined that the SEM and LAPIS should be adapted for the PGOs and rolled out in the next quarter.

During the reporting period, the ISLA technical team conducted a training on the CODA for 22 participants (18 ISLA staff and four MoEc and MoF staff), from 20–22 November 2017. The main goal of the training was on how to implement CODA in their respective provinces. From the pre- and post-tests, ISLA noted a knowledge gain of 24 percent from the ISLA staff and zero percent for the MoEc and MoF staff (three of the four GIRoA staff completed both the pre- and post-test for the training).

At the provincial level, ISLA worked with the MoF PBU in October to organize the CODA workshop and pilot implementation in Balkh province. The three-day workshop started with a quick explanation of the SEM system to the target group and the Balkh Mustofi. Technical workshops were followed by a question and answer session. Participants broke into six sectional teams and identified 16 key activities in the area of service delivery to be assessed under the SEM. ISLA met with Balkh Mustofiat after the SEM workshop and pilot skill assessment and presented the result and finding from SEM workshop. The Balkh Mustofi raised some important issues about building the capacity of the Mustofiat. Specifically, the Mustofi expressed his interest in the evaluation of the capabilities of the Mustofiat so that they could target capacity improvements where appropriate.

The table below presents the SEM scores of all departments of the Balk Mustofiat and four PLDs. An important lesson learned from implementing the CODA was how the engagement of senior leadership impacts CODA scores. ISLA found that due to the participation of senior leadership, some of the scores appeared to be skewed towards higher results. Thus, the CODA process was adapted to reflect this potential area of bias so that data could be more accurate.

**TABLE 1.1: BALKH MUSTOFIAT**

No	Department	SEM Score
1	AFMIS Department	29%
2	Human Resources Department	48%

3	Payment Department	76%
4	Administration Department	92%
5	Mahasiba and Admin Department	91%
6	Control Department	93%

To adapt the CODA for DoEcs, the ISLA technical team, in partnership with the MoEc, also conducted CODA activity determination and CODA staff assessment meetings with the Kabul Economy, Agriculture, and Social Services Directorates. The meetings have now produced completed pilot SEM scores for the Kabul DoEc (50 %), Agriculture Department (45%), and Social Services Department (43%). These scores will be reviewed by the MoEc. The pilot implementation of CODA was well received by the counterparts and was effectively executed at all three pilot sites. Based on these results, only minimal revisions of the tool are required before a larger roll out for other DoEcs.

### **Improved Human Resource Management Skills and Processes**

The ISLA team, in close coordination with IDLG CIDD and the Human Resources Departments of PGOs across the 16 target provinces, supported and facilitated three-day Human Resources Management (HRM) trainings for PGO and PLD staff. These trainings were completed in FY2017.

“Employees in the PGO and DGOs [District Governors’ Offices] now care about the code of conduct. This has resulted in improving the overall HR procedure”

— PGO HR Director of Parwan

ISLA provided technical support to the PGOs and PLDs to institutionalize what they learned from the training into their own HRM systems and processes. Some provinces were asked to identify specific needs and priorities to strengthen systems based on what they learned in the training. For example, the PGO and PLDs in Badghis identified employees’ attendance as a challenge. The province worked on attendance improvement, which led to observing a positive change in attendance and appraisal forms. The appraisal system was improved and implemented in accordance with the standard appraisal mechanism/guideline of Independent Administrative Reform and Civil Service Commission (IARCSC). After the successful completion of HRM training in Parwan, PGO staff had improved knowledge about the official code of conduct and its application within workplace.

Since the trainings, ISLA observed significant improvements in HRM functions of the PGOs and PLDs, including improvements in the areas of performance management, personnel file management, time management, recruitment, development of clear terms of reference for staff, and development of annual workplans. ISLA received positive feedback from the PGOs and PLDs on the impact of the training and requested isolated individual skill-focused support to address specific issues and needs. ISLA learned that HRM networks have been established in Herat, Ghor, and Badghis after the training. HRM networks helped HR directorates of relevant PGOs and PLDs to conduct regular meetings, discuss capacity development needs, and focus on ways to address challenges related to HR reforms.



As result of ISLA's continuous technical support to PGOs and PLDs in the 16 ISLA target provinces, the performance appraisals and annual work plans of the national counterparts' employees in Logar, Ghor, Badghis, Farah, Balkh, Wardak, Ghazni, and Herat have been standardized in accordance with IARCSC rules and procedures. Ambiguities existed in the appraisal forms for years and PGO and PLDs had been conducting performance appraisal processes differently. During the first HRM training conducted in Balkh in May 2017, participants noticed several issues that affect the quality of their performance appraisal process. At the end of the training, participants prepared requests related to performance appraisals, including access to the IARCSC appraisal guidelines. Consequently, through a replica training program conducted in December 2017, they were given concrete examples of how to apply the performance appraisal guidelines and they were able to practice role plays on how to carry out these appraisals. This activity significantly improved the ability of the PGO and PLDs to more effectively carry out these processes.

#### **Human Resources Network in Ghor improves Civil Service Recruitment.**

In Ghor province, 590 out of 7800 positions in the civil services are currently unfilled. Additionally, there are few women working within the Provincial Governor's Office (PGO) and Ghor Provincial Line Directorates (PLDs), with only 11 percent of the workforce of these entities being women. Lack of professional Human Resources Management (HRM) Networks and human resources management capacity and systems within provincial entities is at the root of the inability to attract and retain qualified staff to fill vacant positions.

*— Part of the Case Study developed for HRM Network establishment in Ghor*

#### **Improved Financial Management**

During the quarter, ISLA supported PFM trainings in Balkh, Faryab, Ghazni, Herat, Nangarhar, and Wardak provinces, reaching 138 participants (125 male, 13 female). A key focus of these trainings was to improve basic accounting practices and skills to enable the PGOs and PLDs to manage their finances better. As a result of the trainings, ISLA observed major changes in the skills of participants in: basic accounting concepts, PGO budget-making process, identifying and overcoming financial problems, allocating scarce financial resources according to governmental forms and codes, and writing comprehensive reports to management. The training will be rolled out to the remaining ISLA provinces in the next quarter, after which a report analyzing the findings and overall outcomes will be developed.

#### **Preparing Young Graduates for the Local Civil Service**

Since the start of the project, the USAID ISLA Provincial Governance Internship Program has enabled 61 ISLA interns to build their knowledge in office operations and job-related competencies through working with sub-national governance (SNG) entities. The interns have become familiar with management systems within organizations. This has not only provided a path towards long-term employment for the interns, but also, through the implementation of their capstone projects, the interns have helped to actively strengthen management systems in their host agencies. ISLA-supported interns have developed filing and database systems and have brought innovations to table. For example, in one province, the intern helped to develop an easy-to-retrieve online filing system for key documents, enabling better sharing of information among government staff.

During the reporting quarter, 21 interns (11 female and 10 male) were recruited for Baghlan, Ghazni, Ghor, Kunar, Laghman, Logar, Wardak, Zabul and Nangarhar provinces. Two interns in Kandahar and Badghis signed contract extensions for another six months in the internship program. ISLA also started to

prepare to recruit 70 interns through March 2018.

The goal of the internship program is to build skills of young people in the area of subnational governance so that they can apply them in the civil service or in other aspects of subnational governance. This quarter, the USAID ISLA internship program enabled three interns in Ghor, Nangarhar, and Baghlan provinces to find long-term job with local NGOs, as shown in the table below:

**TABLE 1.2: INTERNS HIRED TO LONG-TERM POSITIONS**

<b>Name</b>	<b>Internship Venue</b>	<b>New Position</b>
<b>Enayatullah Khatibi</b>	Ghor Directorate of Women's Affairs (DoWA) (one month of service through October 2017)	Agriculture Trainer for Ghor province with ACF International
<b>Hogai Safi</b>	Nangarhar PGO (two months of service through October 2017)	Community Mobilizer with ACDED Local Organization in Nangarhar Province
<b>Khatra Sarwary</b>	Baghlan PGO (two months of service through November 2017)	Community Mobilizer in Baghlan Province with the Citizen Charter Program through Agha Khan Foundation

### *Developing Training Curricula to Improve Governance and Management Skills and Practices*

This quarter, ISLA completed the content for the PFM training curriculum in coordination with IDLG CIDD. MoF inputs were also sought on the content of this training curriculum. IDLG officially approved the curriculum so that it could be rolled out. The main goal of the PFM training curriculum is to broaden participants' knowledge and understanding of financial management and accounting practices, thus enabling them to manage and address financial issues in their organization more effectively. This curriculum contains four major modules focused on budgeting processes, basic accounting, budget management, and PGO finance office responsibilities; each with specific activities.

The PFM training curriculum was designed and prepared based on adult learning concepts. It includes participatory activities and a preliminary assessment, based on the needs of the target group. The training also includes different teaching methods aimed at engaging the participants throughout the training and facilitating experiential learning, such as: brainstorming, group work, discussions, questions and answers, PowerPoint presentations, and short lectures. The PFM training curriculum was initially rolled out through a ToT and then was rolled out to the PGOs and PLDs in six ISLA provinces during the reporting period by ISLA Embedded Advisors. The training will be rolled out to the remaining ISLA provinces next quarter.

The ISLA technical team and short-term technical consultant also developed a CODA process training curriculum to teach participants about the CODA tools and build an overall understanding of capacity development approaches. The training curriculum includes ten activities and four modules, designed and prepared based on adult learning concepts. The CODA training was implemented in November 2017 for 20 participants, 4 of whom were from GIRoA counterparts. The remaining participants were ISLA Provincial Embedded Advisors responsible for rolling out the tools to the provincial-level PGOs, DoEcs, and Mustofiats.

In addition, the ISLA technical team updated the PDPG training curriculum. Like other ISLA-developed curricula, this document is also designed and prepared based on adult learning concepts. This curriculum is designed to be covered in two days. The curriculum was used during the ToT and is now being used by

ISLA advisors to conduct trainings for the government counterparts at the provincial level.

### ***Provincial Reference Materials***

During the reporting period, ISLA conducted a needs assessment in the ISLA 16 targeted provinces PGOs to identify reference materials (RM) needs. The list collected needs from all 16 provinces and was compiled and prioritized. Based on the RM list, the ISLA Kabul team met with IDLG senior management to share the list and obtain their approval for roll out to the provinces. The list included 20 different documents, including ones developed by technical support from ISLA team, along with laws, regulations, and guidelines that are crucial to civil servants. After official approval of IDLG senior management, ISLA completed the printing of the RM package. The ISLA technical team submitted a sample of the RM package to IDLG senior management. The ISLA technical team will plan to distribute the materials to the 16 ISLA target provinces in the next quarter.

### ***Improving Provincial Monitoring and Evaluation***

Until this quarter, challenges existed in bringing together IDLG and the MoEc to develop a standard provincial profile. Through USAID ISLA's support, the MoEc and IDLG were brought together to develop a standardized profile template. Per a USAID ISLA recommendation, the MoEc sent a letter to IDLG to introduce its representatives for a JWG aimed to draft a unified standard provincial profile template. IDLG introduced two of its officials to participate in the JWG. During November 2017, two JWG meetings took place to review existing provincial profiles from IDLG, MoEc, World Bank, the United Nations Assistance Mission in Afghanistan (UNAMA), and civil society organizations (CSOs). A third JWG meeting followed in December 2017, to share and refine the draft provincial profile outline with MoEc and IDLG Senior Management. Using the draft provincial profile template, ISLA familiarized all 16 provinces with the template and to collect data for its completion. In a number of provinces, data has been gathered for the provincial profile templates, but the profiles are not finalized because the template is pending approval from the MoEc and IDLG. Stating data collection on the profiles has been critical in terms of raising awareness among the PGOs and PLDs on the importance of collecting and using good data about governance processes and service delivery in their province, so that it can inform provincial development activities. In some cases, the process built demand from the Provincial Governors (PGs) themselves in terms of improving data collection mechanisms so that they can have access to reliable, accurate, and valid data.

Another key step toward improving monitoring and evaluation (M&E) and even the analysis of the PDPs was a Field Test Workshop held on October 15 and 16 for ISLA Provincial Advisors, held in partnership with the MoEc. During the workshop, amendments to the PDPG were shared with the participants. The workshop solicited their feedback and input on the applicability of the revised tool, with special focus on the M&E tools for the PDP. Additionally, ISLA's embedded advisors at the MoEc developed a checklist to collect feedback from the Directors of Economy for 34 provinces on the PDP process, committee performance, and assessment of PDP document. The checklist was shared with the MoEc General Directorate for Design and Consolidation (GDDC) for their input. These materials by ISLA and the MoEc were finalized during the quarter and incorporated into the PDPG, where related trainings on monitoring tools were included in the PDPG ToT and will be rolled out at the provincial level in January 2018.

### 1.3.3 Inclusive Advocacy

#### *Improved Provincial Advocacy Mechanisms*

So far, advocacy efforts have generated tangible results. The public's most immediate needs have been addressed through the Provincial Advocacy Committees' (PACs) initiatives in 10 ISLA target provinces during the reporting quarter. In Wardak, PAC efforts resulted in the initiation of construction of a dairy processing center, while in Badghis, the



*Dairy processing center in Firozkooh City, Ghor Province, inaugurated in December 2017.*

Laman-Qaisar road construction projects began, which would not have been possible without advocacy from the PAC. Likewise, in Ghor province, a dairy processing center was inaugurated in Firozkooh City, demonstrating an important collaboration with the Directorate of Agriculture, Irrigation, and Livestock (DAIL) in the province, and how the DAIL was able to mobilize resources through the Unconditional Fund Project itself. In the long term, the private sector is being engaged, so that there are opportunities to link this center with markets where dairy is sold. These results are important, because they demonstrate how advocacy efforts have been able to translate into real projects that meet public needs. Another PAC advocacy effort in Badghis resulted in the resumption of the installation of a power line, which had halted for a long period. Its completion is expected by March 2018. Similarly, in Ghor, PAC members were briefed about the progress made on their advocacy objective and it was agreed by the members not only to continue to advocate for implementation of the project, but also to work on their second advocacy objective—the construction of a hospital in Ghor province.

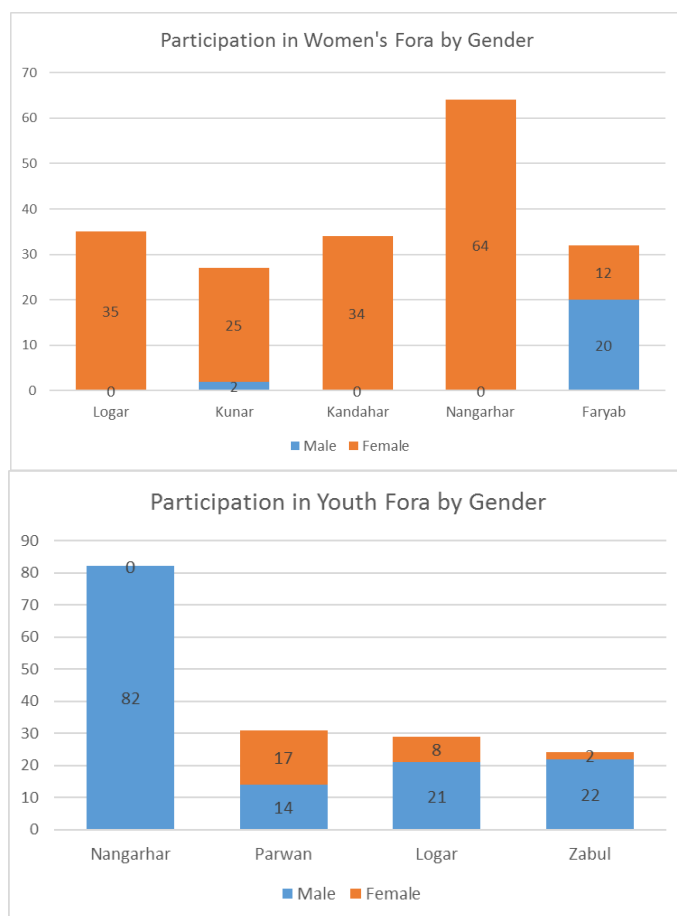
Also during this quarter, the PAC in Herat resumed its activities and conducted its first meeting under the chairmanship of the provincial council (PC) head, which temporarily stopped functioning due to questions on the legal basis for the PAC. During the meeting, committee members selected the secretariat and agreed to advocate at both the provincial and central levels for a cold storage facility with a 5000-ton capacity. PAC meetings were organized in Laghman and Farah provinces, where the PAC members of Laghman selected the establishment of a dairy processing factory as their advocacy objective, while PAC members in Farah selected Farah City potable water as their advocacy objective.

In Baghlan the PAC talked about regular participation of the members in the meetings, discussed a follow-up meeting on construction of the Baghlan hospital, and decided to convene another follow-up meeting in partnership with the provincial governor (PG). In Ghor, the Director of Public Health updated PAC members on Taivara District Hospital, noting that the hospital is now included into the PDP and efforts

are underway to include it into the national budget as well. In Herat, PAC members visited the cold storage under construction, which had now been halted for unknown reasons. In Zabul, PAC members discussed the development of their advocacy plan and elected a chair, deputy, and secretary, and selected a teacher training center as the advocacy objective. In Ghazni, PAC members were updated on ongoing work on their advocacy objective; in Farah, the PAC discussed electricity problems and how to finance a trip for PAC members to Kabul to advocate for the electricity project. In Wardak, the PAC discussed the construction of the second line of the Kabul-wardak road; in Badghis, an action plan to support the effective implementation of Qaisar-Laman ring road project was signed. In Nangarhar, PAC members discussed their advocacy objective, the second line of the Turkham-Jalalabad road; in Kandahar, PAC members reviewed pending development projects from previous years.

### **Engagement of Women and Youth through Forums on Provincial Needs**

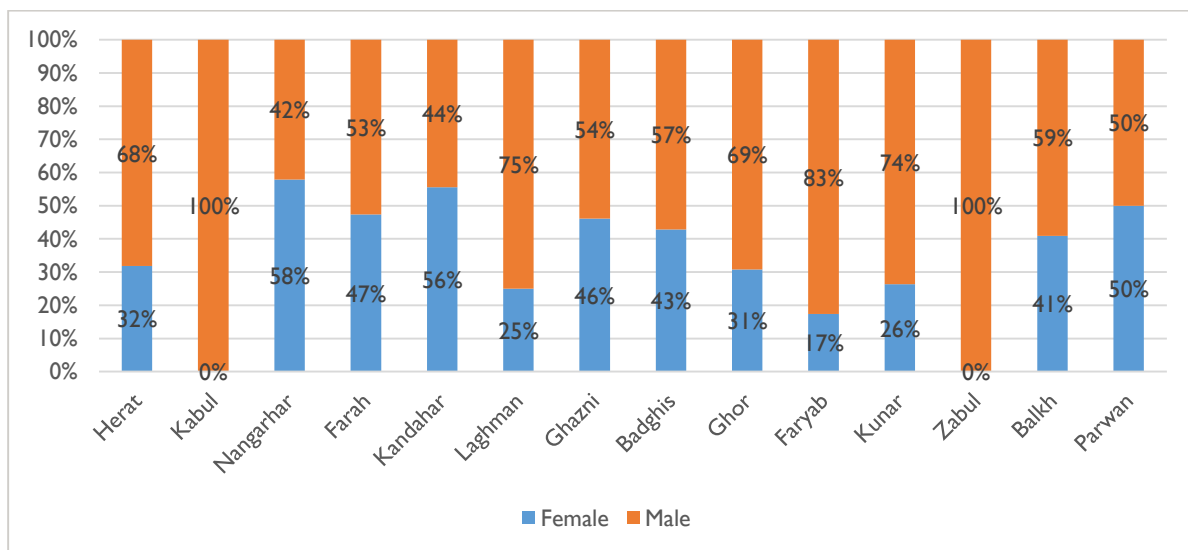
During the this quarter, USAID ISLA provided support to organize forums across project target provinces, which paved the path for both males and females to directly engage with government and share their problems and challenges. During this period, ISLA facilitated four youth forums in Nangarhar, Logar, Parwan, and Zabul provinces. We also facilitated five women's forums in Logar, Kunar, Kandahar, Nangarhar, and Faryab provinces. In Faryab, both the government and public discussed health problems where around 2,000 people were engaged via social media and their questions were answered by officials. During the youth forum in Logar, participants discussed the issue of youth participation and recruitment within government organizations, while in Parwan, ways of countering addiction were discussed by youth. In Nangarhar, the forum discussed youth participation in local governance, and in Zabul, the forum focused on governance and provincial development. Similarly, in Kunar participants of forum discussed women's needs and challenges across the province, whereas in Kandahar the forum was on combating violence against women. The graphs to the right show the gender breakdown of participants in each forum.



## Mobilizing Communities to Participate in Advocacy

Within this quarter, community mobilization trainings were conducted in 14 provinces except Wardak and Baghlan, with the goal to build capacity of PCs and CSOs to mobilize communities toward common goals. Trainings in Wardak and Baghlan will be completed next quarter. This training has helped the PCs and CSOs to work with various levels of society to replicate this training, mobilizing them toward societal goals and objectives. The trainings on community mobilization primarily focused on development of community mobilization strategies, coalition building, the importance of community mobilization, community mobilization goals, provincial development planning steps, the role of community mobilization in tracking public needs at local level, and how to develop community mobilization plan. Based on the data collected by ISLA, 263 individuals participated in these trainings, of whom 34% were female. Given the importance of engaging women as part of the development planning processes, female participation is low, especially in Zabul, Laghman, Faryab, Ghor, Herat, and Kunar provinces. A priority in future reporting periods will be carrying out more of these trainings where we can specifically target women, youth, and other marginalized populations to ensure that they are not missed in the community mobilization process. The average knowledge gain from this first round of trainings has been reported as 26%.

**FIGURE 1.2: PARTICIPANTS BY GENDER IN COMMUNITY MOBILIZATION TRAINING**





### I.3.4 Public Engagement

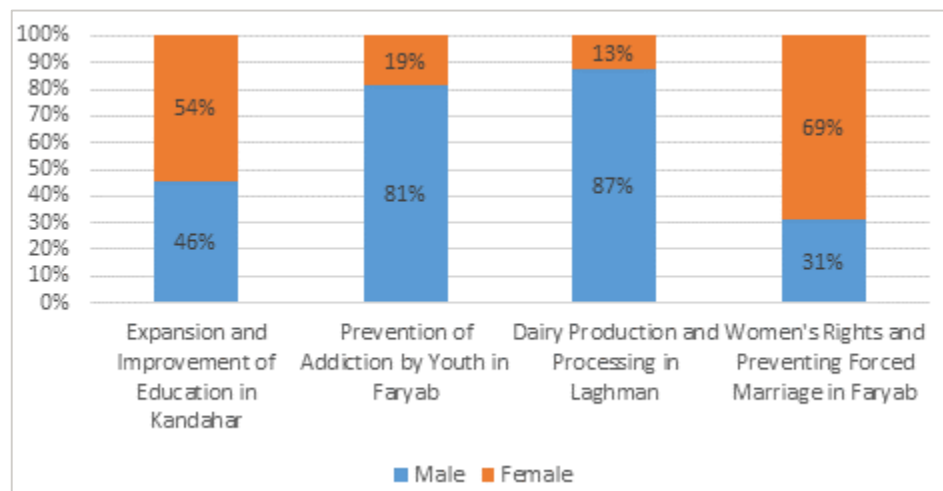
#### Town Hall Meetings

During this reporting period, issue-based town hall meetings (THMs) were conducted in Kandahar (education), Faryab (drug addiction among youth, forced marriage), and Laghman (dairy production), where numerous pivotal decisions were made. In Faryab, as a result of one of the THMs, the DoPH and PGO decided to provide recovery and treatment support to drug users. In Kandahar, the PC members who had participated in the THM provided potable water to a girls' school, which had lacked access to potable water for a long period. Meanwhile, in Laghman, meeting participants discussed better ways for production and processing of their dairy products. As tangible measures are provided by provincial government toward their

needs, people's trust in provincial government is on rise. In total, 495 individuals participated in these THMs, 42% of whom were female. Of note, however, is that in Faryab and Kandahar provinces, women's participation was 85% and 87%, respectively. The topics selected for these meetings were the prevention of forced marriage (Faryab) and education (Kandahar), topics of particular importance to women in the province and selected for those reasons.

As the result of the THM in Faryab, 40 drug-addicted individuals are being treated to resume a normal life, and the positive results of this will trickle down to the whole community.

**FIGURE I.3: GENDER OF PARTICIPANTS IN FOUR THMS**



#### Increasing Citizen Awareness on Local Governance Processes

During the quarter, USAID ISLA has improved the public engagement and awareness skills of SNG entities through a series of trainings on art of communication; also, improving the skills of PLD communication staff. These trainings were conducted in Wardak, Ghor, and Baghlan, where 65 participants, 16 of whom were female, increased their knowledge on the art of communication, social media management, and media advocacy. The highest recorded mark in the pre-test was 26, while the lowest mark was 19, and the average knowledge gain from this training was 23. A key outcome of these trainings was that the PGOs have improved their ability to manage websites and social media pages so they can share appropriate messages and news with the public about PGO activities and provide a mechanism for the public to

"No one can deny the positive and productive impact of such clear messages [used during ISLA billboard awareness campaign]. Such messages from the sub-national governments are absolutely beneficial and productive in trust-building process between citizens and government officials and can promote public engagement and improve service delivery."

— Massihullah Harooni, Parwan Director of Economy

give the government feedback on their performance.

To further enable government communications staff in the areas of social media management, a training workshop was piloted in western province of Herat, training government communications staff on photography and videography as well as the effective use social media. Similar training is scheduled in late January for ISLA communication advisors as well as IDLG staff in Kabul.

Following these trainings, public awareness efforts were focused on the public service announcements (PSAs) in this quarter. Through a two-month billboard campaign conducted in all 16 ISLA target provinces, citizen awareness was further increased on a variety of key messages that were included in the public information campaigns for each of the ISLA provinces.

#### **CASE STUDY: Humaira's Story**

Humaira Hariva is the manager of the IT Department at the Herat PGO, but is also responsible for updating the PGO's Facebook page and YouTube channel since February 2015. A graduate from Herat Engineering University, she is skilled working with computers and associated accessories. Despite her unique computer skills and familiarity with various types of software, she still faced challenges developing content for the Facebook page and YouTube channel. After participation in the four-day training on photography and videography, she learned about methods of taking good photos using DSLR cameras and smartphones, and about multimedia development, social media techniques, and more. "Not only [do] I know how to effectively use social media platforms, but I am also a good photographer and I know how to take proper photos at events and even some portraits photography." Only few weeks after the photography training, Ms. Hariva is making significant progress. She gives advice to the PGO Procurement Unit when purchasing photography and videography camcorders; and she engages and interacts with a larger audience via the Facebook page of the Herat PGO.

### **I.3.5 Cross-Cutting**

#### **Gender**

During this quarter, interviews were held for the Women and Youth Advisor position, looking forward to fill this position by the second quarter of project Year 4. At the same time, gender specialist positions in ISLA target provinces were also filled through the Capacity Building for Results (CBR) process. IDLG is working on a concept note and will submit it to USAID ISLA, asking for financial and technical support for the gender specialists' orientation phase.



*International Day for Elimination of Violence against Women, November 2017, Baghlan.*

In terms of gender this quarter, USAID ISLA has seen various examples of how PGOs and PLDs are prioritizing women's engagement. For example, the USAID ISLA team in Balkh province, supported by the PGO's Gender Department, held a Gender Mainstreaming Workshop. Similarly, the ISLA team in Ghazni provided technical support to the PGO, DoWA, and Directorate of Information and Culture (DoIC) in



conducting the Gender and Youth Committee Meeting, which included 17 individuals from PGO, PLDs, and CSOs.

During this reporting period, with the technical support of ISLA, gender committee meetings were conducted in Baghlan, Kunar, and Wardak provinces. The gender committee meeting in Farah focused on an information bank for gender-related issues in Farah. The Farah DoWA and other related departments initiated the information bank project, and is under development with the technical support of ISLA. The gender committee meeting in Wardak and Baghlan resulted in completion of a two-week campaign on the elimination of violence against women, where more than 200 men and women were involved in both provinces. Moreover, the gender committee members of Baghlan worked on the terms of reference for sub-committees of the gender committee to effectively address and advocate for women's needs. The Ghazni team facilitated the gender committee and youth commission meeting, attended by all members, including the PG. The PG emphasized the importance of gender issues at the provincial level. The head of DoWA briefed participants on the Afghan Women's Network Conference on Local Governance held in Kabul, and the head of DoIC updated members on DoIC's achievements.

In the quarter, ISLA supported women's forums in Logar, Kandahar, and Nangarhar provinces. The women's forum in Kandahar focused on "Gender Balance & Women's Role in Governance," which was attended by 38 female representatives from Kandahar University, local high schools, Department of Youth Affairs, and civil society. During this forum, abortion was raised as the main issue impacting women's reproductive health and family planning in the province. During December, the ISLA team in Nangarhar successfully conducted a women's forum, *Provincial Forum on Identification of Women's Needs and Challenges*, with participants from the PGO, PC, DoE, DoWA, and CSOs to identify and discuss women's needs and challenges and share them with local officials. During the reporting period, ISLA also assisted the Logar PGO gender specialist and DoWA communications officer in the preparation of a presentation for DoWA and the PGO Gender Department on achievements and challenges related to the women's forum.

The ISLA team in Faryab held individual meetings with the PGO gender specialist, DoWA representative, and gender committee to prepare for the *Forced Marriages and Women Rights Awareness Raising Event*. This was held as a THM during the quarter, where 69% of the participants were women.



*ISLA Advisor provides orientation to PGO Gender Department and DoWA employees on how to develop a presentation about their achievements. Logar, October 8, 2017*

### **Youth Engagement**

As part of ISLA activities for youth engagement in SNG, separate forums for identifying and addressing youth challenges at the provincial level were conducted with the technical support of ISLA in Logar, Parwan, Nangarhar, and Zabul provinces. ISLA advisors will hold follow-up meetings with the respective Department of Youth Affairs under DoIC on the outcomes of these meetings.

In addition to the internship program, where youth are encouraged to enter the government workforce, ISLA continued to support youth committee meetings. During this reporting period, the ISLA team

in Ghazni—after several meetings with DoIC and PGO—successfully conducted a gender and youth committee meeting on December 19, 2017. The ISLA Badghis team facilitated a youth commission meeting, where they discussed the Youth Affairs Department’s activities in October 2107, as well as PLDs’ activities in the field of youth empowerment. In the meeting, the youth affairs manager discussed how the commission conducted five meetings with five youth groups from Qala-e-Naw city and various districts of Badghis province and encouraged them to support SNG programs. In this meeting, the UN Children’s Fund (UNICEF) program manager updated members on the training of 25 religious leaders. The Directorate of Labor, Social Affairs, Martyrs, and Disabled (DoLSAMD) discussed its recent decision to hire eight local youth to support project activities.

ISLA in Badghis also held a meeting with youth and CSO representatives aimed to mobilize and motivate them to work with different youth groups and understand their needs and priorities. The meeting was attended by CSO representatives, the youth affairs manager, and seven youth and civil society activists.



*Youth Commission and Gender Committee Meeting in Ghazni.  
October 11, 2017*

## 2.0 PROGRESS AGAINST ACTIVITY MONITORING AND EVALUATION PLAN (AMEP) INDICATORS

During this reporting period, USAID ISLA submitted the FY2018 revised Activity Monitoring and Evaluation Plan (AMEP) to USAID for approval. Progress against indicators is reported in this section.

**Impact Indicator:** *Percentage increase of citizens' confidence in provincial government – (impact/custom)*

Year	Baseline	FY 2018 Target	FY 2018 Actual
2018	58%	Baseline +10%	TBD ( Will be reported in Q2, FY2019)

Progress against these AMEP indicators is measured based on the annual survey of the Afghan people by The Asia Foundation. Question 36<sup>2</sup> of the survey tracks the progress for this indicator.

FY2016 results indicate 57% satisfaction in ISLA target provinces with their provincial government, selecting a “somewhat good” or “very good” job. The provinces with the highest levels of satisfaction with provincial government were in Laghman (82%) and Nangarhar (76%). The lowest were in Zabul (30%) and Parwan (38%).

FY2017 results indicate 58% of satisfaction in ISLA target provinces with their provincial government (“somewhat good” or “very good”). The provinces with the highest levels of satisfaction with provincial government were in Kandahar (77%), Laghman (77%), and Nangarhar (74%). The lowest were in Zabul (33%) and Ghor (40%).

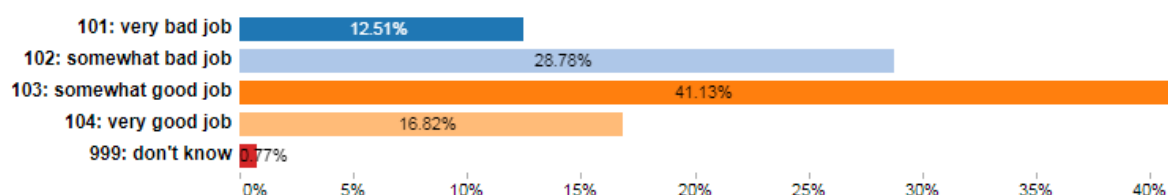
As the results reflect, there is no visible increase in last two years in terms of citizen satisfaction in ISLA target provinces. This could reflect the deteriorating overall security and economic environment across the country, which typically has a significant impact on the perception of government by citizens.

The table and graphs below compare results in FY2016 and FY2017, disaggregated by provinces.

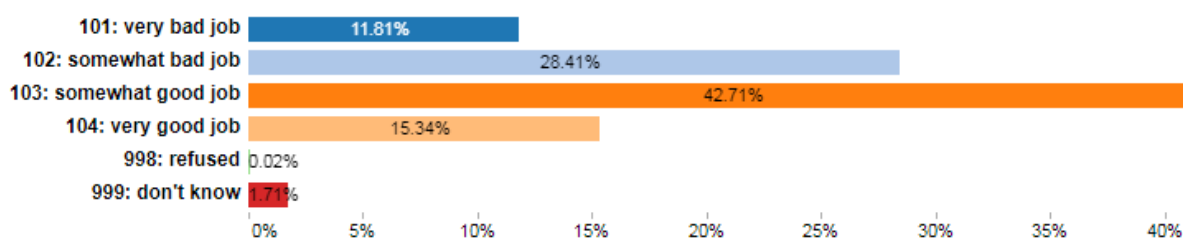
No	Province	FY2016 Results	FY2017 Results
1	Badghis	58%	60%
2	Baghlan	53%	48%
3	Balkh	71%	69%
4	Farah	45%	62%

<sup>2</sup> Thinking of the different levels of government in Afghanistan, do you think that overall the [insert item] is doing a very good job, somewhat good job, somewhat bad job, or a very bad job? A) National Government/National Unity Government, B) Provincial government, C) Municipal authorities (asked of urban residents only), D) District government (asked of rural residents only).

No	Province	FY2016 Results	FY2017 Results
5	Faryab	60%	44%
6	Ghazni	42%	45%
7	Ghor	47%	40%
8	Herat	45%	45%
9	Kandahar	74%	77%
10	Kunar	72%	70%
11	Laghman	82%	77%
12	Logar	51%	68%
13	Nangarhar	76%	74%
14	Parwan	38%	60%
15	Wardak	64%	59%
16	Zabul	30%	33%
<b>Total Average</b>		<b>57%</b>	<b>58%</b>



*Citizen Satisfaction in Provincial Government - ISLA target provinces (FY 2016)*



*Citizen Satisfaction in Provincial Government - ISLA target provinces (FY 2017)*

**Indicator Outcome AI:** Percentage of projects in PDP that are budgeted for by the line ministries – (Outcome/Custom)

Year	Baseline	Target	Actual
2016	4.18% (FY I395 PDPs)	Baseline +20%	9.20%
2017	4.18%(FY I395 PDPs)	Baseline +30%	TBD – will be reported in FY 2018 Q2 Report based on I397 PDP reviews
2018	4.18% (FY I395 PDPs)	Baseline + 40%	TBD – Will be reported in FY2019 Q2 Report based on I398 PDP reviews

The baseline for this indicator is set based on FY I395 PDPs and National Budget Plan review, which shows a 4.18% of PDP projects were budgeted in the National Budget Plan in ISLA target provinces.

In 2016, 9.2% of PDP projects were budgeted in National Budget Plan (Baseline + 4%) based on FY I396 PDPs and a National Budget Plan Review, and is reported in detail in the FY2017 Q2 report.

Progress against 2017 targets will be reported in Q2, FY2018 as per analysis of FY I397 PDPs and FY I397 National Budget Plan (due to be finalized in January 2018 per the GIRoA national budgeting calendar).

Progress against FY2018 targets will be reported in Q2, FY2019 based on analysis of FY1398 PDPs (due to be developed in April–May 2018) and FY1398 National Budget Plan (due to be approved and finalized in January 2019).

**Indicator Outcome A2:** Number of PDPs that are gender sensitive – (Outcome/Custom)

Year	Target	Q1, FY 2018
2018	12 (FY 1398 PDP)	TBD – Will be reported in FY2018 Annual Report

Progress against this indicator is measured based on the PDP Gender Sensitivity Matrix. As per the matrix, PDPs are ranked as Very Poor, Poor, Fair, Good, Very Good, and Excellent. The PDPs which scored Good, Very Good, and Excellent “pass” and are considered gender sensitive.

Progress against this indicator will be reported in FY2018 annual report based on FY1398 PDPs (due to be developed in April-May 2018).

**Indicator Outcome A3:** Number of provinces using MoEc-supported development planning guidelines – (Outcome/Custom)

Year	Target	Actual
2018	12 (FY 1398 PDPs)	TBD – Will be reported in FY2018 Annual Report

USAID ISLA will analyze FY1398 PDPs to determine whether the PDPs 1) had been developed as per PDP development process criteria specified in the PDPG, and 2) met content criteria specified in the PDPG. For a province to have been counted as having “used the MoEc-supported planning guideline” under this indicator, it must have scored an average of 90% for PDP Development Process Criteria and an average of 90% for PDP Content Criteria.

Progress against this indicator will be reported in the FY2018 annual report based on FY1398 PDPs (due to be developed in April-May 2018).

**Indicator Output A1:** Number of public policies, regulations, or reforms either introduced, revised, or implemented with USG Assistance – (Output/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	20	0	0			

During the reporting period, USAID ISLA supported drafting of the DoEc Operations Guidelines in Dari. The guidelines will be translated into English, reviewed by ISLA and MoEc senior management, and completed by Q2, FY2018. After the document is approved and finalized, it will be followed by a ToT on “DoEc Operation Guideline Implementation and Rollout” in Q3, FY2018, and the guidelines will be implemented in 16 ISLA target provinces by Q4, FY2018. Progress against this indicator will be reported in the next reporting periods. Likewise, the PGO Operations Guidelines are still pending with IDLG, awaiting next steps on the SNGP. Once the SNGP is finalized, the manual will be completed and rolled out. That is expected sometime in FY2018. Other materials that are pending revision this quarter, and reported on later in the fiscal year, are the Town Hall Meeting Guidelines (transferred from ISLA to direct ownership by IDLG) and Advocacy Guidelines for IDLG General Directorate of Local Council Affairs (GDLCA).

**Indicator Outcome B1:** Number of public sector entities with improved public financial management system as a result of USG assistance – (Outcome/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	64	0	0			

Progress against this indicator is measured by counting “Any public sector entity that used BC1 and BC2 forms in Annual Provincial Budgeting Process and shared with MoF.”

Submission of BC1 and BC2 forms routinely occur after the PDPs are finalized and approved. BC1 forms are supposed to be used in April and May and BC2 forms are supposed to be completed in July and August. Progress against this indicator will be reported in the FY2018 annual report.

**Indicator Outcome B2:** Cumulative number of institutions adopting and applying internal performance metrics to measure their performance – (Outcome/Custom)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	16	0	0			

Follow up took place on the CODA pilot in Mustofiat of four ISLA target provinces (Balkh, Herat, Parwan, and Kandhar) in FY2017. Additionally, ISLA conducted a training on the CODA process to phase the methodology and tool down to the provincial level for further rollout with provincial entities later in the fiscal year. USAID ISLA is planning to support the application of the CODA tool in 16 DoEcs, 16 PGOs, and 12 Mustofiats among ISLA target provinces in the next quarter.

Table 2.1 below describes the CODA implementation plan for FY2018. The specific timeframe for implementation of the CODA in PGOs is yet to be determined.

**TABLE 2.1: CODA IMPLEMENTATION PLAN FOR FY2018**

No	Province	Institution	Number of Institutions	Measurement Tool	Implementation Timeline
1	Badghis	Mustofiat	2	CODA (SEM)	Q3
		DoEc		CODA (SEM and LAPIS)	Q3
2	Baghlan	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
3	Balkh	DoEc	1	CODA (SEM)	Q2
4	Farah	Mustofiat	2	CODA (SEM)	Q3
		DoEc		CODA (SEM and LAPIS)	Q3
5	Faryab	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
6	Ghazni	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
7	Ghor	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
8	Herat	DoEc	1	CODA (SEM and LAPIS)	Q2
9	Kandahar	DoEc	1	CODA (SEM and LAPIS)	Q2
10	Kunar	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
11	Laghman	Mustofiat	2	CODA (SEM)	Q3
		DoEc		CODA (SEM and LAPIS)	Q3

No	Province	Institution	Number of Institutions	Measurement Tool	Implementation Timeline
12	Logar	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
13	Nangarhar	DoEc	2	CODA (SEM and LAPIS)	Q2
		Mustofiat		CODA (SEM)	Q2
14	Parwan	DoEc	1	CODA (SEM and LAPIS)	Q3
15	Wardak	Mustofiat	2	CODA (SEM)	Q2
		DoEc		CODA (SEM and LAPIS)	Q3
16	Zabul	Mustofiat	2	CODA (SEM)	Q3
		DoEc		CODA (SEM and LAPIS)	Q3
Total			28		

**Indicator Outcome B3:** Number of provinces using standard provincial profiles – (Outcome/Custom)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	8	0	0			

During the quarter, the provincial profile template is pending review and finalization by the MoEc and IDLG JWG responsible for it. It is expected that the draft template will be finalized by Q2, FY2018 and implemented in provinces during Q3 and Q4, FY2018. Progress against this indicator will be reported in the next reporting periods.

**Indicator Output B1:** Number of days of USG-funded technical assistance in financial management capacity provided to counterparts or stakeholders – (Output/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	3,600	1,096	1,096			

During the reporting period, USAID ISLA provided 1,096 days of technical assistance in financial management. This consists of the number of days that ISLA's embedded provincial public finance advisors and the technical public finance specialist based in USAID ISLA Kabul office reported to work, as verified by monthly attendance sheets.

Table 2.2 details technical assistance provided to counterparts in financial management, per province.

**TABLE 2.2: USAID ISLA TECHNICAL ASSISTANCE PROVIDED TO FINANCIAL MANAGEMENT COUNTERPARTS (LOE)**

No	Province	Name	Position	# of Technical Assistance Days
1	Badghis	Abdul Ghafoor Hotak	Public Finance Advisor	59
2	Baghlan	Mohammad Zia Aniss	Public Finance Advisor	63
3	Balkh	Zabihullah Moqim	Public Finance Advisor	63
4	Farah	Ahmad Shah Safa	Public Finance Advisor	58
5	Faryab	Faramarz Muradi	Public Finance Advisor	51
6	Ghazni	Abdul Malik Afghan	Public Finance Advisor	59
7	Ghor	Mohammad Hasan Amiri	Public Finance Advisor	60
8	Herat	Faridon Farhmand Nawbahari	Public Finance Advisor	59
9	Kandahar	Ghulam Dastagir Shinwari	Public Finance Advisor	63
10	Kunar	Mohammad Bilal Naseemi	Public Finance Advisor	63



No	Province	Name	Position	# of Technical Assistance Days
11	Kabul	Inayat Ullhaq Qazizada	Provincial Budget and Finance Specialist	61
		Aminullah Amin	Budget and Finance Advisor	55
		Mark Macnamara	Consultant	60
12	Laghman	Ahmad Farid Karimi	Public Finance Advisor	54
13	Logar	Rohullah Sultani	Public Finance Advisor	63
14	Nangarhar	Ajab Khan Nasiry	Public Finance Advisor	61
15	Parwan	Zianullah Omer	Public Finance Advisor	63
16	Wardak	Abdul Rahim Fazli	Public Finance Advisor	57
17	Zabul	Mohammad Khalid Haqbal	Public Finance Advisor	24
<b>Total</b>				<b>1,096</b>

**Indicator Output B2:** Number of youth who complete an internship of at least 6 months with an office of the provincial administration – (Output/Custom)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	56	1	1			

During the reporting period, one intern from Badghis province completed her six-month internship period. Twenty-three interns who were enrolled in Q4, FY2017 reported to work during the reporting quarter and will complete their six-month internship program in Q2, FY2018. An additional 19 interns who joined during the reporting period will complete the six-month program in Q3, FY2018. It should be noted that 18 interns extended their internship program (from six months to 12 months), and ISLA has already reported them as graduates in Q4, FY 2017.

Below is the status of completed internship programs during the reporting period.

No.	Province	Name	Gender	Start Date	End Date	Status
1	Badghis	Fariba Niazi	Female	29-May-17	29-Nov-17	Completed

Table 2.3 lists the status of the ongoing internship program in all 16 ISLA target provinces.

**TABLE 2.3: STATUS OF USAID ISLA INTERNSHIP PROGRAM**

No.	Province	Name	Gender	Start Date	Completion Date	Status
1	Balkh	MitraAhmadi	Female	23-Aug-17	22-Feb-18	Ongoing
2		Freshta Qasemi	Female	23-Aug-17	22-Feb-18	Ongoing
3		SuhrabAmiri	Male	23-Aug-17	22-Feb-18	Ongoing
4		Masihullah	Male	23-Aug-17	22-Feb-18	Ongoing
5		HawaOmari	Female	12-Sep-17	11-Mar-18	Ongoing
6		ZahraSharifi	Female	23-Aug-17	22-Feb-18	Ongoing
7		MarinaMohammadi	Female	23-Aug-17	22-Feb-18	Ongoing
8		Abdul Wahid Nadim	Male	23-Aug-17	22-Feb-18	Ongoing
9	Farah	Freshta Nazari	Female	17-Jul-17	16-Jan-18	Ongoing
10		Asadullah	Male	17-Jul-17	16-Jan-18	Ongoing
11	Herat	Haroon Hazin	Male	17-Jul-17	16-Jan-18	Ongoing
12		Sima Alizada	Female	17-Jul-17	16-Jan-18	Ongoing
13	Nangarhar	Esmatullah Stanekzai	Male	24-Aug-17	23-Feb-18	Ongoing
14		Amina Sadat	Female	26-Nov-17	25-May-18	Ongoing
15	Badghis	Ayesha Shekib	Female	28-Sep-17	27-Mar-18	Ongoing
16		Sayed Shoaib Shayenda	Female	25-Sep-17	24-Mar-18	Ongoing



No.	Province	Name	Gender	Start Date	Completion Date	Status
17	Baghlan	Shirin Gul Ahmadi	Female	2-Oct-17	1-Apr-18	Ongoing
18		Sweeta	Female	2-Oct-17	1-Apr-18	Ongoing
19		Farida Nazari	Female	3-Dec-17	2-Jun-18	Ongoing
20	Faryab	Sayed Abdul Saber	Male	27-Sep-17	26-Mar-18	Ongoing
21		Sonia Firozy	Female	27-Sep-17	26-Mar-18	Ongoing
22	Ghazni	Zahra Amiri	Female	28-Sep-17	27-Mar-18	Ongoing
23		Hashema	Female	28-Sep-17	27-Mar-18	Ongoing
24		Aniss Gul	Female	2-Oct-17	1-Apr-18	Ongoing
25	Ghor	Reza Elham	Male	5-Oct-17	4-Apr-18	Ongoing
26		Fariba Gulzad	Female	11-Dec-17	10-Jun-18	Ongoing
27	Kandahar	Abdul Tawab Barekzai	Male	27-Sep-17	26-Mar-18	Ongoing
28		Mohd Shafiq Nayel	Male	27-Sep-17	26-Mar-18	Ongoing
29	Kunar	Shabir Ahmad	Male	9-Oct-17	8-Apr-18	Ongoing
30		Sahefa	Female	9-Oct-17	8-Apr-18	Ongoing
31		Khalid Khalil Zai	Male	9-Oct-17	8-Apr-18	Ongoing
32	Laghman	Maleena	Female	2-Oct-17	1-Apr-18	Ongoing
33		Spogmay	Female	2-Oct-17	1-Apr-18	Ongoing
34	Logar	Abdul Matin Sahil	Male	2-Oct-17	1-Apr-18	Ongoing
35		Mohammad Haroon	Male	2-Oct-17	1-Apr-18	Ongoing
36		Yasamin	Female	2-Oct-17	1-Apr-18	Ongoing
37	Parwan	Azita Qudosi	Female	26-Sep-17	25-Mar-18	Ongoing
38		Javed Poyesh	Male	26-Sep-17	25-Mar-18	Ongoing
39	Wardak	Mohd Naim Amin	Male	2-Oct-17	1-Apr-18	Ongoing
40		Mohd Wasir Saleh	Male	2-Oct-17	1-Apr-18	Ongoing
41	Zabul	Wahidullah Aqmal	Male	22-Oct-17	21-Apr-18	Ongoing
42		Hamidullah Rasooli	Male	22-Oct-17	21-Apr-18	Ongoing

**Indicator Outcome CI:** Number of advocacy activities/initiatives implemented by PCs for PDPs (Outcome/Custom)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	64	26	26			

During the reporting period, 26 advocacy initiatives including advocacy plans, community mobilization plans, and PAC committee meetings were implemented in USAID ISLA target provinces.

**Advocacy Plans:** USAID ISLA supported PACs in four ISLA target provinces (Kandahar, Badghis, Wardak, and Ghor) in developing advocacy plans. Table 2.4 lists these advocacy plans.

**TABLE 2.4: USAID ISLA-ASSISTED ADVOCACY PLANS IN Q1, FY2018**

No.	Province	Advocacy Plan
1	Kandahar	Advocacy plan for “Construction of Schools in Spin Boldak, Maruf, Shorabak, and Ghorak districts”
2	Badghis	Advocacy plan for “Effective Implementation of Qaisar-Laman Ring Road Project”
3	Wardak	Advocacy plan for “Construction of Wardak-Kabul Second Lane Road”
4	Ghor	Advocacy plan for “Construction of Taivara District Hospital”

**Community Mobilization Plans:** USAID ISLA supported PACs in Farah, Ghor, and Nangarhar provinces in developing community mobilization plans. Table 2.5 lists these community mobilization plans.

**TABLE 2.5: USAID ISLA-ASSISTED COMMUNITY MOBILIZATION PLANS IN Q1, FY2018**

No.	Province	Community Mobilization Plan
1	Farah	Community Mobilization Strategy for Farah Province
2	Ghor	Community Mobilization Plan for Construction of Poz pich Power Dam
3	Ghor	Community Mobilization Plan for “4 KM Road Expansion in Qazi valley in Firoz Koh City”
4	Ghor	Community Mobilization Plan for Construction of Girls School in Foroz Koh City
5	Nangarhar	Girls University in Nangarhar province
6	Nangarhar	Literacy Courses for Afghan Returnees
7	Nangarhar	Road Asphalt (4 KM) in Hejrat Kaly, Sarkhrud District, Nangarhar Province

**PAC Committee Meeting:** USAID ISLA supported 15 PAC meetings in 12 ISLA target provinces (Badghis, Baghlan, Farah, Ghazni, Ghor, Herat, Kandahar, Nangarhar, Parwan, Maydan Wardak, Kunar, and Zabul). These PACs focused on advocacy for specific initiatives and citizen priorities, and involved participants from provincial government entities and civil society. Table 2.6 provides the details of the PAC meetings that took place to carry out advocacy efforts.

**TABLE 2.6: ADVOCACY MEETING ISSUES DISCUSSED IN USAID ISLA-SUPPORT PROVINCES IN Q1, FY2018**

S. No	Province	Date	Issue of Advocacy	Entity Visited
1	Badghis	05-Oct 2017 25-Oct-2017 09-Nov-2017	PAC members’ internal meetings for implementation of Qaisar-Laman ring road project and electricity	PAC Members
2	Baghlan	06-Dec 2017	PAC members internal meeting for construction of Baghlan hospital	PAC Members
3	Farah	12-Nov 2017	Meeting with PC and DoEW on Farah power project	PC, DoEW
4	Ghazni	01-Nov 2017	Meeting with PGO on women’s gymnasium and women’s business development center	PGO
5	Ghor	10-Oct 2017	PAC members internal meeting for water management system in Firozko City project	PAC Members
6	Ghor	04-Dec 2017	Meeting with DoPH on construction of hospital in Taivara district	DoPH
7	Herat	29-Oct 2017	Meeting with PC on construction of 5,000-ton cold storage facility	PC
8	Herat	4-Dec 2017	PAC members internal meeting for construction of 5,000-ton cold storage facility	PAC Members
9	Kandahar	08-Nov 2017	Meeting with DoEc on pending projects of FY1396	DoEc
10	Kandahar	16-Dec 2017	Meeting with Director of Education on construction of schools in Spin Boldak, Maruf, Shorabak, and Ghorak districts	DoE
11	Nangarhar	10-Oct 2017	Meeting with PGO Chief of Staff on establishment of Torkham-Jalalabad second lane road	PGO
12	Parwan	27-Nov 2017	Meeting with DoEc to follow up on cold storage project implementation progress	DoEc
13	Wardak	28-Nov 2017	Meeting with PG on establishment of Wardak-Kabul second lane road	PGO
14	Kunar	31-Dec 2017	Meeting with DAIL on construction of dairy process factory	DAIL
15	Zabul	21-Dec 2017	Meeting with Deputy PGO on Zabul school building which was not in 1397 PDP	PGO

**Indicator Outcome D1:** Number of citizen-identified priorities included in the provincial development plans of provincial sub-national government entities. – (Outcome/Custom/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	64	TBD				

Progress against this indicator will be reported after review of PDP-related THMs planned for February and March 2018, and FY1398 PDPs (due to be developed in April and May 2018). Progress against this indicator will be reported in ISLA annual report for FY2018.

**Indicator Outcome D2:** Percentage representatives of women, youth, and minority groups in attendance at provincial planning and budgeting events – (Outcome/Custom)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018 (Female representation)	20%	N/A				
2018 (Youth representation)	20%	N/A				

During this quarter, no THMs related to provincial planning and budgeting (PDP related) were conducted in ISLA target provinces. Progress against this indicator will be reported in next reporting period, when those events are scheduled to take place.

**Indicator Output D1:** Number of public forums resulting from USG assistance in which national and sub-national representatives and members of the public interact – (Output/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	46	13	13			

During the reporting period, USAID ISLA supported eight PGOs to coordinate 13 THMs and public forums. These events were designed to solicit inputs to identify women’s needs and challenges, dairy production and processing, in addition to youth forums on Participation of Youth in Local Governance, Governance & Provincial Development, and Mothers, Newborn and Adolescent Health.

Table 2.7 lists types of participants attending the events (e.g., citizens, CSO members, PC members, government officials, and NGO officials).

**TABLE 2.7: USAID ISLA-SUPPORTED TOWN HALL MEETING TOPICS AND ATTENDEES IN Q1, FY2018**

No	Province	Event	Date	Citizen	CSO	Gov. Official	PC Member	NGO Official	N/A	Total
Town Hall Meetings / Forums										
1	Kandahar	THM on “Expansion and Improvement of Education”	12-Oct-17	145	4	27	1	0	0	177
2	Faryab	THM on “Prevention Ways	10-Oct-17	47	0	61	1	3	0	112

No	Province	Event	Date	Citizen	CSO	Gov. Official	PC Member	NGO Official	N/A	Total
		for Youth Addiction”								
3	Logar	THM on “Identifying Women Challenges And Finding Solutions”	11-Oct-17	6	11	18	0	0	0	35
4	Faryab	THM on “Awareness Programs on Women's Rights and Preventing Forced Marriages”	31-Oct-17	49	3	48	0	1	11	112
5	Nangarhar	Facebook Live Youth Forum on “Youth Participation in Local Governance”	7-Nov-17	12	57	6	0	6	1	82
6	Parwan	Youth Forum on “Ways to Fight Addiction”	14-Nov-17	4	9	18	0	0	0	31
7	Logar	Youth Forum on “Youth Employment in Government Departments”	13-Nov-17	3	16	10	0	0	0	29
8	Kunar	Women Forum on “Women Needs and Challenges”	23-Nov-17	4	11	7	0	0	5	27
9	Kandahar	Women Forum on “Combating Violence against Women”	28-Nov-17	25	5	4	0	0	0	34
10	Zabul	Youth Forum on “Government & Provincial Development”	27-Nov-17	2	9	10	0	1	2	24
11	Nangarhar	Women Forum on Women Needs and Challenges”	27-Dec-17	64	0	0	0	0	0	64
12	Faryab	Facebook live Youth Forum on “Maternal, Newborn, Child and Adolescent Health”	28-Dec-17	21	0	11	0	0	0	32
13	Laghman	THM meeting on dairy production and processing	27-Dec-17	49	0	45	0	0	0	94
<b>Grand Total</b>				<b>431</b>	<b>125</b>	<b>265</b>	<b>2</b>	<b>11</b>	<b>19</b>	<b>853</b>

**Indicator Cross-cutting I:** Number of sub-national entities receiving USG assistance that improves their performance – (Output/USAID Afghanistan)

Year	Target	Actual	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
FY2016	116	184	0	13	45	126
FY2017	200	264	35	216	11	2
2018	300	18	18	TBD	TBD	TBD
FY2019	400	TBD	TBD	TBD	TBD	TBD
<b>LOP</b>	<b>400</b>	<b>466</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

During the reporting period, USAID ISLA assisted 116 sub-national entities through provision of training sessions on human resources management (HRM), THMs, community mobilization training, financial management training, PDPG training, and other public forums. These entities included PGOs, Mustofiat, PCs, PLDs, and other SNG entities in ISLA target provinces.

Out of 116 sub-national entities, 18 were added to the cumulative target list (see Table 2.8), and the remaining 98 had been counted in previous reporting periods (see Table 2.9 for all 116 entities).

**TABLE 2.8: NEW SUB-NATIONAL ENTITIES ADDED TO THE CUMULATIVE SUB-NATIONAL ENTITIES ASSISTED TARGETS**

No.	Province	Sub-National Entities	# of Entities in Province	Type of Capacity Building Assistance Received
1	Baghlan	University, DoD, Municipality	3	Art of Communication Training
2	Balkh	AILA, DoBTA, DoPW, DoUDH, Sectorial Dept., University	6	Financial Management Training, Community Mobilization Training, Human Resource Management Training
3	Ghor	Youth Parliament, University	2	Art of Communication Training, Community Mobilization Training
4	Herat	DoHIA, University	2	Videography and photography Regional Training
6	Laghman	Youth Parliament	1	Community Mobilization Training
7	Wardak	Youth Parliament, Sectorial Dept.	2	Art of Communication Training
8	Nangarhar	DoCIT	1	Financial Management Training
9	Parwan	Youth Parliament	1	Community Mobilization Training
<b>Total</b>			<b>18</b>	

**TABLE 2.9: SUB-NATIONAL ENTITIES THAT RECEIVED USG ASSISTANCE TO IMPROVE THEIR PERFORMANCE DURING Q1, FY2018**

No.	Province	Sub-National Entities	# of Entities in Province	Type of Capacity Building Assistance Received
1	Badghis	PGO, Provincial Council	2	Community Mobilization Training
2	Baghlan	DoE, DoEC, DoIC, DoPH, DoWA, DRRD, DoD, Municipality, PGO, Provincial Councils, University, RTA	12	Art of Communication Training
3	Balkh	AILA, Central Statistical Office, DoBTA, DoHIA, DoJ, DoLSAMD, DoPW, DoUDH, DoWA, DoPH, Municipality, Mustofiat, NEPA, PGO,	17	Basic Management Training, Financial Management Training, Community Mobilization Training, Human Resource Management Training

No.	Province	Sub-National Entities	# of Entities in Province	Type of Capacity Building Assistance Received
		Provincial Councils, Sectorial Dept., University		
4	Farah	PGO, Provincial Councils	2	Community Mobilization Training
5	Faryab	DAIL, DoIC, DoPH, DoWA, DRRD, Mustofiat, Municipality, Provincial Councils, PGO, University	10	Financial Management Training, Community Mobilization Training, Public Forum
6	Ghazni	DoLSAMD, IDLG, Municipality, Provincial Councils, PGO	5	Financial Management Training, Community Mobilization Training
7	Ghor	DAIL, DoE, DoEc, DoIC, DoWA, DRRD, DoHIA, Municipality, Mustofiat, PGO, Provincial Councils, Youth Parliament, University	13	Art of Communication Training, Community Mobilization Training
8	Herat	DAIL, DCN, DoCI, DoE, DoEc, DoHIA, DoIC, DoLSAMD, DoPH, DoWA, Municipality, Mustofiat, Provincial Councils, PGO, University	15	Videography and photography Regional Training, Financial Management Training, Community Mobilization Training
9	Kandahar	DoE, DoIC, PGO	3	Community Mobilization Training, Public Forum
10	Kunar	DoIC, DRRD, DoWA, Provincial Councils, PGO	5	Community Mobilization Training, Public Forum
11	Laghman	PGO, Youth Parliament	2	Community Mobilization Training, Public Forum
12	Wardak	DAIL, DoCIT, DoEc, DoIC, DoLSAMD, DoPH, DoWA, DRRD, Municipality, Mustofiat, PGO, Youth Parliament, University, Sectorial Dept.	14	Art of Communication Training, Financial Management Training
13	Nangarhar	DoCIT, Municipality, Provincial Councils, PGO, University	5	Financial Management Training, Community Mobilization Training, Public Forum
14	Parwan	PGO, Provincial Council, Youth Parliament, University	4	Community Mobilization Training, Public Forum
15	Zabul	DoCIT, DoE, DoHIA, DoIC, DoLSAMD, Provincial Council, PGO	7	Community Mobilization Training, Public Forum
<b>Total</b>			<b>116</b>	

Note: Indicator cross-cutting 1 has been measured cumulatively based on province and sub-national entities.

**Indicator Cross-cutting 2:** Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization – (Output/USAID Afghanistan)

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct – Dec)	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr – Jun)	Q4, FY 2018 (Jul – Sep)
2018	200	415	415			

During the reporting period, USAID ISLA conducted 31 training sessions (two training sessions on HRM, three sessions on art of communication, seven sessions on financial management, 14 sessions on community mobilization, two sessions on the PDGP, one session on CODA, one session on videography and photography, and one session on basic management. Combined, these trainings account for a total

number of 1,384 training person-days. As per training attendance sheets, 563 participants attended trainings supported by USAID ISLA, but the unique count of individuals is 415 (see Table 10 for details).

**TABLE 2.10: USAID ISLA TRAININGS PROVIDED TO TARGET PROVINCES IN Q1, FY2018**

No	Province	Start Date	End Date	Female	Male	Youth	Total Participants Graduated
<b>1. Human Resource Management Training</b>							
1	Parwan	2-Oct-17	4-Oct-17	0	20	8	20
2	Balkh	19-Dec-17	21-Dec-17	3	20	10	23
<b>Sub Total</b>				<b>3</b>	<b>40</b>	<b>18</b>	<b>43</b>
<b>2. Art of Communication</b>							
3	Wardak	24-Oct-17	25-Oct-17	1	16	14	17
4	Ghor	24-Oct-17	25-Oct-17	9	13	19	22
5	Baghlan	19-Dec-17	20-Dec-17	6	20	26	26
<b>Sub Total</b>				<b>16</b>	<b>49</b>	<b>59</b>	<b>65</b>
<b>3. Financial Management</b>							
6	Ghazni	14-Nov-17	16-Nov-17	0	18	14	18
7	Faryab	27-Nov-17	29-Nov-17	2	12	8	14
8	Balkh	26-Nov-17	28-Nov-17	3	13	7	16
9	Kabul	22-Oct-17	24-Nov-17	0	18	0	18
10	Herat	17-Dec-17	19-Dec-17	2	15	4	17
11	Maydan Wardak	23-Dec-17	25-Dec-17	1	14	8	15
12	Nangarhar	24-Dec-17	26-Dec-17	0	20	17	20
<b>Sub Total</b>				<b>8</b>	<b>110</b>	<b>58</b>	<b>118</b>
<b>4. Videography and photography Regional Training</b>							
13	Herat	13-Nov-17	16-Nov-17	5	8	8	13
<b>Sub Total</b>				<b>5</b>	<b>8</b>	<b>8</b>	<b>13</b>
<b>5. Community Mobilization</b>							
14	Herat	19-Nov-17	20-Nov-17	7	15	14	22
15	Kabul	16-Oct-17	18-Oct-17	0	17	0	17
16	Nangarhar	27-Nov-17	28-Nov-17	11	8	16	19
17	Farah	28-Nov-17	29-Nov-17	9	10	15	19
18	Kandahar	4-Dec-17	5-Dec-17	15	12	26	27
19	Laghman	4-Dec-17	5-Dec-17	4	12	15	16
20	Ghazni	6-Dec-17	7-Dec-17	6	7	12	13
21	Badghis	12-Dec-17	13-Dec-17	6	8	9	14
22	Ghor	19-Dec-17	20-Dec-17	4	9	7	13
23	Faryab	18-Dec-17	19-Dec-17	4	19	12	23
24	Kunar	24-Dec-17	25-Dec-17	5	14	11	19
25	Zabul	27-Dec-17	28-Dec-17	0	19	12	19
26	Balkh	27-Dec-17	28-Dec-17	9	13	18	22
27	Parwan	26-Dec-17	27-Dec-17	10	10	12	20
<b>Sub Total</b>				<b>90</b>	<b>173</b>	<b>179</b>	<b>263</b>
<b>6. Basic Management</b>							
28	Balkh	7-Dec-17	8-Dec-17	4	16	13	20
<b>Sub Total</b>				<b>4</b>	<b>16</b>	<b>13</b>	<b>20</b>
<b>7. Provincial Development Planning Guideline</b>							
29	Kabul	17-Dec-17	19-Dec-17	0	9	7	9
30	Kabul	24-Dec-17	26-Dec-17	0	28	12	28
<b>Sub Total</b>				<b>0</b>	<b>37</b>	<b>19</b>	<b>37</b>
<b>8. CODA ToT</b>							

No	Province	Start Date	End Date	Female	Male	Youth	Total Participants Graduated
31	Kabul	20-Nov-17	22-Nov-17	0	4	0	4
<b>Sub Total</b>				<b>0</b>	<b>4</b>	<b>0</b>	<b>4</b>
<b>Grand Total</b>				<b>126</b>	<b>400</b>	<b>335</b>	<b>563</b>

Note: Only those participants who attended the full course are counted as graduates.

The table below lists the knowledge and skills improvement measured for each training session through pre-tests and post-tests administered to each participant.

**TABLE 2.11: KNOWLEDGE AND SKILLS IMPROVEMENT  
RESULTING FROM TRAINING**

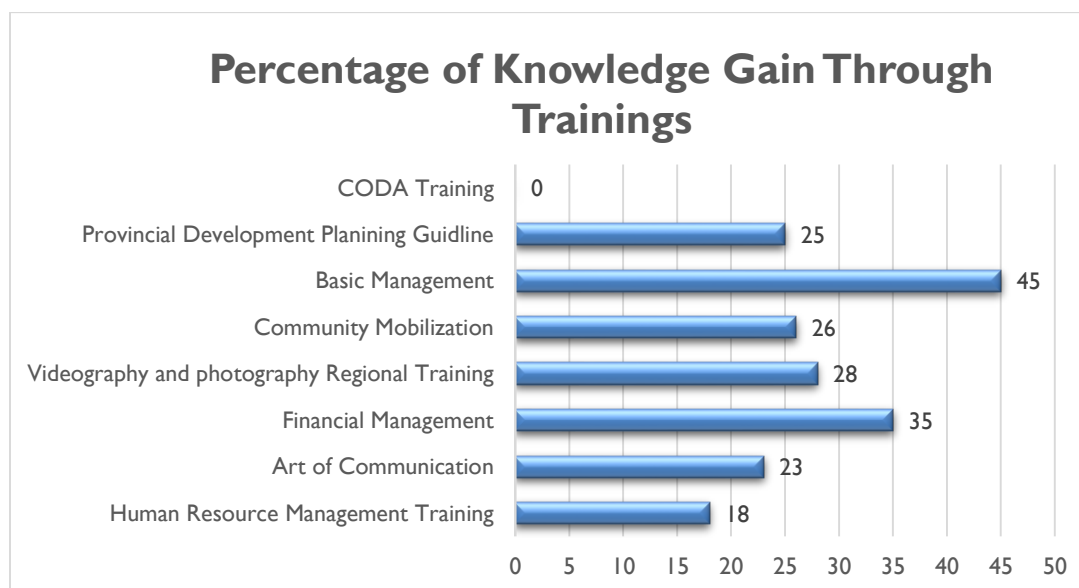
No	Province	Avg. Pre-test score out of 100	Avg. Post-test score out of 100	Average Gain in knowledge
<b>1. Human Resource Management Training</b>				
1	Parwan	45	63	18
2	Balkh	58	76	18
<b>Sub Total</b>		<b>52</b>	<b>70</b>	<b>18</b>
<b>2. Art of Communication</b>				
3	Wardak	38	57	19
4	Ghor	37	63	26
5	Baghlan	38	61	23
<b>Sub Total</b>		<b>38</b>	<b>60</b>	<b>23</b>
<b>3. Financial Management</b>				
6	Ghazni	49	88	39
7	Faryab	36	72	36
8	Balkh	41	78	37
9	Kabul	55	75	20
10	Herat	44	74	30
11	Maydan Wardak	37	84	47
12	Nangarhar	34	69	35
<b>Sub Total</b>		<b>42</b>	<b>77</b>	<b>35</b>
<b>4. Videography and photography Regional Training</b>				
13	Herat	43	71	28
<b>Sub Total</b>		<b>43</b>	<b>71</b>	<b>28</b>
<b>5. Community Mobilization</b>				
14	Herat	72	88	16
15	Kabul	67	67	0
16	Nangarhar	53	76	23
17	Farah	52	90	38
18	Kandahar	40	72	32
19	Laghman	46	88	42
20	Ghazni	50	89	39
21	Badghis	70	94	24
22	Ghor	73	82	9
23	Faryab	44	74	30
24	Kunar	43	79	36
25	Zabul	55	74	19
26	Balkh	54	75	21
27	Parwan	49	81	32
<b>Sub Total</b>		<b>55</b>	<b>81</b>	<b>26</b>
<b>6. Basic Management</b>				
28	Balkh	39	84	45



No	Province	Avg. Pre-test score out of 100	Avg. Post-test score out of 100	Average Gain in knowledge
<b>Sub Total</b>		<b>39</b>	<b>84</b>	<b>45</b>
<b>7. Provincial Development Planning Guideline</b>				
29	Kabul	34	52	18
30	Kabul	40	67	27
<b>Sub Total</b>		<b>37</b>	<b>60</b>	<b>23</b>
<b>8. CODA ToT Training<sup>3</sup></b>				
31	Kabul	63	63	0
<b>Sub Total</b>		<b>63</b>	<b>63</b>	<b>0</b>
<b>Grand Total</b>		<b>47</b>	<b>72</b>	<b>25</b>

Figure 2.1 shows the average knowledge gain from the 31 training sessions supported by USAID ISLA within the reporting period.

**FIGURE 2.1: PERCENTAGE OF KNOWLEDGE GAIN THROUGH TRAININGS IN Q1, FY2018**



**Indicator Cross-cutting 3:** *Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming – (Outcome/USAID/Afghanistan)*

Year	Target (FY 2018)	FY 2018 Achievement	Q1, FY 2018 (Oct –	Q2, FY 2018 (Jan – Mar)	Q3, FY 2018 (Apr –	Q4, FY 2018 (Jul – Sep)
2018	65%	N/A				

As per the indicator progress results of FY2016 and FY2017 and ISLA's internal data quality assessment conducted in September 2017, it is recommended that "This indicator does not match ISLA project scope as ISLA activities do not directly support female self-efficacy. Data collection results for ISLA AMEP

<sup>3</sup> During the reporting period, the ISLA technical team conducted a training on CODA for 18 ISLA staff and four MoEc and MoF staff. The training was held on 20 to 22 November 2017. A total of 22 participants completed the training, including 18 from ISLA and 4 from MoEc and MoF. The main goal of the training was to train the above-mentioned staff on how to implement CODA in their respective provinces. As a result of the training, from the pre- and post-tests, we observed a knowledge gain of 24% from ISLA staff and 0% for the MoEc and MoF staff (three of the four GIRoA staff completed both the pre- and post-test for the training).

Indicator Cross-Cutting 3 does not seem to be valid considering data quality issues and is expecting a visible positive change through ISLA contribution in this area.” ISLA requested USAID, through ISLA’s revised AMEP for FY2018, to delete this indicator from the ISLA indicator list.

## 3.0 COLLABORATION AND COORDINATION

During the first quarter of FY2018, USAID ISLA continued to coordinate closely and communicate with USAID, IDLG, MoEc, and MoF to share updates, obtain guidance, and discuss challenges and planned activities. Below are some of the main coordination and collaboration activities that took place within this quarter.

### 3.1 COORDINATION WITH USAID

During the reporting period, USAID ISLA continued to hold regular meetings with USAID to provide updates on the status of project activities and to address pending technical and operational issues. A key area of collaboration has been with respect to the pending contract modification for the project, where ISLA has updated the technical proposal, budget, and fee schedule for the contract to be submitted in the next quarter, in accordance with the deadline set by USAID.

Additionally, ISLA has been working with USAID on the shipment and customs clearance process for two armored vehicles purchased by the project in a previous reporting period. ISLA also submitted requests for approval and concurrence to USAID as required under the contract for pending international travel and other areas of support.

ISLA has also worked with USAID to plan a Project Steering Committee meeting with MoF, MoEc, and IDLG. This meeting was initially scheduled for November 2017, December 2017, and then January 2018 based on the availability of the GIRoA counterparts and the pending contract modification and finalization of the FY2018 work plan, which are awaiting USAID approval. Based on discussions as of the end of the reporting period, it is expected that this meeting will take place in the next quarter, pending agreement from IDLG, MoEc, MoF, and USAID on a date, venue, and time.

### 3.2 LINKS WITH RELEVANT GIROA MINISTRIES

During this quarter, ISLA continued to coordinate and collaborate with national counterparts, resulting in finalization of the PDPG, conduct of community mobilization and financial management trainings in ISLA target provinces, and revision of the DoEc Operations Guideline. ISLA also worked with IDLG, MoEc, and MoF on the adaptation and uptake of the CODA tools to assess capacity and systems across provincial entities. ISLA's support is primarily provided through embedded advisors, and because of internal project management systems and communication among these advisors, ISLA has been able to identify areas where direct coordination with the GIRoA counterparts is needed. The Provincial Profile template is a good example, where ISLA was able to work through both IDLG and MoEc to bring them together to develop a standardized template, harmonized with their own monitoring and evaluation priorities within their respective ministries. Likewise, with respect to the provincial planning processes, ISLA has been able to ensure that MoEc's work is in lock step with expectations around budget processes and calendars from the MoF. ISLA's support across counterparts has also been helpful to provide inputs on the content of the

SNGP, where ISLA has been able to draw on its experience with the other national counterparts to provide advice to the IDLG as it develops the draft SNGP.

**IDLG:** During the reporting period, ISLA shared the FY2018 work plan with IDLG senior management, including IDLG directorates. This was appreciated by the directors as they could see consideration of their plans and priorities for 2018 and promised to extend their support in this regard. A key outcome is IDLG ownership and engagement in the activities focused on their needs, which are included in the work plan.

Another priority for support to IDLG was the next steps on the IDLG Capacity Development Strategy. With the leadership changes at IDLG, this strategy and the related implementation plan has been delayed in previous quarters. USAID ISLA convened three separate meetings with the new Director of IDLG CIDD during the reporting period to discuss the Institutional Capacity Development Strategy status, as well as its implementation framework. This resulted in convincing CIDD to ask the Capacity Development Strategy JWG to review the document and its implementation framework. The final document will be shared with IDLG leadership for approval. One of the reasons IDLG delayed in giving feedback on the Capacity Development Strategy was to ensure alignment of the strategy with the CBR proposal, but when IDLG was informed that the strategy is a document subject to revisions and changes as per lessons learned and best practices during its first year of implementation at provincial level, IDLG decided to proceed with finalization of the strategy as one of their priorities. Furthermore, as result of the meetings, ISLA was able to orient IDLG on the CODA process and share with them how it could be applied and adapted for PGOs, as well as to support the outcomes of the Capacity Development Strategy. CIDD agreed to receive a presentation and orientation on piloting CODA in PGOs during first week of January, to start piloting CODA in PGOs at the provincial level beginning 1397 (April 2018).

USAID ISLA also developed a paper for IDLG CIDD on capacity development and its various dimensions. The paper explains the basic principles and concept of capacity development and its definition from the perspective of different development partners. The paper discusses the levels of capacity development and how they fit into a broader institutional model. The paper also describes the idea of capacity development in the context of IDLG and the framework within which conceptual ideas could be integrated into technical approaches. CIDD management is planning to share the paper with its team to clarify their concept of capacity development. The paper will also help in educating civil servants on capacity development-related concepts and ideas in IDLG's context, which will prove helpful in the long run in structuring relevant initiatives and mobilizing their implementation.

As a result of close coordination on the Provincial Governance Internship Program, IDLG appreciated ISLA efforts toward development of the Internship Program Guide and its success during the implementation phase. CIDD requested ISLA's support in adapting the Internship Program Guide and revising it as per IDLG's requirement, for use in recruitment of interns. IDLG will coordinate this activity with IARCSC and will plan for the next steps.

In December, USAID ISLA shared an idea about launching a local governance best practices symposium to be led by IDLG. The idea builds upon a similar process implemented in other countries, which has helped to build ownership and facilitate learning about best practices in local governance. It is also a mechanism to elevate successes already taking place and being led by PGOs, so that they can be scaled and applied in other provinces. The idea was shared with the IDLG Policy and Technical Affairs Deputy

Minister, who expressed enthusiastic interest. Following this, ISLA convened a meeting with the IDLG technical team, including Director of Policy and Planning and representatives from LoGo to share and discuss the concept note for their feedback, resulting in a series of internal meetings to incorporate comments and suggestions into the concept note. As a result, the concept note was improved and the revised version shared back with IDLG for their final input. ISLA is working to provide a brief guideline on conducting the symposium by the first month of 1397. The plan is to conduct the second meeting during the next quarter, based on the revised version of the concept note and share feedback with IDLG Deputy Minister for approval. In terms of implementation, it has been agreed that USAID ISLA will lead the symposium in partnership with IDLG, but the LoGo and GiZ projects will also be engaged so that it can be expanded to cover all 34 provinces.

**MoF:** During the first quarter of FY2018, USAID ISLA continued its coordination and communications with counterpart at national and sub-national levels. ISLA invited MoF Provincial Budgeting Unit technical staff to attend the CODA ToT conducted during November 2017, building their knowledge and skills on organization capacity assessment mechanisms and tools.

Similarly, USAID ISLA worked with the Budget Department of MoF on financial management training as well as with PBU on follow up of Unconditional Fund Project payment process, where some PLDs had faced problems.

At the sub-national level, the ISLA team regularly coordinated and communicated with Mustofiats on the payment process of Unconditional Fund Projects and regularly updated them on the process to improve coordination between the PLDs and Mustofiats.

**MoEc:** In October, ISLA convened a meeting with MoEc to discuss the advocacy toolkit and its importance in identifying and addressing a community's needs. During the meeting, discussions also took place on the development of frameworks, process, and an action plan for the DoEc Operations Guidelines.

Similarly, in October, ISLA had a productive meeting with MoEc leadership, and discussed the National Consultative Workshop on PDPG and PDP development process, which will be technically and logistically supported by ISLA. ISLA developed the concept note for the scope, objectives, agenda, and logistical requirements for the workshop, which has been reviewed and vetted with the MoEc. Following those meetings, the MoEc moved forward with implementation of the workshop through the support of the LoGo Project.

ISLA's regular meetings with the MoEc and the JWG resulted in the design of consultation workshops with DoEcs at the central level. During the one-day workshop, eight Directors of Economy reviewed the MoEc Operations Guideline and shared their comments for its improvement. Similarly, a one-day national meeting was conducted in close coordination with MoEc to review the final incorporations into the PDPG, and collect ideas on the latest version. To follow this, ISLA incorporated the comments from the meeting into the PDPG, which was then rolled out through the PDPG ToT in December 2017. Preparation for this training required significant coordination with the MoEc to ensure that the training targeted the appropriate individuals, and was structured to build ownership of the process and final PDPG guidelines at the national and provincial levels.

ISLA embedded advisors in the MoEc conducted two joint meetings with MoEc and IDLG to discuss and review the provincial profile outline/content. After the review, the JWG decided to consider the

Sustainable Development Goal (SDG) and Afghanistan National Development and Peace Framework (ANDPF) National Priority Program (NPP) in the current provincial profile outline. The two counterparts agreed to conduct a workshop and share the outline with sectoral ministries and directorates for their specific comments and recommendations before sending the template to provincial teams for data collection. This will take place in the next quarter.

### **3.3 COORDINATION WITH SUB-NATIONAL GOVERNMENT ENTITIES**

During the reporting period, the USAID ISLA technical team, through close-paced coordination at both central and provincial levels, had some tangible achievements. Specific information on support and coordination for each of ISLA's 16 provinces is provided in Annex B to this report.

# 4.0 MANAGEMENT AND ADMINISTRATION

## 4.1 ADMINISTRATIVE ISSUES

During the first quarter of FY 2018, USAID ISLA continued its smooth operation both at the central and provincial level.

### 4.1.1 Asset Management and Information Technology

USAID ISLA's 16 field offices are equipped with projectors and screens to carry out their day-to-day trainings, workshops, events, and meetings. During the reporting period, network cabling was installed for the ISLA Kabul office. All PCs are now connected to the domain environment for centralized management purposes. USAID ISLA also renewed contracts for internet service for its Kabul office as well as copier and printer services. November 30, Mawlod-E-Sharif, was celebrated as a public holiday for the ISLA project.

### 4.1.2 Travel and Transportation

During this quarter, ISLA renewed the contract for the domestic air travel services after reviewing and evaluating all received proposals. After contract renewal, ISLA organized and supported travel and accommodation arrangements for the PDPG ToT and CODA training participants.

The project obtained three armored vehicle driving permits from the MoI's Counterterrorism Directorate, with two more in progress, expected by the first week of January 2018. In addition, ISLA completed paperwork for two armored vehicle importation permits, duty-free customs clearance, and issuance of (M) plates process. Documents were sent to the logistics company to begin shipment from Karachi to Kabul.

### 4.1.3 Training and Workshops

The ISLA training team provided coordination support for a variety of events, including the PDPG ToT, CODA ToT, PFM trainings, provincial forums for women and youth, and THMs. As per the systems in place for the project, the training team's support includes working with the technical team to develop the concept note for the event, and arranging logistics such as venues, catering, and transportation as applicable based on the plan for the individual event.

### 4.1.4 Translation Support Services

Translation support was provided from English to Dari and Pashto and vice versa for developed concept notes, PDP processes, technical committee processes, community mobilization strategy, the Community Mobilization ToT Curriculum, advocacy and lobbying guidelines, and the ISLA annual report.



### 4.1.5 Security

During the reporting period, ISLA had no major security incidents that impacted the province. However, one Serious Incident Report (SIR) was sent to USAID related to events in Faryab province. In December 2017, resulting from the long-running dispute between Jameyat Islami and Junbish Islami in Faryab, commanders loyal to each side marshalled troops in and around the city of Maimana over the course of two days. Beginning at approximately 3:00 a.m., heavy weapons fire could be heard across the area as clashes broke out between the two sides in several locations. As a direct result of this situation, of some 30 persons scheduled to attend a community mobilization training session on December 17, only 15 were in attendance. Shortly after training began, armed personnel belonging to both groups entered the PGO compound. ISLA's risk management team advised the provincial staff to end the training and send all participants, including ISLA staff, home so that they were no longer in the PGO compound.

Beyond this incident, during the reporting period, ISLA formally transitioned long-term risk management support from Pax Mondial to GardaWorld. With this transition, the same expatriate and local risk management staff were able to remain with the project, meaning that the transition was quick and seamless. Throughout the quarter, the project's risk management team continues to monitor the security situation across ISLA's 16 provinces and within Kabul. ISLA has also updated the project's security manual and some of its procedures, including the security briefing process for expatriates (STTA and long-term technical assistance [LTTA]) to ensure staff are briefed on responses to various types of incidents when they arrive in and depart from the country. Likewise, GardaWorld has started to provide enhanced intelligence reports for use by the Chief of Party and project's senior management. These reports are useful to guide activity implementation and the choice of venue and timing for events, especially at the provincial level.

## 4.2 PERSONNEL

During the reporting period, ISLA continued with the recruitment of embedded advisors, staff at the central level and interns in ISLA's targeted provinces. All newly hired staff received a one week orientation that included training on ISLA policies, procedures, and employee manual and were fully briefings by all the project teams and management before being deployed to work in the field offices,.

The following table provides a list of all USAID ISLA staff and interns hired during the reporting period at the national and provincial levels.

**TABLE 4.1: USAID ISLA PROJECT STAFF HIRED DURING THE REPORTING PERIOD**

No.	Name	Position	Date of Hire
1	Assadullah Ahmadzai	Provincial Team Leader/Planning Advisor - Logar	29-Oct-17
2	Rahmatullah Akbarzada	Provincial Public Administration Advisor - Parwan	29-Oct-17
3	Mohammad Jamil Ahmady	Regional M&E Specialist South - Kabul	29-Oct-17
4	Khaled Haqqal	Provincial Public Finance Advisor - Zabul	19-Nov-17
5	Hamidullah Wardak	Communication Specialist - Kabul	3-Dec-17
6	Mohammad Farhad	Senior Finance and Tax Specialist - Kabul	28-Dec-17
7	Khatera Sarwary	Sub National Governance Intern - Baghlan	2-Oct-17
8	Sweeta	Sub National Governance Intern - Baghlan	2-Oct-17
9	Shringul	Sub National Governance Intern - Baghlan	2-Oct-17
10	Maleena	Sub National Governance Intern - Laghman	2-Oct-17
11	Spozmy	Sub National Governance Intern - Laghman	2-Oct-17

No.	Name	Position	Date of Hire
12	Abdul Matin Sahil	Sub National Governance Intern - Logar	2-Oct-17
13	Mohd. Haroon Sayed zai	Sub National Governance Intern - Logar	2-Oct-17
14	Yasamin	Sub National Governance Intern - Logar	2-Oct-17
15	Naim Amin	Sub National Governance Intern – Maydan Wardak	2-Oct-17
16	Mohammad Wasiq Saleh	Sub National Governance Intern – Maydan Wardak	2-Oct-17
17	Aniss gul	Sub National Governance Intern - Ghazni	2-Oct-17
18	Enayatullah Khatibi	Sub National Governance Intern - Ghor	5-Oct-17
19	Reza Elham	Sub National Governance Intern - Ghor	5-Oct-17
20	Shabir Ahmad	Sub National Governance Intern - Kunar	9-Oct-17
21	Khalid Khalil zai	Sub National Governance Intern - Kunar	9-Oct-17
22	Sahefa	Sub National Governance Intern - Kunar	9-Oct-17
23	Waheedullah Haqmal	Sub National Governance Intern - Zabul	22-Oct-17
24	Hamid Rasuli	Sub National Governance Intern - Zabul	22-Oct-17
25	Amina	Sub National Governance Intern - Nangarhar	11-Nov-17
26	Farida Nazari	Sub National Governance Intern - Baghlan	3-Dec-17

During the reporting period, progress was also made on the recruitment of Senior Advocacy and Engagement Advisor position approved by USAID, who was expected to join the project in January 2018. At the same time, the Kandahar Public Administration Advisor's interview was scheduled on January 3, 2018. The Deputy Chief of Party, Accountant, and Subcontract Specialist positions were shortlisted. During this period, the Zabul Public Finance Advisor resigned from his position and the position was announced on ACBAR.

### 4.3 COMPLIANCE

For the 1st quarter of FY2018, the project Internal Compliance Department finalized the integral review reports and corrective actions resulting from reviews, conducted during the 4<sup>th</sup> quarter of FY2017 in the areas of inventory management, training and workshops, and ISLA subcontractor Sayara Strategies.

Additionally, follow-up reviews were conducted related to the spot checks performed during the 4<sup>th</sup> quarter of FY2018 for the finance and accounting and HR project functions to verify that findings and recommendations had been properly addressed.

During the quarter, the Compliance Department focused on resolving all findings and recommendations included in the integral and spot check review reports conducted during the 2<sup>nd</sup> quarter of FY2017.

Similarly, integral reviews in the areas of HR and finance, and spot checks were also conducted for the procurement, inventory, and finance functions. Reports of findings and recommendations were prepared for each review, and action plans to implement any corrective actions initiated.

Additionally, examinations of the Parwan, Zabul, Kandahar, Badghis, and Ghor provincial offices were conducted and reports drafted.

Targeted inquiries during the quarter related to (1) Zabul THM attendance, and (2) acquisition of top-up cards and furniture in Parwan.

## 5.0 SUCCESS STORIES

### 5.1 HUMAN RESOURCES NETWORKS IN GHOR IMPROVES CIVIL SERVICES RECRUITMENT



**USAID**  
FROM THE AMERICAN PEOPLE

**AFGHANISTAN**

#### CASE STUDY

### Human Resources Networks in Ghor Improves Civil Service Recruitment

**Developing Human Resources Networks helps to improve the efficiency of government recruitment systems and reduce the unemployment rate.**



*Ghor Provincial Governor talks about importance of Human Resources Management Network during the HRM meeting, November 2, 2017.*

**PROBLEM:** Civil servant recruitment and human resource management systems are inefficient and weak, making it difficult to recruit and hire qualified staff.

Despite tangible progress towards improved management, transparency, and accountability in the governance sector, poor participation of women and youth and low levels of women and young people working within the civil service remains a major challenge toward quality public service delivery. In Ghor province, 590 out of 7800 positions in the civil service are currently unfilled. Additionally, there are few women working within the Provincial Governor's Office (PGO) and Provincial Line Directorates (PLDs), with only 11 percent of the workforce of these entities being women. Lack of professional Human Resources Management (HRM) Networks and human resources management capacity and systems within provincial entities is at the root of the inability to attract and retain qualified staff to fill vacant positions. Likewise, weak HRM systems fail to provide opportunities to manage the performance of government staff effectively or even to facilitate their own professional development. To remedy this situation, USAID ISLA is strengthening the skills of provincial human resources teams in the areas of gender balanced recruitment, performance management, diversity in workplace, and compliance with Afghan Independent Administrative Reform and Civil Services Commission (IARCSC) recruitment requirements.

In March 2017, USAID ISLA, in close collaboration with the Ghor PGO, conducted a HRM training for human resources staff of the PGO and PLDs. This training supported the staff to build their understanding on of HRM concepts and processes. Importantly, it also provided an opportunity for peer networking so that HRM staff could learn about their challenges and even successes and to help each other to address their own problems. As a result of the training, the participants were able to establish a Human Resource Management Network for Ghor Province. This task was mandatory by IARCSC, but due to lack of expertise it had not been accomplished.

The Ghor Human Resources Management Network serves as a central forum where members can network and exchange information and needs for capacity development. The network aims to educate networks' members, through specific programs and activities, on laws and best practices related to human resource policies and practices and the role of the human resource functions in local governance and public service delivery. The network also plans to nurture standards of professional ethics and to enhance the stature of the human resource related professionals and codes in subnational government entities in the province. The network has 34 members, from across the PGO and PLDs.

As a result of this initiative, the Human Resources Management Network now holds meetings on monthly basis and comes up with solutions and ideas to address gaps in capacity development processes, identify and disseminate best practices for performance appraisals, and develop training curricula.

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)



## 5.2 EMPOWERING AFGHAN GOVERNMENTAL INSTITUTIONS TO ENGAGE CLOSER WITH PUBLIC



# USAID | AFGHANISTAN

### SNAPSHOT

## Empowering Afghan Governmental Institutions to Engage Closer with Public

**Provincial media officers add new skills on better outreaching information to more target audiences**



USAID Initiative to Strengthen Local Administrations

*During a group-work session, Humaira Hariva is practically working on how to develop short messages for Facebook page and Twitter accounts of the PGO, Herat, November 16, 2017.*

*"I didn't know how powerful social media platforms, such as Facebook and YouTube, can be. I am handling Herat's PGO Facebook Page, but now I can post salient contents that interact more viewers. It's after the training that I added skills on how to increase our followers, reaching more target groups and engage actively with the public."*

*Ms. Humaira Hariva,  
IT Manager/Social Media Developer at Herat PGO*

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Internet and the use of social media for public engagement and outreach is still a new practice for Afghans. However, number of active internet users is actively rising in the country, with at least three million Afghans using at least one social media platform on a regular basis. Nevertheless, for government officials who manage social and online media communications, it has been a challenge for them to establish and promote more productive and results-oriented online communications and interaction with their target audiences. Key capacity gaps among government personnel include developing audience-specific content and analyzing stakeholder interests.

To address these gaps, USAID ISLA is building the capacity and skills of Afghan Provincial Governors' Offices and Media and Outreach Officers of Provincial Line Directorates to increase social media traffic and generate audience-specific news stories and postings.

Humaira Hariva, the manager of the Information Technology Department at the Herat Provincial Governor's Office (PGO), has managed the PGO's social media portals since February 2015. With an engineering degree, has strong skills related to computer systems and software. However, she has had challenges in developing content for the PGO Facebook Page and YouTube Channel. Hearing there was going to be a Photography, Videography, and Online and Social Media training in Herat, Ms. Hariva eagerly enrolled through the PGO and participated in the four-day training what was led by USAID ISLA, in close collaboration with the PGO.

In the training, the participants learned about social media platform management, writing for social media, methods of taking good photos using DSLR cameras and smartphones, techniques of recording videos and conducting interviews, and generating video clips and reports, with the aim to boost provincial social media platforms and create two-way communications.

"Not only did I learn how to effectively use social media platforms. Now, I am also a good photographer and I learned how to take proper photos of events, and even portraits. This was a unique opportunity and it was a fun learning methodology", said Ms. Hariva.

Only few weeks after the training, Ms. Hariva is already making significant progress in her job and the Facebook Page of Herat PGO is engaging more interactively with its audience, showing increase of 758 organic reaches per post, right a month after of the training.

## 5.3 A SHORT-TERM INTERNSHIP HELPS ACQUIRE LONG-TERM EMPLOYMENT IN GOVERNMENT



**USAID | AFGHANISTAN**

### SNAPSHOT

## A Short-term Internship Helps Acquire Long-term Employment in Government

**Providing Afghan youth with internship opportunity helps them gain marketable skills and land long-term employment within government structure**



Mohammad Sharif Shaheer prepares for handover to join his new assignment with Balkh PGO. January 8, 2016, Balkh Province

USAID Initiative to Strengthen Local Administrations

***"It was my internship with USAID ISLA that enabled me gain a long-term employment within Balkh PGO which ultimately led to a permanent contract. I found this internship program extremely efficient and supportive. I am very happy to have taken on this role through USAID ISLA as I will now move on to toward my long-term employment with Balkh PGO."***

**Mohammad Sharif Shaheer,**  
USAID ISLA Intern in Balkh

#### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

Afghanistan, a landlocked and non-industrial country graduates thousands of male and female youth from universities annually, but due to lack of adequate working knowledge and competencies they fail to acquire employments in today's competitive job market. To address this challenge, USAID Initiative to Strengthen Local Administrations (ISLA) has taken an initiative to provide Afghan university fresh graduates with one-year internship opportunity in order to help them gain the essential working competencies and work experience with the provincial government of Afghanistan.

Mohammad Sharif Shaheer is one of USAID ISLA supported and coached interns who has recently landed a long-term employment within Balkh Provincial Governor Office (PGO). Aged 27, Mr. Shaheer lives with his parents, 5 sisters and 4 brothers in Mazar-e-Sharif. After receiving his bachelor degree in Public Administration, Mr. Shaheer diligently searched for job within Balkh province but he could not compete well enough because of his limited working knowledge and less experience. Hearing of USAID ISLA internship, he decided to apply and was accepted on August 2016 through a transparent and competitive process.

Mr. Shaheer was placed at the Technical and Sectoral Directorate of the PGO for one year. Besides close paced mentoring and coaching from USAID ISLA and his supervisor at the PGO, Mr. Shaheer was able to build a solid understanding on key operational skills including inventory management, filing, reporting and administrative-clerical issues.

After completing his internship in September 2017, he was offered a permanent position with the provincial government as Operations and Maintenance Officer. Mr. Shaheer will widely contribute to coordinating functions for dispatch and maintenance of vehicles and goods and procurement of equipment and supplies for the Operations and Maintenance Department of PGO. "As an educated young man with a clear vision and goal, I will use my energy to contribute to the development of Balkh on a larger scale. I believe, we can make Afghanistan a safe home to its people," said Mr. Shaheer.

So far, USAID ISLA project has provided 79 university graduates with internship opportunity within subnational government entities across 16 project's target provinces, 9 of whom are now employed and hold long-term service contracts, while additional 6 are competing for their dream jobs and are hoping to be like Mr. Shaheer.

# 6.0 CHALLENGES AND LESSONS LEARNED

## 6.1 CHALLENGES

Recruiting a Deputy Chief of Party (DCoP) under the National Technical Assistance (NTA) system proved a challenge for ISLA during this quarter. ISLA shortlisted and interviewed candidates for this position twice; but each time, either the candidates were unqualified or they did not accept the offer.

Security remained a challenge for the implementation of activities in some of the target provinces. On December 17, following hostilities between Jameyat Islami and Junbish Islami, the ISLA embedded team in Faryab was forced to work from home. The team resumed their work in the office the next day.

## 6.2 LESSONS LEARNED

- **Continue to serve as facilitator and interlocutor between government entities both at the central and provincial level.** One of the issues ISLA continuously faces with its government counterparts is the lack of vertical and horizontal coordination and communication. Sometimes, this affects the delivery of activities. Thus, ISLA has learned that it plays a vital role in bridging the communication gap between provincial and central and between line ministries. Without ISLA's facilitating role government entities would often not make an effort to work together, especially at the central level.
- **Flexibility to the demands of government partners while working within the scope of the project.** With the success of trainings and other types of technical assistance provided by ISLA and the results that are being achieved at the provincial level, sometimes provinces demand for support that are outside of ISLA's scope of work. However, there are also technical assistance requests that are within the scope, but outside ISLA's geographic area. ISLA has learned to address these requests by, for instance, inviting other donor funded projects to its trainings so that they can roll-out ISLA's trainings to other provinces. This is the case for the revised PDGP trainings wherein representatives from LoGo were invited to ISLA trainings.
- **The demand for interns is increasing because of ISLA's approach in instituting a capstone project for interns.** The demand for ISLA's interns at the provincial level has significantly increased as provincial partners recognized the value of interns. The capstone projects have worked as an effective tool for interns to demonstrate skills. It is also management tool for ensuring that interns contribute to a specific objective rather than being used to perform mundane functions such as photocopying materials or taking notes during meetings.



## 7.0 PLANNED ACTIVITIES FOR NEXT QUARTER

In FY 2018, Quarter 2, USAID ISLA will work on activities and deliverables projected in the project work plan for the year. Top priority will be given to those scheduled for the 2<sup>nd</sup> quarter of FY2018. The activities and tasks that the project will undertake in the coming quarter include (but are not limited to): HRM refresher trainings, CODA reviews, THMs, and PDPG trainings based on lessons learned. As part of internal communications and team development, project staff will attend a two-day training on training facilitation methods.

### 7.1 COMPONENT A: PROVINCIAL PLANNING AND BUDGETING

- Conduct PDPG training across ISLA 16 provinces in close coordination with MoEc and PGOs.
- Support PLDs, DoEc, and PGOs in developing PDPs according to the revised PDPG.
- Technically support MoEc in conducting PDPG ToT to non-ISLA-participating provinces' DoEcs and Development Mangers.
- Develop tools for quality checks of provincial BC1 and BC2 submissions.
- Develop guidelines for Provincial and District Councils and CSOs engagement and participation in budget planning, monitoring, and oversight aspects.

### 7.2 COMPONENT B: SUB-NATIONAL INSTITUTION BUILDING

- Roll out CODA in Nangarhar, Herat, Balkh, and Kandahar for respective DoEcs in close coordination and collaboration with MoEc.
- Roll out CODA in Mustofiats across project target provinces in close coordination and collaboration with MoF.
- Hire 70 interns across ISLA target provinces, based on counterparts request for additional interns.
- Extend contracts of 21 interns for another six months in the internship program in Farah, Balkh, Herat, Nangarhar, Badghis, Faryab, Kandahar, and Ghazni provinces.
- Prepare for second and third cohorts of 19 interns in Baghlan, Wardak, Badghis, Parwan, Kunar, Kandahar, Ghazni, Ghor, Zabul, Lagham, Faryab, and Logar provinces to graduate from the program.
- Conduct FM trainings in remaining provinces.
- Update the HRM curriculum.
- Write a complete report on FM trainings conducted in the field.



- Develop training skills for trainer curriculum and conduct a ToT on training skills for ISLA Public Administration Advisors.
- Distribute RM among 16 ISLA targeted PGOs.
- Implement CODA tools within eight ISLA targeted DoEcs.
- Develop technical think pieces or technical briefs on subnational governance issues.
- Present the zero draft of the DoEc Operations Guidelines to the MoEc senior management, collect their feedback, and update the draft in accordance with MoEc feedback.
- Translate the DoEc Operations Guidelines into English and Pashto.
- Prepare an annual action plan for CIDD in the line with the IDLG Capacity Development Strategy and Implementation Framework.
- Finalize the template for provincial profiles and facilitate profile data collection across all ISLA provinces.
- Support the MoF to review and identify needs related to private sector engagement.
- Support IDLG to carry out a technology assessment of IDLG's Information Management Systems to inform next steps related to the adaptation and development of those systems for monitoring, evaluation, and learning.

### **7.3 COMPONENT C: INCLUSIVE ADVOCACY**

- Conduct community mobilization trainings, with specific focus on women and youth.
- Develop capacity building package for PC members on leadership and oversight.
- Develop orientation package for PC members on grievance redress mechanisms, regulations, and procedure.
- Develop interministerial advocacy curriculum.
- Develop lobbying and advocacy guidelines for IDLG.
- Provide technical advice, coaching, and mentoring to PACs in 16 provinces to hold regular PAC meetings and develop advocacy plans.
- Provide technical advice, coaching, and mentoring to PACs in at least eight provinces to develop and implement a national advocacy strategy targeting central line ministries.
- Develop and distribute provincial forum toolkits.
- Support PGOs in 16 provinces to hold provincial forums focused on youth-related topics.
- Support IDLG to hold at least two regional forums on gender issues.

### **7.4 COMPONENT D: PUBLIC ENGAGEMENT**

- Conduct 16 PDP related THMs in all 16 provinces.

- Conduct an orientation session on the revised THM toolkit and monitoring tools for IDLG and ISLA Communication Advisors to that it can be rolled out at the provincial level.
- Conduct ToT on photography and videography for IDLG and ISLA Communication Advisors.
- Begin working with IDLG on the development of an implementation guideline for the IDLG Communications Strategy.

# ANNEX A: USAID ISLA PERFORMANCE INDICATORS AND ANNUAL TARGETS

S/No	Performance Indicator		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	Cumulative LOP	
		Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target	Progress
INTERMEDIATE RESULT: IR 3.2: Governance at the National and Sub-national Level Strengthened													
Impact I	Percentage increase of citizens' confidence in provincial government (Impact/Custom)	58%	Baseline +0%	0	Baseline +3%	57%	Baseline +6%	58%	Baseline +10%	TBD - will be reported in FY 2018, Q1 Report	Baseline +15%	Baseline +15%	58%
COMPONENT A: Provincial Planning and Budgeting/ SUB-IR 3.2.2: Policies and Procedures Improved													
Outcome A1	Percentage of projects in PDPs that are budgeted for by the line ministries (Outcome/Custom)	4.18% (FY1395) PDP	N/A	4.18% (FY 1395) PDP	20% above baseline	9.2 (based on FY 1396 PDPs)	30% above baseline	TBD – will be reported in FY 2018 Q2 Report based on 1397 PDPs	40% above baseline	TBD – will be reported in FY 2019 Q2 Report based on 1398 PDPs	50% above baseline	50% above baseline	9.2%
Outcome A2	Number of PDPs that are gender sensitive (Output/Custom)	1 - (FY 1395) PDP	N/A	N/A	2	0 (based on 1396 PDPs)	8	3	12	TBD – will be reported in FY 2018 Annual Report	14	14	3
Outcome A3	Number of provinces using MoEc and/or IDLG-supported planning	0	0	0	0	0	8	15	12	TBD – will be reported	14	14	15

S/No	Performance Indicator		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	Cumulative LOP	
		Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target	Progress
	guidelines (Output/Custom)									in FY 2018 Annual Report			
Output AI	Number of public policies, regulations, or reforms introduced, revised, or implemented with USG assistance (Output/USAID Afghanistan)	0	0	0	17	17	30	34	20	0	10	77	51
<b>COMPONENT B: Sub-National Institution Building / SUB-IR 3.2.4: Public Financial Management Strengthened</b>													
Outcome B1	Number of public sector entities with improved public financial management system as a result of USG assistance (Outcome/USAID Afghanistan)	N/A	0	0	0	0	56	153	64	0	64	64	153
Outcome B2	Cumulative number of institutions adopting and applying internal performance metrics to measure their performance (Outcome/Custom)	0	0	0	0	0	4	4	16	0	32	32	4
Outcome B3	Number of provinces using standard provincial profiles (Outcome/Custom)	0	0	0	0	0	4	0	8	0	14	14	0
Output B1	Number of days of USG funded technical assistance in financial management capacity provided to counterparts or stakeholders	N/A	N/A	N/A	900	719	3,600	3,026	3,600	1,096	3,600	11,700	4,841

S/No	Performance Indicator		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	Cumulative LOP	
		Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target	Progress
	(Output/USAID Afghanistan)												
Output B2	Number of youth who complete an internship of at least 6 months with an office of the provincial administration (Output/Custom)	0	0	0	0	0	28	27	56	1	28	112	28
<b>COMPONENT C: Inclusive Advocacy / SUB-IR 3.2.3: Transparency and Accountability Mechanisms Strengthened</b>													
Outcome C1	Number of advocacy activities/initiatives implemented by PCs for PDPs (Output/Custom)	0	0	0	16	10	64	51	64	26	64	208	87
<b>COMPONENT D: Public Engagement / SUB-IR 3.2.3: Transparency and Accountability Mechanisms Strengthened</b>													
Outcome D1	Number of citizen-identified priorities included in the provincial development plans of provincial sub-national government entities (Output/Custom/USAID Afghanistan)	0	0	0	0	0	48	163	64	TBD – will be reported in FY 2018 Annual Report	64	176	163
Outcome D2	Percentage representatives of women, youth, and minority groups in attendance at provincial planning and budgeting events (Output/Custom)	N/A	0%	0%	10%	19.50% (14% Female 25 % Youth)	15%	28.50% (17% Female 40% Youth)	20%	N/A	20%	20%	28.50%
Output D1	Number of public forums resulting from USG assistance in which national and sub-national representatives and members of the public	0	0	0	13	13	46	52	46	13	46	151	78

S/No	Performance Indicator		FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	Cumulative LOP	
		Baseline	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target	Progress
	interact (Output/USAID Afghanistan)												
<b>Cross Cutting Indicators</b>													
Cross 1	Number of sub-national entities receiving USG assistance that improves their performance (Output/USAID Afghanistan)	0	0	0	116	184	200	264	300	18	400	400	466
Cross 2	Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (Output/USAID Afghanistan)	0	0	0	700	693	1,200	1,962	200	415	100	2,200	3,071
Cross 3	Percentage of females who report increased self-efficacy at the conclusion of USG-supported training/programming (Outcome/USAID/Afghanistan)	0	N/A	N/A	55%	28%	60%	28%	65%	N/A	70%	70%	28%

**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

**[www.usaid.gov](http://www.usaid.gov)**