



Afghanistan Local Governance Assistance Project (ALGAP)

Updated Work Plan Description and Explanation - February 2006

Introduction

This is an update of the Afghanistan Local Governance Assistance Project Work Plan submitted to USAID in August 2005. The update reflects developments that have occurred in the sub-national governance arena in Afghanistan in the past few months, particularly since the elections of the Provincial Councils in September, the subsequent election of *Meshrano Jirga* by Provincial Councils in November the related adjustment of the membership of the Provincial Councils, and the orientation and organization workshops conducted with 33 of the 34 Provincial Councils in November 2005.

This work plan reflects a commitment to work specifically with the Provincial Councils as well as with other sub-national governance actors and the public. Underlying the work plan update is the assumption that in the short term a major goal is to lay the basis for the more active involvement of the public in decision making processes at the provincial levels.

The effective functioning of the Provincial Council and the emergence of active provincial governance process entails the development of a broad range of relationships and a wide variety of issues that must be resolved. These include relationships among the Provincial Councils and between Provincial Councils and Provincial Administration; the receptivity of the public to an emerging political governance environment and fostering independent and autonomous Provincial Councils. This work plan focuses on supporting these and other issues in five principal focus areas:

- 1) Policy and National Issues
- 2) Provincial Councils and Governance Capacity Building
- 3) Training and Facilitation
- 4) Institution Building
- 5) Civic Education

I. Policy and National Issues

Throughout the project assistance will be provided as needed and requested with policy related issues that pertain to Provincial Councils and more generally provincial governance. Early issues are likely to relate to clarifying the roles of, and obtaining resources for, the Provincial Councils. Several issues emerged during the orientation and organization workshops that continue to need some resolution, e.g., the salaries and expenses of the Provincial Council members as well as operating costs for the council as a whole. Other issues that are emerging relate to the relationships between councils, provincial administration, national assembly and ministries.

➤ **Survey of Sub-National Governance Environment and Processes**

The Provincial Councils and sub-national governance in general and the Provincial Council development in particular, will evolve over time. To keep up to date on sub-national governance changes, many of which will be quite subtle, a two to three phase survey will sample provinces in all parts of the country. While the survey design and scope is to be determined in collaboration with USAID, OAA and MOI, it is anticipated that areas to be covered will include:

- Awareness of the Provincial Council and its role;
- Perceived value of the Provincial Council;
- Level of involvement with the Provincial Council, either through direct personal contact, participation in meetings or other Provincial Council forums;
- Resources used in addressing local problems, e.g., the Provincial Councils and/or traditional leaders and decision makers which may function outside the structure of the council and/or government.

II. Provincial Councils and Governance Capacity Building

A substantial portion of the technical assistance that is being provided is a series of action workshops conducted with the Provincial Council members to assist them in organizing and implementing their activities and fulfilling their roles and responsibilities to the maximum extent possible. Related to this, on an as needed or as requested basis, will be similar workshops with provincial administration officials, or where appropriate, joint workshops. These workshops, which will continue throughout the year, will include such areas as:

➤ **Initial Review of Activities and Actions by Provincial Councils**

Many councils have initiated activities even as they are further clarifying their roles and responsibilities, and obtaining basic operating resources. As a starting point for the workshop, the council members will be assisted in reviewing their activities to date and to assess how this relates to their mandate presented in the constitution and the Public Council Law.

➤ **Work Plan Development and Review**

Ongoing workshops will help councils develop and review a work plan with specific activities and responsibilities. Such a work plan will have the further advantage of providing the councils with a basis for determining an expense budget that can be presented to the government as part of a funding request.

➤ **Budget Development and Review**

Given their responsibility for providing some review of budgets and plans, councils will be assisted in developing a familiarity with basic finance management, particularly budgeting concepts and processes. It is expected that this focus will assist Councils to become familiar with the Afghan Government budgeting cycle and processes. Further, the financial management assistance will incorporate the development or refinement of skills to enable the councils to effectively provide comments and influence the budget process and develop and use effective budget monitoring tools and procedures.

➤ **Area Based Planning**

A specified activity for the council is to review and participate in the development of provincial development plans. To assist the councils to fulfill these responsibilities workshops will be conducted that introduce basic planning concepts and processes and familiarize them with planning resources and sources of information.

➤ **Public Information Processes**

Central to the council responsibilities is gathering information from the population, presenting it to the government and informing the public about their activities and those of the administration. To enable councils to fulfill these responsibilities, workshops will focus on working effectively with a variety of approaches to gathering information from the public. These include obtaining needed supplemental information, analyzing and presenting the information both to the public and the government, and informing the public about the activities of the council and issues and problems with which the council is working. This will be achieved through public events or other opportunities for the public to express their needs and problems. Specific approaches that will be developed can include the effective use of public hearings and meetings, building on traditional *shura* approaches, developing effective working relationships with the print media, radio, and television as well as developing the ability to utilize new technologies to collect and convey information.

➤ **Policy or Position Development and Presentation**

The ability of the councils to effectively develop and present opinions and positions with respect to public concerns and priorities will require the analytical ability to create those opinions or positions as well as the ability to effectively present them to the government. The councils can be assisted in learning what resources are available locally to assist in these processes, and how positions can be presented to the government, often working in collaboration with other councils and groups.

➤ **Officer Roles and Skills**

Each council has several officers, including President, Deputy President and Secretary. The clarification of these roles and the development of the skills required for the effective function of these officers will be undertaken through an ongoing series of workshops designed specifically for the officers.

➤ **Gender Dimensions and Capacities of Council Members and Activities**

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. Training and Facilitation

➤ **Training and Facilitation Capacities**

The implementation of this program requires facilitation and other skills that are in short supply in Afghanistan. To address this shortage and to build for the future, ALGAP is supporting three major activities:

Facilitator Development

A fundamental capacity building effort will be that of developing facilitation and consulting capacities of a core group of facilitators who will work with Provincial Councils on issues of process, i.e., how the council can work effectively, and in developing substantive knowledge to introduce and effectively facilitate the workshops mentioned above.

This activity entails the selection of approximately 34 Local Facilitators, i.e., one for each province; and hiring two senior facilitators to work on a full time basis with the ALGAP staff, as mentors with other council facilitators and in a few instances as facilitators with councils in the Kabul area.

This selection process has been started with a systematic review of the facilitators that worked with the councils during the Orientation and Organization Workshops in November.

Training Inventory

Work is continuing in cooperation with the UNPD and IARCSC in developing an inventory of management related training programs that have been offered for the central, provincial and district officials.

The inventory is being developed since there is little specific information about the training that has been or is being offered to these groups. While anecdotal data suggests that substantial training has been conducted, it remains difficult to clearly identify what has been offered for which groups.

It is anticipated that, with the assistance of the inventory, it will be possible to more clearly identify training gaps, and to lay a basis for future training needs and conducting training impact evaluations.

Training Providers Inventory

A major limitation for capacity building is the lack of qualified trainers and related service providers. This apparent overall lack of resources is compounded by a lack of information about the available resource, at both the central and provincial levels.

To foster the development of training and capacity building resources an ongoing effort is being made to identify existing resources, particularly Afghan, and to provide this information to a broad audience.

This effort is a corollary to the training inventory mentioned above. For ALGAP purposes, a major focus of this inventory will be Afghan resources located at the sub-national level.

➤ **Regional Training/Capacity Building Conference**

ALGAP is planning to co-sponsor regional conferences for individuals and organizations providing and using training services. The specific purpose of the regional conferences, to be finalized with the participation of a regional conference advisory group, will be:

- To enable training providers to become acquainted with each other and to explore possible areas of collaboration as well as types of capacity building activities that could be conducted for the mutual benefit of the providers;
- To enable training providers and users to become more aware of the needs and resources of one another and to determine how mutually beneficial relations can be developed.

➤ **National Training/Capacity Building Conference**

In coordination with the IARCSC and the UNDP, ALGAP is exploring the possibility of sponsoring a national conference or forum that will bring together training/capacity development providers and the organization and agencies that are, and will be, in need of these services.

IV. Institution Building

The effectiveness of the councils is likely to be enhanced as they work in concert with each other. The development of these working relationships will be supported through several activities and initiatives.

➤ **Print Newsletter**

The OAA has proposed that a periodic written newsletter be produced. ALGAP is planning to assist, as desired, in the formulation of a plan for such a news letter and assist in developing a business plan for it. Depending on the final plans, ALGAP, with USAID concurrence, can provide some technical and limited financial support.

It is anticipated that an editorial board will be developed with primary representation from Provincial Councils. Details of a sustainable organization approach for a printed newsletter is being prepared by the project.

➤ **Audio Newsletter and Reference**

Augmenting a written newsletter will be the development of an audio reference resource and newsletter that can be produced on a monthly basis. This audio publication is increasingly feasible with advances in the technology of Voices for Humanity and their willingness and ability to adapt the technology to the specialized needs of sub-national governance.

A proposed working outline of the content of the audio publication includes: resource materials, e.g., the Provincial Council Law, the Law on Provincial Administration; the constitution—particularly articles 37 and 38 that address the Provincial Councils; current information and news from Provincial Councils around Afghanistan; best practices; successful approaches to effective relations with the Governor and other provincial actors; civic education materials that address the question of provincial governance and help to create a climate for public participation in decision making. These latter materials may also be included in other audio programs, e.g., those supported by Afghanistan Parliamentary Assistance Project (APAP), as well as education and health projects.

➤ **Regional Provincial Council Conference**

At least one conference each year will be held in each of the six regions. These conferences of two to three days in length are likely to offer information dissemination about new or emerging trends or developments that affect the councils specifically and sub-national governance in general.

A first round of conferences is expected to be held in March – April 2006 in the respective regional centers. Whenever possible, future conferences can be held in other locations within the region.

The regional conferences programs are expected to be developed by a council program advisory group in collaboration with the project staff and other support groups.

➤ **National Provincial Council Conference**

To further foster some cohesion among Provincial Councils and to inform councils about activities, accomplishments and innovations, and sub-national governance issues, a yearly national conference is anticipated to be held, with the first in the fall 2006.

The development of the conference program would be guided by a national program advisory board comprised of individuals from Provincial Councils in each region.

This conference might be expanded to include other sub-national governance participants, e.g., civil society and governance.¹ This will require the collaboration and joint funding of other projects and agencies.

V. Provincial Governance Civic Education

It is clear that success in fostering effective local governance will require 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.

ALGAP will undertake a civic education multi-part civic program that will include mobile theater groups as well as illustrated booklets. Both of these civic education approaches have proved to be popular and effective in Afghanistan.²

Arrangements are being made to collaborate with APAP and the Civil Society Project in sponsoring a series of complementary mobile theater productions, and, where possible, to utilize the productions for audio performance, i.e., on radio or the VFH or similar approach.

It is anticipated that the theater activities will start in early spring, as the weather improves, and continue throughout the summer and fall 2006. Discussions are underway with several providers to clarify what can be done within this period of time and in concert with the other projects.

¹ It is likely that a national conference will benefit from the support of several international donors as well as the Government of Afghanistan. Some funding for the conference, it is hoped, will be included in the budget for the Provincial Councils for the fiscal year beginning in March 2006.

² Expressions of interest have been received from organizations to undertake, under a contract arrangement, some part of the overall ALGAP sponsored Civic Education activities. An information meeting is being held on January 26, 2006 with these organizations to provide more information to them regarding the project needs.

V. Supporting Activities and Cooperation

➤ PRT Coordination

The project will continue to seek ways of coordinating activities with the PRTs throughout the country. This will have two levels of activity. First, the COP or his designee will contribute to coordinating efforts at the central level. Second, ALGAP will seek ways of working more closely with the PRT Field Officers within a framework developed and jointly agreed by USAID and the PRT.

➤ Interagency Coordination

As requested and appropriate within the framework of the contract, ALGAP will continue to collaborate with the development of strategy and/or policy statements related to sub-national governance and/or program implementation.³

Further, ALGAP staff will contribute to ongoing assistance coordination efforts as requested by USAID. These may include participation in coordination meetings, developing and reviewing policy and program statements and strategies, coordination meeting with Government of Afghanistan Ministries and Departments, UNAMA, UNDP, World Bank, Asian Development Bank, ISAF, and NGOs, e.g., AREU. These activities are recognized as an integral part of the work of ALGAP and a legitimate use of resources.

VI. Reporting

The project recognizes the reporting processes with:

- Staff: Weekly Summary Report of Activities, Issues and Accomplishments by each staff member for each of the major project areas.
- ALGAP Monthly Report will be prepared and submitted to USAID and to the ARD headquarters by the 3rd working day of each month.
- ALGAP Quarterly Report: The quarterly report will be submitted to ARD headquarters for review and formatting by the 10th of the first month of the succeeding quarter.
- GeoBase Update: Once the GeoBase has been established for ALGAP, it will be maintained, and updated on a monthly basis, or as otherwise requested by USAID.

³ The COP has been asked to participate in a broad range of coordination and planning meetings. The project is please to participate in these. It is, however, necessary to recognize that this participation is a legitimate part of the overall ALGAP activities and responsibilities and requires some, at time substantial, personnel resources.

VII. Staffing

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

Afghan Technical Program Staff	
Position	Staff
Senior Program Specialist	To be filled if contract is extended
Senior Program Specialist	
Program Associate Regional Coordinator (West); Audio Production Coordinator; Backup for Civic Education	Mohammad Jan Sharifi
Program Associate: Regional Coordinator (South); Civic Education Coordinator; Backup for Audio Production	Mahboobullah Oryakhel
Program Associate: Regional Coordinator (East); OAA Contact Coordinator; National Provincial Council Conference Co-Coordinator	Jamal Nasir
Program Associate: Regional Coordinator (North/North East) Facilitator Development Coordinator	Qayoom Bassam
Program Associate: Regional Coordinator (Southeast); Gender Coordinator; National Provincial Council Conference Co-Coordinator	Bilquees Daud
Program Associate: Regional Coordinator; Regional Conferences Coordinator	Lailuma Social
Program Associate: Training/Facilitation; Materials Design and Adaptation; Coordination with Other training/facilitation providers	Vacant
Program Associate: Newsletters Compilation and Editing; Coordination of Translation of Materials	
Program Associate: Technical Assistance: SWM or Similar Project	
Program Assistant: Program Assistance to Program Associates; Backup for Regional Coordination	
Program Assistant: Program Assistance to Program Associates; Backup for Regional Coordination	

VII. Staffing (*continued*)

Afghan Administration & Support Staff	
Position	Staff
Office Manager	Naqib Arian
Administrative Assistant/Receptionist	Farzana Fayeq
Administrative Assistant/Logistics Support	Vacant
Information Management Specialist	Fayez Ahmad
Translator & Interpreter	Jamil Sediqi
Translator & Interpreter	Ahmad Shekib Mostaghni
Driver	Abdul Wasi Mayar
Driver	Abdul Fatah
Cleaner/Office Maintenance	Ramazan Ali
Cleaner/Office Maintenance	Mohammad H. Hussainy

Afghan Short Term Consultants	
Position	Duration
Sub-national Governance Policy Research	3 Months
Sub-national Governance Policy Research	3 Months

Key Intermittent and Long-term International Consultants⁴	
Position	Duration
Financial Management Advisor/Trainer	3 Months
Area-based Planning Specialist	3 months
Training/Facilitation Specialist	9 Months
Local Governance Specialist	4 Months
Gender Specialist	3 Months

⁴ Periods on based on assumption of current contract ending September 2006; Extension of contract beyond that would entail extension of number of consultant months or the conversion of a consultant position into one long term position.

VIII. Program Activity Calendars

Calendar summary of activities and tasks - Focus Area 1: Policy and National Issues

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
1A) Survey of sub-national governance environment and processes <i>Note: Surveys are planned at six month intervals assuming project extension</i>	A.1: Design study assessing sub-national governance environment and status												
	A2: Identify and contract competent consultant to prepare work												
	A3: Review study design and methodology												
	A4: Conduct field study and analyze data												
	A5: Prepare draft report												
	A6: Conduct review workshop with stakeholders and survey respondents/participants												
	A7: Revise report; prepare Dari, Pashto and English versions and disseminate report to sub-national and national stakeholders												

Legend

 Execution during current contract period ending 28 September 2006

 Execution during 2006 with contract extension beyond 28 September 2006

Calendar summary of activities and tasks - Focus Area 1: Policy and National Issues

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
1B) Policy support study	B1: Identify policy study related to sub national governance:[topic to be determined in collaboration with government and USAID and should be future oriented												
	B2: Identify international and local consultant												
	B3: Conduct study												
	B4: Present study results and finding with national and sub national leaders, council members, provincial administration and other relevant stakeholders												

Calendar summary of activities and tasks – Focus Area 2: Provincial Councils and Governance Capacity Building

Activity	Task	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
2A) Provincial governance capacity building workshop 1	A1.Design workshop to review initial activities of provincial council		■	■									
	A1: Conduct work shop Provincial Council members to review activities; prepare reports of meetings		■										
	A2: Present ideas and activities that have been expressed by other councils		■										
	A3 Identify needs and needs and conditions of each provincial council		■										
	A4: Develop Provincial Council work plan ⁵		■	■									
	A5: Prepare workshop reports and work plan summaries and distribute broadly			■	■	■							
	A6: Prepare summary of workshops and share with other councils, the administration and other provincial actors, information about major decision and actions				■	■	■						

⁵ Facilitator preparation and the development of workshop materials are included below.

Calendar summary of activities and tasks – Focus Area 2: Provincial Councils and Governance Capacity Building (continued)

Activity	Task	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
2B) Provincial governance capacity building workshop 2	B1: Design workshop on financial management												
	B2: Develop financial management background materials for use in the workshops. [Review materials after each workshop based on experience in using them]												
	B3: Develop council budgets and review provincial budgets												
	B4: Conduct workshop												
	B5: Prepare summary of workshops and distribute to other councils, the administration and other provincial actors, information about major decision and actions												
2C) Provincial governance capacity building workshop 3	C1: Design workshop on area based planning												
	C2: Develop area based planning workshop materials to introduce basic concepts and processes												
	C3: Conduct workshops; Starting with basics of mission/ vision development and short term goals												
	C4: Review accomplishments and assigned tasks to be completed by next workshop. prepare summary and disseminate outcomes of planning workshops, i.e., progress in developing a provincial plan												

Calendar summary of activities and tasks – Focus Area 2: Provincial Councils and Governance Capacity Building (continued)

Activity	Task	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
2D) Provincial governance capacity building workshop 4	D1: Design public information processes workshop												
	D2: Develop training materials in public information gathering												
	D3: Conduct workshops												
	D4: Prepare summary of workshop and share with other councils, the administration and other provincial actors, information about major decision and actions												
2E) Provincial governance capacity building workshop 5	E1: Design progress review workshops and materials												
	E2: Conduct progress review workshops [To be conducted on a rolling basis based on information and requests and supported by intervening interviews by province based facilitators												
	E3: Workshops to incorporate portions of initial round of workshops, i.e., financial management, public information, policy development												

Calendar summary of activities and tasks – Focus Area 2: Provincial Councils and Governance Capacity Building (continued)

Activity	Task	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
2F) Provincial governance capacity building workshop 6	F1: Design Policy or position development and presentation) Policy or position development and presentation												
	F2: Develop materials in public policy presentation												
	F3: Conduct workshops												
	F4: Prepare and present policy positions ⁶												
2G) Provincial Councils officers roles and responsibilities workshops	G1: Design workshops for Provincial Council officers:												
	G2: Conduct workshops for Provincial Council officers.												
	G3: Prepare reports on conclusions, resolutions, and ensure their dissemination												

⁶ Position development is an activity that is expected to be an ongoing process.

Calendar summary of activities and tasks – Focus Area 2: Provincial Councils and Governance Capacity Building (continued)

Activity	Task	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
2H) Gender dimensions and capacities of council members and activities (3 workshops, alternating months)	H1: Consultancy to guide Provincial Council members in identifying gender issues relevant to the project, provincial councils, provincial administration and provincial governance												
	H2: Conduct workshops with project staff and facilitators on gender dimensions and capacity development of provincial council members												
	H3: Develop training materials addressing gender issues												
	Prepare reports on conclusions, resolutions, recommend actions and ensure their dissemination												

Calendar summary of activities and tasks - Focus Area 3: Training and Facilitation

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
3A) Facilitator development	A1: Identify, select, contract senior and province-based facilitators		■										
	A2: Provide enhanced facilitation and training skills development to facilitators [Ongoing activity with workshops at 6 week intervals]		■	■	■	■	■	■	■	■	■	■	■
3B) Training inventory: Conduct inventory of training for central, provisional and district officials (program staff)	B1: Establish inventory methodology in collaboration with UNDP, IARCSC; commence data collection		■	■	■	■							
	B2: Conduct study of training/capacity building activities and update information on a quarterly basis		■	■	■	■							
	B3: Disseminate inventory data to Provincial Councils, collaborating organizations, other recipients						■						
3C) Training providers inventory: database development, maintenance (program staff)	C1: Establish inventory methodology in collaboration with other partner, collaborating organizations			■	■								
	C2: Compile directory and inventory of training/capacity building providers that are available for government and private users			■	■								
	C3: Disseminate directory to central and provincial government and councils, businesses, NGOs, donors, and other collaborating organizations.					■	■	■	■				
3D) Regional training/capacity building conferences (every 6 months). 2-day conferences to be held in 6 regions	D1: Co-sponsor organization of semi annual regional training/ capacity building conferences in collaboration with identified advisory group				■								
	D2: Facilitate/support the design of the conferences by regional advisory groups				■								
	D3: Conduct the regional conferences				■						■		

Calendar summary of activities and tasks - Focus Area 3: Training and Facilitation *(continued)*

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
3D) Regional training/capacity building conferences (every 6 months). 2-day conferences to be held in 6 regions	D4: Prepare conference reports, including major activities and plans and disseminate reports to all participants and to participants in other regional training conferences												
3E) National training/capacity building conferences (annual)	E1: Co-sponsor organization of national conference in collaboration with IARCSC and UNDP												
	E2: Support the design of the conference by local trainers/facilitators												
	E3: Conduct the national conference												
	E4: Provide technical support for the preparation of the conference activities, plans and outcomes report on conference conclusions (acts) and resolutions												
	E5: Disseminate report and recommendations broadly through the government, councils, private sector, NGOs, and other relevant groups												

Calendar summary of activities and tasks - Focus Area 4: Institution Building

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
4A) Assist OAA with development of plan for a print newsletter/ magazine	A1: Assist OAA in formulation, of basic plan for the publication of a printed news letter for Provincial Councils and the provincial governance stakeholders.												
	A2: Provide editorial plan development assistance												
4B) Audio newsletter and reference	B1: Determine the content of the information program												
	B2: Identify and contract audio production services												
	B3: Review, validate the program												
	B4: Finalize program recording and distribute												
4C) Regional Provincial Council conference (every 6 months)	C1: Support the design of the conference3 programs and the development of required materials												
	C2: Provide technical and financial support for the conduct of regional conferences												
	C3: Provide technical and financial support for the preparation of conference actions, conclusions (acts) and resolutions, and ensure their dissemination												

Calendar summary of activities and tasks - Focus Area 4: Institution Building *(continued)*

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
4D) National Provincial Council conference (annual)	C1: Provide technical and financial support for the design and organization of a national training/ capacity building conference												
	C2: Organize and facilitate national conference												
	D3: Prepare report on conference conclusions (acts) and resolutions, and ensure their dissemination												

Calendar summary of activities and tasks - Focus Area 5: Civic Education

Activity	Tasks	2006											
		J	F	M	A	M	J	J	A	S	O	N	D
5A) Mobile theater	A1: Determine themes, subjects for presentation		■	■									
	A2: Identify, contract organizations, acting troupes.			■									
	A3: Develop, rehearse; review, validate production			■	■								
	A4: Stage plays on local governance by village theater groups in selected provinces					■	■	■	■				
5B) Illustrated booklets on local governance themes	B1: Identify qualified consultants and artists		■	■									
	B2: Define methodology; prepare draft versions			■	■								
	B3: Review and approve drafts; translate in national languages				■	■							
	B4: Print booklets					■	■						
	B5: Distribute booklets to Provincial Councils and other targeted clients							■	■	■	■	■	■

