



Afghanistan Local Governance Assistance Project (ALGAP)

Contract No. AEP-I-809-00-00016-00

Work Plan
September 2006 – June 2007

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➤ **Introduction**

The USAID Afghanistan Local Governance Assistance Project [ALGAP] being implemented by ARD Inc. provides technical assistance to encourage and strengthen sub national governance in Afghanistan.

This work plan covers the period from September 2006 through June 2007, when the project will complete its close out process. All program activities will be completed by May 15, 2007 to provide sufficient time for the completion of the project close out.

Project Focus

The ALGAP provincial governance focus evolved throughout 2006. The initial project emphasis was the provincial council. This focus stemmed from ALGAP's civic education activities prior to the election in September 2005. At this time ALGAP assumed a major responsibility for disseminating information about the provincial councils among the candidates and the public.

Following this effort and the election of the provincial councils, ALGAP assumed a leadership role in organizing and conducting an orientation and organization for each provincial council. Within a five day period 33 out of 34 such programs were conducted, with the only exception being Uruzgan province.

From this beginning in late 2005 ALGAP has been developing and implementing a program of technical assistance for the provincial councils. This program has focused on the skills and abilities that will be required for the councils to fulfill the responsibilities specified in the constitution and in the Provincial Council law that was promulgated in August 2005, one month before the election.

During 2006, the first year of the provincial council, it has become increasingly clear that similar assistance is also needed by and valuable for other provincial governance participants: governors' office, line departments and non government participants in the decision making at the provincial level. Therefore, ALGAP has been expanding its technical assistance activities to other provincial governance actors and to focus on the strengthening of provincial governance processes to be more participatory.

This implication of this evolution is that the ALGAP activities and support, while still available to Provincial Councils as a priority can also encompass other provincial governance participants. Moreover, in ALGAP's civic education component emphasis is placed on provincial governance which includes provincial councils and opportunities for involvement of citizens in decision making processes.

ALGAP components are designed to respond to specific needs of the provincial councils and other provincial governance participants. From the outset of the work with the provincial councils it has been clear that there are several categories of needs:

Basic Organizational and Management Needs

- Understanding of the roles and responsibilities of the provincial councils and provincial department and to acquire the capabilities needed to fulfill them.
- Office management
- Effective meeting management and participation
- Budget review and preparatory guidance
- Provincial planning process participation and plan review
- Communication skills. [Developing a range of skills required to communicate with a broad range of audience: Other provincial councils; governors and provincial administration, national government and the *Wolesi* and *Meshrano Jirga*, and the public.
- Establishing and maintaining effective working relationships among provincial councils, governors, line departments.
- Developing a public awareness of the emerging or potential political governance environment

As ALGAP staff has met and talked with other provincial governance participants it has become clear that most of these needs extend to them also. Line departments and governors offices, for example, are requesting assistance some basic administration and meeting management skills development. In addition, it is recognized that development in these areas is a long term process. ALGAP, therefore, has been focusing on the needs that have been most in demand and has sought to provide foundations from which skills and capacities can be further developed.

➤ Work Plan Components

This work plan has five major components developed to address the needs summarized above.

I. Policy and National Issues

ALGAP recognizes that there are basic legal needs that affect the provincial council and provincial governance that require action at the national level. One such area, often discussed by the provincial councils, is that of obtaining resources sufficient to enable them to fulfill their responsibilities, and to have sufficient power and authority to be recognized as a major provincial governance participant. Some of these needs apparently are being addressed in a revision of the provincial council law. It is likely however that this will remain a national policy issue for sometime, regardless of the final disposition of the law.

A related national policy issue is that of inconsistencies and conflicts among various existing provincial governance/ administration laws. It is likely that these laws will create or contribute to additional conflicts within the government and among the provincial governance actors. ALGAP and USAID have discussed this issue with the government on a number of occasions during the past year, and offered to provide some technical assistance with the analysis that could provide a basis for redressing the conflicts. The government has not considered this to be a high priority, although recognizing that the problem does exist. Despite the past reticence of the government to undertake a major effort to resolve the legal conflicts this work plan includes a component to undertake an initial study that could be made available to the government for future use.

Analysis of National Legal Framework for Provincial Governance and Administration

This study, to be undertaken by a team of Afghan and expatriate consultants would identify the major areas of conflict in the national laws that, in fact, have been developed over many years. This study would result in a report that would clearly presents a discussion of the major inconsistencies.

The utilization of the study by the government could take many forms, ranging from developing corrective legislation to focusing, in the short term, on the issues.

At a minimum, ALGAP proposes to raise the question again, with USAID support, with the government to at least examine the dimensions of the issue so a determination could be made of what, if any corrective action could be taken.

Time Frame: February 2007 – April 2007

Level of Effort: 2 international legal consultants; 2 Afghan legal consultants

II. Provincial Council and Governance Capacity Building

Providing technical assistance for provincial councils and governance has been and is a major ALGAP priority. The technical assistance is provided in two major forms: capacity building workshops and individual support and review.

A. Capacity Building Workshops

During 2006 ALGAP developed six capacity building workshop modules, five of which have been conducted with most of the provincial councils. These workshops were reviewed and revised to insure that they are relevant for non provincial council participants. The first of these are being conducted during December with additional workshops scheduled for January and February. The sixth workshop module has just been completed and will be made available to provincial councils and governance participants beginning in late December and January 2006.

Five capacity building workshops have been developed and conducted with the provincial councils of 33 provinces:

- Basic Administration,
- Meeting Management,
- Work Plan Development,
- Information Gathering,
- Action Planning.

During the review process the information gathering and action planning workshops have been combined to present a more integrated workshop. Thus this list of five workshop modules has been reduced to four, but with the same materials and skills being addressed.

This work plan provides for the previously developed workshops to be made available to other provincial governance participants on a request or as needed basis. To help foster the development of closer relations with between the provincial councils and other actors, up to three provincial council members are being encouraged to participate in these workshops.

Each workshop will include approximately 20 people from different departments and organizations. A requirement for participation in the workshops is that the individuals commit work together both during and after the workshop to the maximum extent possible.

Scope of Participation

It is estimated that in at least 20 provinces 4 of the early workshops will be conducted for provincial governance actors during the period from December 2006 through May 2007. The total level of participation under this assumption would be approximately 1600.

Time Frame: The workshops can be scheduled on a provincial basis depending upon the needs and schedules of the participants and other ALGAP activities from December 2006 through May 2007

Technical Assistance Provider: ALGAP Province Based Facilitators with a team of two conducting each workshop.

B. Budget Development and Review Workshop

The newly developed Budget Development and Review workshop is being made available in all provinces. This workshop focuses on developing a familiarity of the budgeting process and cycles in Afghanistan. While there is little budgeting currently occurring at the provincial level, it is anticipated that provincial governance actors can benefit from understanding the process and how and when presentations can be made.

Scope of Participation

This workshop is being planned for provincial councils along with other provincial governance actors. It is estimated that in 28 provinces 2 of these budget and review workshops will be conducted with approximately 20 individuals per workshop, or a total of 1120 participants throughout the country.

Time Frame: The workshops will be scheduled starting in early January 2007 and can occur through May 2007.

Technical Assistance Provider: ALGAP Facilitators with expert consultants as needed.

C. Provincial Planning Support

ALGAP wishes to support and offer, as needed, provincial planning workshops to introduce basic planning concepts and processes and familiarize the participants with planning resources and sources of information. Support in this area will benefit from and build on the existing information gathering and action planning workshops already developed and conducted.

Since there is currently a great deal of focus on provincial planning, ALGAP is assessing what is currently available to determine how or whether skills development can be provided for a provincial council members and a broad range of provincial governance participants.

D. Communication Capacity

Communication skills and abilities are vital for provincial councils to fulfill their responsibilities and roles. It is clear from the provincial council law that the councils are expected to be a conduit of information to and from the people, to represent the people with the government and to work effectively with government and non government agencies and organizations. The same skills and abilities are required of all provincial governance participants

To assist the provincial councils and governance actors in developing or refining these skills, ALGAP is negotiating with several communications organizations in Afghanistan to provide some basic workshops and mentoring. The focus of this effort is how to effectively provide information to and get information from the public; to work effectively with various media; and to determine what communication options are available where the media is not a viable option, e.g. in rural areas.

ALGAP staff is working with provincial councils and other provincial in developing realistic actions plans for a provincial information dissemination program that could include, but not be limited to:

Newsletters: Provincial and Regional

ALGAP is currently providing limited technical assistance to provincial councils with respect to the establishment of a provincial newsletter. At this stage the technical assistance efforts are focused on assisting the councils in identifying their local audiences and determining the most effective ways of reaching them.

As this assistance is provided the question of sustainability is raised. How a newsletter, or other communication channel, can be largely sustained with local support, i.e. without become dependent upon donors or the government. One consideration here is what can be done locally with a minimal paid staff. Initial assistance and guidance is underway with a few provinces to determine how information can be most effectively made available to various audiences.

Level of Assistance: It is projected that technical and limited financial assistance will be provided to 15 provincial councils for a three month period.

Time Frame: Newsletter or other provincial level information sharing assistance will occur between December 2006 and May 2007. The final time for the initiation of any assistance will be March 2007.

District Consultation Tours

Provincial Council and other Provincial Governance Actors. Direct communication with the public is a basic requirement for the provincial councils and indeed for other provincial governance participants. In early discussions with the councils it was clear that many of the members were not familiar with their own provinces; that they had not had the opportunity to travel around the provinces to meet and talk with the people.

Based on this information ALGAP assisted the provincial councils with an initial district consultation trip in early 2006. These consultation trips proved to be popular, reportedly with the public as well as with the council members. It is significant that in some instances the provincial councils were accompanied by government officials, eg from some departments.

ALGAP is again offering to assist with district consultation trips. The provincial councils have been invited to prepare and submit an action plan for district consultation trips around the province during the period from December 2006 through May 2007. Twenty two of the thirty four provinces submitted an initial indication of interest in the trips and are now working with the ALGAP PBFs in developing a plan. In addition, the provincial councils are being urged to invite some government or other non government officials or members to participate in the trips.

Level of Participation: It is projected that 24 province, with approximately 300 provincial council members, will participate in at least one district consultation.

Time Frame: The trips are to be scheduled between December 2006 and May 2007

Activity Resource: ALGAP Province Based facilitators and program associates will assist with the development of the trip plans.

International Study Tours

Exposure to ideas and options for provincial or other sub national government is lacking among the provincial council and provincial governance actors. To provide some exposure and to continue to foster the development of close relations, two international regional study tours are planned. The study tour program will incorporate pre departure preparation, a post tour debriefing and a commitment to work with ALGAP and other participants in sharing their insights and ideas.

Level of Assistance: The tentative plan is to conduct two international regional study tours in the March – April time period for a maximum of 40 local governance actors.

Assistance Provider: ALGAP Program Associates and an anticipated expat staff / consultant will guide the planning of the study tour. Funding for the tour will be provided through ALGAP program funds.

E. Ongoing Technical Assistance

In at least 30 provinces the provincial councils will be assisted in reviewing and updating Work plans and Action Actions that were previously developed. These reviews are likely to be conducted in mini-workshops, i.e. workshops or meeting that are of relatively short duration and are designed and implemented locally and on an ad hoc or as needed basis. Since these are locally controlled and do not require prior approval from ALGAP it is difficult to estimate the number of such interventions.

Scope of Assistance: An estimated 24 provincial councils are expected to receive some form of individual assistance or tutoring each month. This assistance may take the form of a one or two hour advisory discussion or a review meeting with councils members.

Duration of Assistance: This assistance is on going and will continue through May 2007

Total Level of Assistance: Based on the assumptions stated here the total level of assistance will be 144 assistance interventions.

Gender Dimensions and Capacities of Council Members and Activities Support

Throughout the workshops and other project activities council members and project staff will be assisted in developing an understanding of gender issues and exploring how these can be incorporated into their daily activities for the benefit of all. These activities will be undertaken by ALGAP in collaboration with other projects.

III. Institution Building

In addition to the capacity building activities and support mentioned above, the provincial governance can become institutionalized and strengthened by enabling the participants to gain broader knowledge about provincial governance options and to learn from the experience of provinces within the country and to undertake some joint or shared activities.

A. Newsletters and Success Stories

To support provincial council and governance with institutionalizing specific practices, ALGAP is proposing to provide very modest financial support for the publication of several provincial governance newsletters. This is intended to build on the capacity building activities mentioned above, and to reinforce the concept of independent sustainability.

Level of Assistance: It is estimated that 15 provinces will be able to participate in this program. This means that that they will develop a realistic plan and be ready and able to implement it between January and May.

B. Provincial Governance Exchanges

The exchange information and experiences among provincial governance actors can be a highly effective way for promoting cooperation among provinces, and for fostering new approaches to provincial situations.

ALGAP plans to sponsor provincial governance exchanges. These will include provincial delegations comprised of provincial councils and selected other provincial governance actors.

The exchanges again will be based on the development of a plan and agenda, and include provision for broadly sharing the ideas at the conclusion of the exchanges.

Level of Assistance: It is expected that 15 exchanges may be conducted between December 2006 and May 2007. Each exchange delegation would be limited to five individuals from different provincial governance participants.

C. *Regional Provincial Council Conference*

Regional conferences were conducted in March - April 2006 and were viewed by the provincial councils to be beneficial. An additional Conference in each region is being planned for the spring 2007. The conferences are expected to two to three days in length. The conferences are to be planned by a regional committee with the assistance of the ALGAP PBFs and are to include provincial council and other provincial governance actors.

While the programs are to be developed by the committees, it is likely that they will disseminate information regarding emerging national developments that affect the councils specifically and sub-national governance in general. It is also expected that some conferences will develop a regional or at least multi – provincial action plan to address one or more major programs or issues confronting them.

For example current discussions with provincial councils and government officials indicate a broad and strong interest in addressing, at provincial level, such areas as security and corruption. It is therefore likely that the regional conferences will incorporate these and other locally identified issues as part of the conferences.

Level of Assistance: Six regional Provincial Conferences are anticipated.

Assistance Provider: ALGAP PBF and Program Associates with planning

D. *Special Purpose Conferences and Workshops*

Provincial councils in concert with governors and other provincial governance actors are requesting technical and financial assistance for provincial and/ or regional workshops to focus primarily on security and corruption issues.

ALGAP is providing technical assistance with the planning of the workshop and proposes to continue to do so. In addition, modest workshop expenses will be covered by ALGAP. A major focus of the ALGAP technical assistance is the development of a clear plan for the events and, whenever possible, to ensure that there is an action outcome; that the participants agree to take some action with respect to the issue addressed.

Level of Assistance: It is anticipated that 15 such workshop will be support between December 2006 and May 2007.

IV. Training and Facilitation Capacity Development

Facilitation and Training Capacity Development

ALGAP implementation requires facilitation and training skills that are in short supply in Afghanistan. To address this shortage, and to build for the future, ALGAP is continuing to undertake a major facilitation capacity building effort. This effort was initiated with the first work undertaken by ALGAP in organizing and implementing the orientation and organization programs for 34 provinces in October 2005 is continuing.

The facilitation and training capacity development encompasses two sets of activities, capacity development of individuals through workshops, individual guidance, and performance review and the development of workshop modules and materials. While the major focus of the facilitation workshops has been the ALGAP PBF some of the workshops have been opened to others. In additional the materials that are being developed are being made available to other individuals and organizations for use throughout Afghanistan.

The projected facilitation and training activities and incorporated into this work plan are:

Review of Workshop Methodology

Applications, Opportunities and Challenges. This workshop will bring together the individuals who have received either basic or advance training in the workshop methodology used by ALGAP. The goal of this workshop will be to identify ways in which the approach can be modified and improved for use in Afghanistan. A secondary goal will be to foster relationships among the individuals who have received training in this approach.

Level of Assistance: Approximately 80 individuals have received basic or advanced training in the workshop methodology being used by ALGAP, In addition there is a additional small group of people who had received the training earlier and would be invited to participate in the workshop.

Time Frame: Workshop would be scheduled for late February or early March

Assistance Provider: ALGAP staff and consultant will lead the planning for the workshop and will underwrite the basic costs for a two to three day event.

Module Preparation

For the workshop assistance being provided for provincial governance modules that are Afghan specific have been developed and implemented. One additional module is to be developed for use before the end of May 2007. The initial plan was for a module addressing /???.

V. Provincial Governance Civic Education

Successful local governance requires that the public, individuals and organizations, are aware of the roles, responsibilities and actions of the Provincial Councils and the Provincial Administration. In addition, the public must recognize their rights and responsibilities and exercise these, particularly with respect to communication with the councils and the administration. This awareness and motivation to act will require substantial time.

ALGAP is undertaking a multi-part civic education program to provide initial support for the creation of an environment that is conducive to participatory provincial governance.

The first phase of this civic education program was launched in November 2006 with the mobile theater program. From January through May ALGAP will conduct other components of the civic education program.

Provincial Roundtable Discussions

The Foundation for Culture and Civil Society conducted one roundtable discussion in 30 provinces during August through October 2006. The roundtables were discussions focused primarily on provincial councils and their roles and responsibilities. Roundtable participants were provincial council members and with one civil society representative. The roundtables were pre-recorded radio programs of one half hour.

Implementer: Foundation for Culture and Civil Society (FCCS)

Duration: 3 months

Target audience: General adults

Impact: Provincial radio stations

Mobile Theater: Bridge for the People

Sayara is using 7 theater troupes in 22 provinces in Afghanistan, performing a play that demonstrates and encourages interaction with the provincial councils. The play draws attention both to provincial councils and provincial governance and emphasizes opportunities for citizen involvement. ALGAP has worked closely with Sayara in planning the road map of the performances to ensure the broadest coverage possible.

Tentative plans have been made to record a Pashto and Dari version of the plan for subsequent TV and radio broadcast. A decision on this is pending.

The time frame for the radio and television presentations is expected to be in the February to April time frame.

Implementer: Sayara Media and Communication

Duration: November 29, 2006 to December 31, 2006

Target audience: General adults

Scope: 245 performances planned, subject to weather and security factors.

Nationwide Civic Education Campaign

A nationwide civic education campaign is being coordinated by ALGAP with the support of several subcontractors. Altai conducted a one month study to determine how best to portray or symbolize (brand) the idea of provincial councils and provincial governance before beginning to produce civic education material.

Following the study it was determined that it would be most effective to coordinate the remainder of the campaign with the assistance of a Civic Education Consultant and a Program Associate with a specialty in Civic Education. The ALGAP civic education program entails the following components

Provincial Governance Drama

Awaz will produce a radio and television series that will be broadcast for two weeks 14 segments --- followed by a rerun of the series. The programs will re-enforce the mobile theater program and message regarding provincial governance, the role of provincial councils and the need and opportunity for, and value of citizen involvement in provincial government

The television and radio programs will be augmented with the production and broad distribution of a photo Roman. This photo roman or drama will be a print summary of the two programs. It is expected to reach areas in which radio and or television are not available, and an audience with minimal literacy. An initial distribution of 150,000 copies of the photo drama will be distributed primarily utilizing direct distribution at provincial road gates throughout the country. Support from the Provincial Councils and other provincial governance participants is planned to result in the distribution of an additional 100,000-150,000 copies of the photo drama.

Implementer: Awaz

Duration: 6 months

Target audience: general adults

Implementation Process: TV and radio broadcast augmented by distribution of printed photo roman.

VI. Supporting Activities and Cooperation

ALGAP Coordination

ALGAP will continue to coordinate its activities with other provincial governance support programs. Currently the primary coordination efforts are the USAID Events Calendar, individual contacts in the field by the PBF, and active participation in the Provincial Council Working Group.

VII. Staffing

International Staff	
Position	Staff
Chief of Party/Senior Training Advisor	Douglas I. Grube
Director Administration/Finance	Michael W. Kidd

Afghan Technical Program Staff	
Position	Staff
Program Associate Regional Coordinator - West	Abdul Hamid Shorash
Program Associate: Regional Coordinator - East	Nizamudin Malyar
Program Associate: Regional Coordinator - Northeast	Maiwand Rahyab
Program Associate: Regional Coordinator - North	Abdul Qadir Rahimi
Program Associate: Regional Coordinator - Central, Central Highlands	Lailuma Social
Program Associate: Regional Coordinator - Central, Central Highlands	Abdul Hamid Kakaei
Program Associate: Training/Facilitation	Abdul Wasi Rahmani
Program Associate: Civic Education	Hafizullah Ghashtalai
Program Associate: Technical Assistance	Vacant

Afghan Administration & Support Staff	
Position	Staff
Office Manager	Naqib Arian
Administrative Assistant/Receptionist	Farzana Fayeq
Administrative Assistant/Logistics Support	Tawfeeq Azimi
Information Management Specialist	Mohammad Musa Shafiq
Driver	Abdul Wasi Mayar
Driver	Abdul Fatah
Cleaner/Office Maintenance	Ramazan Ali
Cleaner/Office Maintenance	Mohammad H. Hussainy
Translator & Interpreter	Vacant
Translator & Interpreter	

