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AFGHANISTAN

LOCAL GOVERNANCE ASSISTANCE PROJECT (ALGAP)

FINAL REPORT

JUNE 2007

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ACRONYMS AND ABBREVIATIONS

ALGAP	Afghanistan Local Governance Assistance Project
ASP	Afghanistan Stabilization Program
BBC AEP	British Broadcasting Service Trust Afghan Education Projects
FCCS	Foundation for Culture and Civil Society (FCCS)
GOA	Government of Afghanistan
IARCSC	Independent Administration Reform and Civil Service Commission
NGO	Non-governmental Organization
PBF	Province-Based Facilitator
PC	Provincial Council
PMU	Program Management Unit
USAID	United States Agency for International Development

I.0 INTRODUCTION AND BACKGROUND

The Afghanistan Local Governance Assistance Project (ALGAP)¹ was a USAID project implemented by ARD, Inc. from October 2004 through June 2007. The activities, results, and achievements of ALGAP have been documented in detail through quarterly progress reports and consultant technical deliverables, as well as specialized performance monitoring and lessons learned reports. The present final report is submitted as a summary description of project implementation.

The focus of ALGAP's activities evolved considerably over the course of its implementation in response to new opportunities and to changes in conditions affecting sub national governance. The final report covers two distinct periods: 1) an initial 9-month phase during which ALGAP was focused on providing support to the Afghanistan Stabilization Project (ASP), and 2) a 24-month period during which ALGAP's focus was re-oriented to providing direct assistance to provincial governance institutions. ALGAP was originally intended to run for two years, from October 2004 to September 2006. Based on the project's success in strengthening the capacity of provincial governance actors, in August 2006 USAID extended the project through June 26, 2007. Funding for the 33-month contract totaled \$7,549,131.

Project Objectives

The purpose of the ALGAP project as stated in the task order was: "To strengthen sub national government and governance."² The overall objective to which the task order pertained was to develop the capacity of the Government of Afghanistan in carrying out legitimate government functions at the sub national level.

Intermediate results included:

1. A favorable national enabling environment;
2. Infrastructure improvement at provincial and district levels;
3. Strengthened financial, administrative and managerial capacity at provincial and district levels; and
4. Creation of opportunities for citizens to interact with provincial and district authorities in setting priorities for sub-national governance.

¹ For the first six months of operation ALGAP was named *Local Government Assistance*. The name was changed to reflect the broad scope and purpose of the project.

² Reference: AEP I-00-00-00016-00 Task Order No. 809.

2.0 IMPLEMENTATION AND RESULTS

2.1 INITIAL PHASE, OCT. 2004-JULY 2005: FOCUS ON AFGHANISTAN STABILIZATION PROJECT

When the request for task order proposal was drafted in April, 2004, the key target was seen as the Afghanistan Stabilization Program (ASP). ALGAP was designed to provide technical assistance to the Government of Afghanistan project, which had been established in 2004 to assist with the physical and capacity building needs of district administrations and the soon-to-be elected District Councils. ASP was comprised of four units: District Infrastructure Development (DID), Administrative Reform and Capacity Building, the Provincial Stabilization Fund (PSF), and Project Management. ASP was one of the 12 national priority projects of the Government of Afghanistan (GOA) intended to provide immediate short-term assistance and support to sub national government. ASP was to be guided by an inter-ministerial task force.

ALGAP's specific tasks were to strengthen the ASP Project Management Unit to assist with the supervision of district and provincial government administration buildings, to provide guidance and technical assistance to the ASP Administrative Reform and Capacity Building Department, and to advise the ASP Provincial Stabilization Fund (PSF). In addition, ALGAP was to provide technical assistance in area-based planning to other GOA and USAID projects, and to assume a tracking and coordinating role for construction of public buildings being undertaken at the province and district levels by a variety of donors and projects.

Before ALGAP was even launched, however, in the fourth quarter of 2004, the ASP project context had changed dramatically. The district council elections, which had been scheduled for October 2004 were postponed indefinitely (and as of July 2007 have still not been held). The Inter-ministerial task force charged with supervising ASP met only sporadically. The ASP was co-opted by the Ministry of Interior which fired the director of the PMU and installed the Deputy Minister for Government Affairs as the PMU Director.

Key activities accomplished:

Over the course of the first nine months of project implementation, ALGAP staff and consultants undertook a variety of activities in support of ASP and the PMU. These included the following key activities and deliverables:

- Technical assistance and mentoring of ASP staff to clarify ASP training and capacity building goals for subnational government personnel, and to review proposed training plans and proposals from NGOs and other training providers;
- A review of the procurement policies and practices of ASP, as contrasted with those of the GOA and ASP donors, analyzing divergences and providing recommendations for modifications;
- A study of Afghan budgeting and financial management systems, conducted in consultation with the Independent Administration Reform and Civil Service Commission (IARCSC) and the ministries of

economy and finance, identifying issues and topics that might be included sub national government training programs;

- A study of area-based or provincial planning in Afghanistan that assessed the status of planning processes, tools, and capabilities at the subnational level, and provided detailed recommendations for encouraging and enhancing participatory processes.
- A district-level information collection process used by ALGAP and ASP staff to guide the development of training and capacity-building activities and construction decisions regarding the appropriate size and use of proposed district administrative buildings.
- Regular tracking and reporting for USAID and other ASP donors of ongoing or planned provincial and district infrastructure projects;
- Training program and manual for ASP and ALGAP staff on procedures and approaches for monitoring construction projects, organized by an ALGAP physical infrastructure consultant with the assistance of engineers from the Management Systems International-implemented courthouse construction project.

Despite the intensive support of ALGAP staff and consultants, progress in implementing the project was hampered by continuing dysfunctions within ASP. The ASP was poorly staffed and ill-prepared to contribute to the staggering tasks of building a functional government administration in Afghanistan's geographically and socially diverse provinces in the chaotic first years following the overthrow of the Taliban. More critical, however, was the absence of leadership. The Deputy Minister (and ASP manager) proved to be antipathetic towards local governance and refused to have any capacity building targeted at either the provincial or district administrations. He demonstrated little commitment to strengthening ASP's own management and implementation capabilities. The lack of leadership and financial transparency within ASP led to a gradual withdrawal of donor support. The Provincial Stabilization Fund, which called for annual grants to the 34 provinces of \$2.5 million per year, was never funded and grants never disbursed.

In the face of the overwhelming difficulties of the ASP, USAID decided, in July 2005, in consultation with ALGAP, to refocus the project on other tasks consistent with the project's purpose of strengthening sub national governance. At the time, the Government of Afghanistan and donors were preoccupied with upcoming National Assembly election; little attention was being devoted to the provincial council elections. USAID agreed to assume a major role in building public awareness about the provincial governance and provincial council elections scheduled for September 2005, with ALGAP as the principal implementer. ALGAP's work in direct support of provincial governance institutions occupied the remaining 24 months of project implementation and is detailed in Sections 2.2 below.

2.2 SECOND PHASE, AUG. 2005-JUNE 2007: FOCUS ON DIRECT SUPPORT TO PROVINCIAL COUNCILS AND GOVERNANCE

By mid-2005, approximately nine months after ALGAP started, a shift was made in its work, focusing on direct assistance to provincial councils and support for provincial governance. Recognizing that only minimal preparations had been made for the September elections of the provincial councils, USAID directed ALGAP to address this as a first priority.

2.2.1 ALGAP Pre-Election Information Program

In August and September 2005, ALGAP organized and conducted a nationwide campaign to disseminate information about the provincial council law and to generate awareness of provincial councils. At the time very little information had been provided to the candidates and the public about the provincial councils and provincial council law. Furthermore, no plans had been made for assisting the soon-to-be elected provincial councils to be functional, including their needs for office space, supplies, and financial resources.

ALGAP prepared and distributed information packets for the more than 3,000 candidates running for the 422 provincial council seats. The packets contained printed and audio presentations of the provincial council law that had been signed into law on August 17, 2005, one month before the election, as well as Articles 137 and 138 of the constitution that pertained to provincial councils. ALGAP also produced radio and television public information spots that were broadcast for approximately two weeks prior to and during the elections held on September 18, 2005. The purpose of these announcements was to help inform the public about the provincial council election and its importance for them.

2.2.2 Post-Election Provincial Council Orientation and Organization³

Following the elections, ALGAP again moved to fill a void by providing practical assistance to the newly-elected provincial councils to enable them to begin fulfilling their roles and responsibilities and to take advantage of opportunities to contribute to provincial governance. In consultation a number of donors, ALGAP took the lead in this area, organizing and conducting three-day Provincial Council Orientation/Organization workshops in every one of Afghanistan’s provinces.

Two international consultants with extensive experience in local governance and training provided guidance for the training and logistics. To successfully prepare and conduct the 33⁴ workshops within the space of a week, in every province of Afghanistan, ALGAP recruited a team of 12 master trainer/facilitators who were responsible for developing workshop goals and design, ensuring that the materials were prepared, and training a cadre of 102 facilitators recruited to conduct the workshops. All workshop print materials were available in Dari and Pashto, and workshops were conducted in the two languages.

Title	Events	PCM	Male PCM	Female PCM	LGP	Total Part	Training Days
Provincial Council Orientation	33	404	297	107	0	404	1212

PCM: Provincial Council Member; LGP: Local governance participant

2.2.3 Provincial Council Capacity Building/Provincial Governance Support

Following the successful pre-election information activity and orientation/ organization workshops, ALGAP was charged by USAID with providing continued capacity building support to the provincial councils aimed at helping them to better understand their roles and responsibilities and to develop the skills and abilities required to fulfill them. From November 2005 until the conclusion of the project in June 2007, ALGAP carried out an extensive capacity-building program focused on the country’s 34 elected provincial councils, but expanding in the last year to include the whole array of actors involved in provincial governance, including administrative officials, line ministry technicians, and citizens. The ALGAP provincial council capacity-building program was augmented with a provincial governance civic education program (described in Section 2.4).

Approach: Throughout the provincial council capacity-building program, ALGAP was committed to several principles:

³ Reference consultant report on Provincial Council Orientation and Organization Workshops, November 2005.

⁴ It was not possible to conduct a workshop in Uruzgan due to security condition and questions about the election and the seating of several provincial council members.

- **Be demand driven.** To the extent possible ALGAP responded to needs articulated by provincial council members and other provincial governance actors. Initially ALGAP conducted an assessment of the provincial council law and the roles and responsibilities explicitly or implicitly included in the law. As ALGAP assistance with the councils proceeded, the members identified additional areas in which training or other technical assistance would be helpful.
- **Be work-focused.** Technical assistance focused on specific council roles, responsibilities and tasks rather than on generic functions to topics or situations created for capacity-building purposes.
- **Learn by doing.** Capacity-building activities emphasized learning by doing. In practice this meant that councils assumed responsibility for planning and implementing activities, with ALGAP advice, as part of the learning process.
- **Work nationally.** ALGAP assumed what many viewed as a high-risk approach, working in all provinces. This helped ensure that no province was excluded by ALGAP. It also implied that levels of assistance from ALGAP were determined by the initiative of individual provincial councils themselves in defining and requesting technical assistance from ALGAP.

Needs Assessment for Capacity-Building Program

Provincial councils confronted myriad problems that complicated their functioning: The councils were new and inexperienced; the provincial council law was vague; the councils had limited authority, their roles being primarily advisory; and councils had minimal understanding of their status as an independent body⁵ and how they should relate to provincial administrative authorities. Furthermore, most councils were handicapped by a lack of office space, transportation, financial resources, and basic communication facilities. In many cases the councils were composed of men and women from very different social, political, and economic backgrounds.

Based on ALGAP's early assessment of the provincial council law and context, several key areas for technical assistance were identified:

- **Communication:** A major council function was communicating with a variety of audiences: the public; provincial government officials and agencies, the central government, the National Assembly, donors and NGOs. Fulfilling this function necessitated collecting information from the various groups and effectively conveying it to others.
- **Relations with Other Organizations:** It was clear that for the councils to be effective they needed to learn to work with other organizations and with government offices, many of which viewed the councils with suspicion and hostility and did not understand the councils or their roles and responsibilities.
- **Government Budgeting Processes:** Although no budgeting is done at the provincial level, the provincial council law called for the councils to observe and comment on budgets. Moreover, for councils to be effective in making policy or program recommendations, they need to be conversant with national budgeting process cycles and schedules.
- **Action Planning:** Councils confronted planning in two forms. On one hand they were expected to comment on and contribute to provincial development plans. And to be effective as an organization they needed to be capable of developing their own action plans.

⁵ A revision of the 2005 Provincial Council Law has been approved by both houses of the National Assembly and signed by the President. This revision gives provincial councils greater formal responsibility and power.

In addition to the areas listed above, provincial council members requested assistance in: organizing and conducting meetings; establishing and maintaining records and files; developing office procedures; and preparing appropriate letters and communications with the government and other organizations.

Needs of Other Subnational Governance Actors

As ALGAP technical and other assistance were provided to provincial councils over the course of 2006, governor’s offices, provincial administration officials, elders and mullahs, and later some district administration officials requested similar assistance. USAID and ARD recognized that in order for the councils to be effective, they needed to establish solid working relationships with other provincial governance actors, and that shared capacity-building activities could provide a foundation for these relationships.

Content of Capacity Building Activities

In the face of immense needs of the Provincial Councils and other provincial governance actors, ALGAP mounted an intensive capacity building effort in FY 2006 and 2007 that encompassed all of Afghanistan’s provinces, with the exception of Uruzgan (afflicted by severe security problems). ALGAP’s capacity building program was comprised of three different types of activities: 1) workshops; 2) provincial consultation tours, 3) PC conferences (national and regional) and provincial exchange visits. Each type of activity contributed in unique and complementary ways to strengthening the Councils’ capabilities.

1. Technical Workshops

Experienced international consultants working with ALGAP staff designed six interactive and participatory modules in response to provincial council needs:

- Provincial Council and its Relationships
- Information Gathering for Planning
- Basic Administration Skills
- Meeting Management and Facilitation
- Action Planning
- Introduction to the Budget Process

Training modules were tested and then rolled out with the assistance of ALGAP’s province-based facilitators. In FY 2006 ALGAP organized 208 workshops involving 3,071 participants, of which the large majority (81.1%) were provincial council members. A significant proportion of the participants (27.3%) were women. As other provincial governance actors requested similar assistance, ALGAP modified the workshop modules to make them relevant for this broader group. In FY 2007 ALGAP organized 238 workshops for 4,254 participants. The number of non-provincial council participants increased dramatically to 2,878, from only 579 in FY 2006. Non-council actors represented over 67% of all training participants in FY 2007.

Table 2.2 below provides summary information on the number of basic technical workshops of each type organized by ALGAP, and the number and type of participants.

TABLE 2.2 BASIC TECHNICAL WORKSHOPS ORGANIZED BY ALGAP (FY 06, 07)							
Workshop Title	Events	PCM	Male PCM	Female PCM	LGP	Total Part	Training Days
Action Planning	47	466	323	143	221	687	757
Basic Administration Skills	70	536	381	155	546	1,082	1,247

TABLE 2.2 BASIC TECHNICAL WORKSHOPS ORGANIZED BY ALGAP (FY 06, 07)

Workshop Title	Events	PCM	Male PCM	Female PCM	LGP	Total Part	Training Days
Information Gathering, Planning	97	681	478	203	1,053	1,734	1,734
Introduction to Budget Process	54	368	249	119	626	994	994
Meeting Management and Facilitation	73	546	412	134	642	1,188	2,376
PC Activities, Work Plan Development	33	380	273	107	0	380	760
Provincial Council and Its Relationships	34	388	279	109	341	729	729
Total	446	3,868	2,760	1,108	3,457	7,325	9,599
Percentage of Training Participants		52.8	71.4	28.6	47.2		

PCM: Provincial Council Members; LGP: Local Governance Participants

Three supplemental workshop modules were also developed by ALGAP with the assistance of the project's province-based facilitators (PBFs) in response to specific needs expressed by several provincial councils, including four workshops on violence against women, three on security, and four on media relations. The one-day introductory Media Relations module that ALGAP developed was delivered to 99 provincial council participants. It included advice for identifying and analyzing potential media partners in the provinces, and specific guidelines for preparing and holding press conferences

2. Provincial Council / Provincial Governance District Consultations

From the time they were elected, provincial council members expressed concern that they were not familiar with their provinces. Many councilors had never traveled to districts within their provinces and thus had limited first-hand experience with the people and local problems. This was a troubling situation, particularly given the fact that in many provinces, council members tended to come from just a few districts.

ALGAP responded to this situation in 2006 by offering provincial councils the opportunity to conduct consultations within their provinces. As initially designed, each provincial council member would have six days to participate in district consultations. The councils developed their own plans, with the assistance of ALGAP's PBFs, and made all logistical arrangements. 33 tours were organized involving 413 participants. Due to the success of the first provincial district consultations, ALGAP agreed to support a second program of 33 consultations in 2007. For the second round of consultations provincial councils could, and did, invite provincial administration and other provincial governance actors to participate. 49% of the 784 participants were not provincial council members.

TABLE 2.3. PROVINCIAL DISTRICT CONSULTATIONS		
DISTRICT CONSULTATION TOURS		
Participants (33/34 Provinces)	Apr – Jun 06	Jan - Apr 07
Provincial Council	413	395
<i>Male</i>	295	282
<i>Female</i>	118	113
Local Governance	-	389
Total	413	784

The consultations proved to be very popular with and beneficial for the provincial council members, the public, provincial administration officials, and other provincial governance actors who took part in them. Provincial council members reported that through the consultations they became familiar with the problems and conditions of residents who lived in remote areas of the provinces. Further, the visits enabled them to provide information to the government regarding the needs of the people, and in some cases to advocate for assistance for specific districts or villages.

For the inhabitants of some districts and villages, the consultations represented the first time that someone from the government had visited to inquire about their concerns. The potential value of the consultations was reflected during the second consultations in Spring 2007. A total of 205 districts were visited and 25 different problems or concerns mentioned by the public. Not surprisingly the most frequently-mentioned problems were local rather than national.

TABLE 2.4 PUBLIC CONCERNS MENTIONED DURING PROVINCIAL DISTRICT CONSULTATIONS: SPRING 2007	
Public Concerns	Frequency
Lack of schools and training centers	175
Lack of health centers, staff and medicine	151
Lack of roads, bridges and culverts	126
Local government corruption	101
Lack of agricultural inputs	77
Lack of job/economic opportunity	69
Lack of potable water	62
Drought/Insufficient water for irrigation	33
Unlawful acts by powerful people	18
Lack of public consultation on reconstruction projects	14
Returning returnees homeless	13
Reconstruction projects are not properly monitored	11
Lack of security	11
Lack of salaries for teachers and health workers	10
Water rights disputes	9
Insufficient police support	8
Land distribution problems	8
Inappropriate acts by Coalition Forces	5

TABLE 2.4 PUBLIC CONCERNS MENTIONED DURING PROVINCIAL DISTRICT CONSULTATIONS: SPRING 2007

Public Concerns	Frequency
Lack of electricity	5
Lack of professional teachers	6
Lack of protection of cultural heritage	3
Lack of veterinary services	3
Poppy eradication	3
Avalanches And floods	3
Violence against women	4

3. Conferences and Provincial Exchanges

ALGAP received repeated requests from the provincial councils for technical and financial assistance in organizing, conducting, and financing conferences. ALGAP discovered that offering council members an opportunity to meet and to exchange information could be extremely valuable in accelerating their learning curve.⁶ The councils used the conferences to discuss practical issues of common concern relative to provincial reconstruction and development as well as their own internal functioning; in some cases they identified opportunities for inter-provincial cooperation.

ALGAP-supported events included technical and financial assistance for a national conference for all provincial council members convened by the President of Afghanistan in Feb.-Mar. 2006, and complete funding for seven regional conferences⁷ organized in Spring 2006 for which regional committees of the provincial councils assumed responsibility for planning and organization.

In response to requests from provincial councils and other provincial governance actors, ALGAP also provided support for a number of inter-provincial exchanges. The purpose of the exchanges was to learn how other provinces were addressing specific issues, for example, developing effective working relations between governors and the provincial councils.

In all, ALGAP provided assistance for 24 provincial exchanges involving 113 Provincial Council members and 107 other provincial governance actors, including administrative officials as well as local or tribal elders and mullahs. As with other ALGAP-supported capacity-building activities, responsibility for the planning and logistical arrangements for the exchanges rested with the respective councils.

TABLE 2.5. PROVINCIAL EXCHANGES

Provincial Exchange Program	
Participants (24/34 Provinces)	Number
Provincial Council	113
<i>Male</i>	87
<i>Female</i>	26
Local Governance	107
Total	220

⁶ See Lessons Learned Report.

⁷ Eight regions have been defined by the government and donors. ALGAP utilized these designations for program purposes, but combined the Central and Central Highlands regions since there are only two provinces in the Central Highlands region.

Material Support

As a *one-time* contribution, ALGAP provided basic office supplies to each council that requested them. The supplies consisted of filing cabinets, folders, paper, pens, and cell phones with initial time credit. The project also provided satellite phones to four particularly isolated provinces.

This assistance was offered in early 2006 at a time when the councils were receiving very little attention from the government, and were sorely lacking in basic resources. Supplies were provided to all provinces except Uruzgan where it was not possible to arrange secure transportation.

Results of Capacity-Building Activities

Building the functional capacity of provincial councils and other provincial governance actors is a long-term development process. Nevertheless provincial councils clearly made important strides during the relatively short, time span during which ALGAP provided them direct assistance. Their progress was noted by ALGAP staff, provincial council members and provincial government officials during a lessons learned review conducted in Mar. 2007 and further analyzed and substantiated by the project's final performance monitoring report.⁸

Governance capacity:

One of the key functional areas in which ALGAP attempted to strengthen the capacity of provincial councils was “governance”, which includes councils’ ability to define and plan achievable activities aligned with their mission, to recognize the importance of citizen participation, and to advocate for citizens at higher levels of government. ALGAP’s final performance report which included both empirical and anecdotal information on provincial council governance capacity highlighted the following key changes:

- Councils have an improved understanding of provincial council law and of their specific roles and responsibilities which has reduced the conflict that characterized their earlier relationship with government administration and has enabled them to plan and carry out activities in line with their assigned roles;
- The councils’ ability to plan and conduct effective meetings – both internal and as well as with citizens, government, and other actors – has improved markedly, as evidenced by their use of agendas, keeping of minutes, etc.;
- In many councils there has been an increase in discipline, participation, and orderly debate; most councils are no longer dominated by one or two persons; other council members are being given the opportunity to speak and to present relevant information and ideas;
- Provincial council leadership has improved; councils have adopted a more proactive approach in visiting districts, consulting with local residents, and gathering information on development priorities;
- Many councils have learned to develop and use work plans to focus and structure their activities;
- Many councils have taken initiatives to settle ethnic disputes, eliminate customs and traditions contrary to Islamic law such as forced marriages and the exchange of women to settle disputes, and enlist the cooperation of people and institutions involved in the campaign against narcotics – all among the official duties and authorities of provincial councils;
- An increasing number of councils are advocating for citizens with government officials, notably provincial or municipal authorities, on practical matters of public welfare such as improved security,

⁸ ALGAP Lessons Learned Review (May 2007); ALGAP Performance Monitoring Report (May 2007).

increased numbers of doctors in local hospitals, and expanded road and electrical networks. In many cases, provincial council advocacy efforts have involved the provision of land and relief to disadvantaged groups including refugees, returnees, nomads, and flood victims.

External relations capacity:

ALGAP has contributed to laying a foundation for collaboration in some provinces between provincial councils and other key provincial governance actors – citizens, traditional leaders, provincial administration, and line ministry personnel. External relations capacity involves not only sharing of information but the development of consultative and collaborative relations and pooling of resources on substantive issues of common interest. Prior to and following the provincial elections, concern was expressed within some quarters in government that the provincial councils would “cause trouble”, work in isolation, and not contribute to effective governance at the province level. Fortunately, this fear has proved to be unfounded. The final performance review conducted by ALGAP revealed that in many provinces, provincial councils have begun to establish productive working relations with other provincial actors. Though such findings should not mask continued challenges, the progress achieved is heartening, as suggested by the following observations from ALGAP’s PBFs regarding various provinces:

Relations with citizenry:

- *“At the beginning people did not know anything about the activities and responsibilities of the provincial council, but after journeys for consultation with local people and presentation of mobile theaters and meeting of the council with people and district-level officials, they’ve become aware of the works and objectives of the provincial council.”*
- *“People had the idea that the provincial council was the same as [any] other governmental organization, so they thought it was useless to share their problems with it, but with the passage of time, they understood that the provincial council is a consultative organization which monitors the activities of governmental organizations and promotes coordination between those offices and NGOs.”*

Relations with provincial administration:

- *“In all meetings held by the governor, the presence of at least one provincial council member is thought to be very necessary.”*
- *“Now the provincial council actively participates in sessions held by different committees, and the governmental organizations value the suggestions and advice of council members.”*
- *“Before the implementation of ALGAP, the provincial council’s members did not participate in meetings held at the office of the provincial governor, but now they regularly do so.”*

More important, there are increasing examples of collaboration between government administration and provincial councils in attempting to address some of the most urgent and delicate issues facing the country, including poppy eradication (example: Samangan, Sari-pul, and Takhar provinces) and the Taliban insurgency example: security conference held by the provincial council in Qalat City (Zabul)

The “thaw” in provincial council-government relations and the establishment of a fair degree of rapport and collaboration between them is cause for much satisfaction given the councils’ mandate to serve as a bridge for citizens to the Afghan government, and the fact that increased attention to provincial council-government collaboration was a main thrust of ALGAP’s FY 2007 activities.

Relations with other actors:

Two other provincial governance actors with whom councils have increased contact and collaboration during ALGAP’s implementation are the media and NGOs. Faced with the challenge of communicating plans, activities, and achievements with the public in their provinces, several provincial councils have begun to work with the press and media in their respective areas. The most advanced among them are holding periodic press conferences and have invited media representatives to participate in events such as provincial tours. For

now, resource constraints on both sides impose practical limits on the extent of provincial council-media relations. ALGAP developed a one-day training session for provincial councils on media relations toward the end of the project, but unfortunately did not have time to roll it out in all interested provinces.

The provincial councils' association with NGOs appears to have grown in direct relation to their activism in consulting with citizens on reconstruction and development needs. Anecdotal information confirms that provincial councils have established relations with NGOs in their areas – both national and international – in an effort to mobilize funding and technical assistance to address urgent community needs.

Seven success stories prepared by the project in 2007 provide tangible examples of how provincial councils, reinforced by ALGAP's training and technical assistance, have begun to fulfill their intended roles and are making a difference in Afghanistan's reconstruction and development.⁹

Development of Facilitation Capacities

As ALGAP initiated its intensive work with provincial councils throughout Afghanistan, it confronted a major obstacle: the lack of qualified Afghan staff and consultants able to assess capacity-building needs, design work-based learning opportunities, facilitate workshops and other group learning events, and to mentor other, less experienced trainers and facilitators. ALGAP's approach to this situation was to develop its own human resources. Thus, beginning with the preparations for the post-election orientation and organization program, ALGAP recruited and trained facilitators who were residents of the 34 different provinces. For the orientation and organization workshops ALGAP hired and trained 12 master trainers; they in turn trained 102 persons identified as having aptitude as facilitators. Throughout the life of the project ALGAP continued to use between 34 and 68 *province-based facilitators* in addition to 4 to 6 full-time program associates, all of whom needed and received professional facilitation and training development support. This capacity-building effort continued for the life of the project and required, as Table 2.6 below indicates, a substantial investment of resources, totaling 1,349 training days.

The capacity-building of ALGAP's province-based facilitators involved a combination of formal training by international experts in Advanced Participatory Methods, a set of refined tools for structuring results-oriented group work sessions, and on-the-job training. The latter training included contributing to the development and review of modules for provincial councils and other actors, participating in 2-3 day training-of-trainers workshops prior to rolling out new modules, and helping to design other capacity-building activities such as provincial district consultations, regional conferences and the provincial governance exchange program.

The development of a cadre of trained province-based facilitators proved to be a critical factor in the success of ALGAP's capacity-building efforts with the provincial councils. As residents of the provinces in which they worked, the PBF's could be mobilized to support the provincial councils regularly with minimal logistical support. And their knowledge of local political, cultural, and social realities facilitated their communication and interaction with council members. As PBF's improved their craft and gained a clearer understanding of governance issues and the objectives of ALGAP, they were able to considerably enrich the content of ALGAP's basic and specialized training modules.

A long-term benefit of this approach for Afghanistan is that it contributed to building the overall training/facilitation capacity within the country. Throughout the project ALGAP received requests for the use of its staff and materials for facilitation and training programs. As the project ended, the ALGAP province-based facilitators and the training materials they helped to develop were in much demand by other projects and by some government agencies.

⁹ ALGAP Success Stories (March 2007)

TABLE 2.6 TRAINING OF TRAINERS DATA SUMMARY: OCTOBER 2005 - MARCH 2007

Title	Events	Days	Part*	Training Days
Advanced Participatory Methods	2	6	22	66
Advanced Participatory Methods 2	1	3	18	54
Budget Training Module Introduction	1	4	1	4
Facilitation Methods Skills	7	13	79	148
Facilitation Techniques Review	1	1	8	8
How to Design Participatory Events	1	3	18	54
Local Governance: Action Planning	1	1	2	2
Local Governance: Basic Administration Skills	4	4	21	21
Local Governance: Information Gathering, Action Planning	3	3	18	18
Local Governance: Meeting Management	3	3	13	13
Module 3: Action Planning (D)	3	5	29	48
Module 3: Action Planning (P)	1	1	10	10
Module 4: Meeting Management, Facilitation (D)	3	6	28	56
Module 4: Meeting Management, Facilitation (P)	1	2	10	20
Module 5: Basic Administration Skills (D)	2	2	31	31
Module 5: Basic Administration Skills (P)	1	1	9	9
Module 6: Introduction to the Budget Process	1	2	32	64
Modules 1 & 2: PC Relations; Information Gathering, Planning (D)	2	4	30	60
Modules 1 & 2: PC Relations; Information, Gathering, Planning (P)	1	2	10	20
Monitoring and Evaluation (D)	2	4	27	54
Monitoring and Evaluation (P)	1	2	8	16
PC Organization/Orientation - Facilitators	6	4	104	416
PC Organization/Orientation - Master Facilitators	1	10	12	120
Provincial District Tours Design	1	3	10	30
Violence Against Women	1	1	7	7
Total	51	90	557	1,349

* Part: Participants

2.2.4 Civic Education

As noted earlier in this report, the establishment and installation of provincial councils as a new elected institution in 2005 was largely overshadowed by National Assembly elections. Not surprisingly, therefore, the level of public awareness and understanding of provincial councils was extremely low at the outset. Many citizens considered the councils as a simple extension of the central government. They were unaware of the status of the councils as a “structure for partnership and participation of people and Civil Society institutions with State Administration at the provincial level, and for counseling the provincial offices on related affairs.”¹⁰

¹⁰ Provincial Council Law, Chapter 1, Article 2

In order to increase public understanding of the role and functions of the provincial councils, their relationship to other governance institutions, and to increase public involvement with the councils and other provincial governance entities, ALGAP developed a civic education program in Fall 2006 targeting the entire population of the country.

In designing the civic education program, ALGAP was faced with the challenge of reaching an Afghan public that is scattered in remote areas, with different languages, high levels of illiteracy, and limited access to communication facilities. A multi-dimensional program was developed comprised of the main elements described below.

1. Provincial Council Roundtable Discussions

In 2006 ALGAP contracted with an experienced Afghan NGO, the Foundation for Culture and Civil Society (FCCS), to organize and conduct roundtable discussions on provincial councils in each province to be broadcast on local radio stations. The roundtables, moderated by FCCS, included provincial council members and a representative of a civil society organization. Topics for the roundtables, which included general questions regarding council functions, activities, difficulties, etc., were obtained from the public through questionnaires. In all, 32 roundtables were conducted between June and October 2006. Thirty-one of the discussions were broadcast on local radio.

2. A National Mobile Theater program

In the Fall of 2006, in an effort to develop civic education formats more accessible to the Afghan public, ALGAP commissioned the development of a national mobile theater production. The major messages of the production, developed and presented by Sayara Media and Communication, concerned the role and responsibility of provincial councils, the concept of citizen participation in governance, and collaboration with provincial councils and other provincial governance actors. A major theme of the production was that citizen participation was not only a right, but a responsibility that could benefit the entire province and country.

The mobile theater performances were presented in December 2006 with more than 240 performances in 21 provinces by seven regional theater groups, thus allowing for script adaptations that took account of language needs and other local cultural specificities. In addition to the live performances, the production – entitled “A Bridge for the People” – was broadcast six times by local television stations and three times by local radio stations.

3. A Radio and Television adaptation of the Mobile Theater Production

In 2007, in response to requests from council members and provincial government officials for additional performances to reach segments of the population that had not had access to the live theater production, ALGAP contracted Sayara Media and Communication to adapt the theater performance for nationwide radio and television broadcasts. In the second quarter of 2007, the audio version was broadcast through five radio networks with 77 stations in 33 of Afghanistan’s 34 provinces, for a total of 264 broadcasts. The 30-minute video drama was broadcast through 5 television networks with 48 stations covering 25 provinces, for a total of 80 broadcasts.

TABLE 2.7 ALGAP RADIO AND TELEVISION BROADCAST COVERAGE SUMMARY

Television Station or Network	Number of Provinces	Radio Station or Network	Number of Provinces
Aryana Network	18	Salaam Watandar Network	27
Tolo Network	14	Arman	14
RTA Kabul	5	2 local RTA	2
RTA Farah	1	2 local RTA	2

TABLE 2.7 ALGAP RADIO AND TELEVISION BROADCAST COVERAGE SUMMARY			
Television Station or Network	Number of Provinces	Radio Station or Network	Number of Provinces
Aina Network	10	Radio Nawa	17
		Radio Killid	7
Total	25	Total	33

4. BBC/AEP *New Home, New Life* Production

To reach a larger audience with additional messages regarding provincial governance, ALGAP contracted with British Broadcasting Corporation/Afghanistan Education Project (BBC/AEP) to incorporate provincial governance themes into its popular *New Home, New Life* radio soap opera drama series. Surveys indicate that the *New Home, New Life* series is the most popular cultural program on radio in Afghanistan. In all, 24 episodes were developed in both Dari and Pashto incorporating governance themes, and broadcast between April and June 2007. The development of scripts entailed a multi-step process that included needs assessments on topics to be covered, development of messages, and consultation with ALGAP staff and other key partners on proposed storylines.

- The unifying theme of the broadcasts was that people and organizations can become involved in provincial decision-making processes. Specific themes addressed in the BBC AEP programming were: The role and responsibilities of provincial councils in representation, communication, improving service provision to the public, including in key areas such as health and education and ensuring human rights;
- How provincial councils function;
- Where provincial councils are based and how they can be contacted;
- How the public can get involved in the work of the provincial councils, for example through voting, by attending meetings and seeking information, and by joining advocacy groups;
- Why the public should get involved in the work of the provincial councils;
- The importance of good governance for poverty reduction, conflict management and resolution, and government accountability and transparency.

In addition to the *New Home, New Life* productions, BBC AEP developed and broadcast 12 educational feature programs on provincial governance themes in Dari and Pashto through its *People Talk* and *Village Voice* radio programs, and incorporated provincial governance themes in the BBC/AEP cartoon magazine with storylines extracted from the *New Home, New Life* dramas, for which ALGAP subsidized the printing of 2,000 copies in Dari and 2,000 copies in Pashto per month for the three monthly editions published and distributed by the BBC/AEP network, May to July 2007.

Results of Civic Education Program

ALGAP received positive feedback on its civic education efforts. Government officials indicated that the messages of its theater production addressed real conditions within the provinces. Requests from officials for additional shows led to the organization of a mass radio and television campaign. It is difficult to provide reliable estimates of the total number of persons reached through ALGAP's mass media campaign. Different radio and television stations calculate their audience in different ways, and some have no data at all. For an understanding of the potentially important reach of radio, however, it is notable that a survey done in January 2007 determined that 48% of a sample of 2,298 Afghans had tuned in to the BBC AEP programs the

previous week.¹¹ And according to figures provided by the Salaam Watandar radio network (which broadcast “A Bridge to the People”), its 36 stations reach 11 million people (nearly a third of the population).

Budgetary constraints and timing issues prevented ALGAP from gathering empirical data to ascertain changes in citizen awareness or attitudes regarding provincial governance. The most objective measure available to the project comes from small surveys conducted of audience members after live performances of the mobile theater play “A Bridge to the People”. Fully 57% of the 234 persons interviewed indicated that they had not been aware of the Provincial Council before watching the performance. More than 91% of the interviewees reported learning something new from the play, including 51% who specifically cited “the responsibilities and activities of the provincial councils.” The surveys were quite limited in scope, but their results suggest that presenting information on provincial governance in an entertaining format can be effective in filling very basic gaps in citizens’ knowledge on the subject.

Evidence of improvements in the level of citizen interaction with provincial councils was provided by a workshop conducted by ALGAP in May 2007 specifically to glean insights from 31 of the project’s province-based facilitators on observed *changes* in provincial governance. When asked to cite notable changes since 2006, 12 of the 31 PBFs listed increased citizen awareness and participation. To illustrate this change, one PBF noted that *“As a result of increased familiarity between the Council and people, the people have begun to submit applications and letters to the Council...and have become ready to participate more actively in the Council’s programs”*. Despite the tangible indications of improvement, it is certain that absolute levels of public awareness of the provincial councils (still less than two years old) remain extremely low in Afghanistan.

¹¹ From “Final Report for ARD/Afghanistan (ALGAP)” on *New Home, New Life* contract implementation, by BBC World Service Trust/Afghan Education Projects (June 2007)

3.0 CONCLUSION

The Afghanistan Local Governance Assistance Project was conceived and launched in 2004, a period marked by considerable optimism following the defeat of the Taliban and the installation of a new, democratic government. It was also a period of institutional tumult as the new government and its international partners struggled to re-build the apparatus of the State while simultaneously tackling a massive, country-wide reconstruction and development program. ALGAP was designed to support the development of governance at the *subnational* level. Though the *focus* of ALGAP's work changed in mid-2005 when USAID ceased support to the Afghanistan Stabilization Project, its basic objectives did not. At USAID's instructions, ARD was able to rapidly and effectively reorient ALGAP's focus to providing direct capacity-building support to Afghanistan's nascent elected provincial councils.

In a relatively short period of time (November 2005 to June 2007) ALGAP developed and implemented a broad array of activities combining skill-building workshops, district consultation visits by provincial council members, and inter-provincial conferences and exchanges that responded to specific needs of the new councils. With the assistance of a cadre of province-based facilitators established and trained by the project itself, ALGAP was able to overcome challenging logistical and security problems to operate in nearly all of Afghanistan's 34 provinces. As one of the only partners working directly with the councils during their critical first years, ALGAP contributed to giving them a strong foundation built on a clear understanding of their roles and responsibilities and a command of basic skills for governance, including public consultation, action planning, meeting management, relations with media, the budget process, etc. Throughout the project, ALGAP was an active contributor to donor and government coordination efforts, participating actively to USAID Democracy and Governance monthly meetings as well as Provincial Council Working Group meetings led by the Office of Administrative Affairs/ Office of the Minister of State for Parliamentary Affairs.

Building effective subnational governance requires addressing the information and skill-building needs of the entire set of stakeholders involved, including provincial administration, provincial and district agents of the line ministries, and citizens. Though focused primarily on provincial councils at the outset, ALGAP expanded its workshops and other capacity-building activities in the last year of implementation to involve a substantial number of provincial and district administrative and technical agents. The project also helped begin to fill a critical information gap on the part of Afghan citizens. Using mobile theater, and a national television and radio campaign, ALGAP's civic education program *introduced* the provincial councils and provincial governance to millions of Afghan citizens in 2007.

The larger socio-political context in Afghanistan evolved unevenly during the 33 months of ALGAP's implementation. At the closing of the project in June 2007, the unexpected resurgence of the Taliban, record poppy harvests, and public impatience with the slow pace of reconstruction made it clear that the struggle to build a solid, functional state in Afghanistan at both national and subnational levels will be a long and arduous one. And while recent changes in provincial council law had expanded the councils' oversight responsibilities, central government commitment to provide them a secure financial resource base remained far from certain.

While it behooves any project, against such a backdrop, to be modest in claiming accomplishments, ALGAP undisputedly played a pioneering role in its support of subnational governance in Afghanistan. The country's provincial councils – the principal beneficiaries of ALGAP's support – have slowly but steadily gained ground as “players” in provincial governance. Many of them are beginning to play their intended role as “bridge” between citizens and deconcentrated state administrators and technical services in the provinces. Through its basic capacity-building support, ALGAP can be credited with giving the councils a valuable first boost and

promoting essential democratic practices of participation and communication. The trained personnel and high-quality workshop and civic educational materials that ALGAP has left behind also provide a foundation on which the Government of Afghanistan and other projects can continue to build.

APPENDIX I. ALGAP STAFF (MAY 07)

KABUL OFFICE

LAST NAME	FIRST NAME	POSITION
Grube	Douglas I.	Chief of Party
Kidd	Michael W.	Director Administration/Finance
Ghasthalai	Hafizullah	Program Associate
Kakaei	Abdul Hamid	Program Associate
Social	Lailuma	Program Associate
Rahimi	Abdul Qadir	Program Associate
Rahmani	Abdul Wasi	Training Associate
Arian	Naqibullah	Office Manager
Faique	Farzana	Administrative Assistant/Receptionist
Azimi	Tawfeeq	Administrative Assistant/Logistics
Shafiq	Mohammad Musa	Management Information Specialist
Shalizi	Mohammad Shafique	Translator/Interpreter
Wasi	Abdul	Driver
Qurishi	Ismail	Driver

PROVINCE-BASED FACILITATORS - PROVINCE OF ASSIGNMENT

LAST NAME	FIRST NAME	PROVINCE
Daud	Mohammad	Southeast Region
Hadi	Abdul	South Region
Ahmadi	Mohammad Shoaib	West Region
Jalil	Abdul	Badakhshan
Zafarbig	Arif	Baghlan
Karimi	Hamayoon	Balkh
Razai	Nasir	Bamyan
Ahmadi	Wahid	Daykundi
Dehyar	Azizyllah	Faryab
Nawaz	Mohammad	Ghazni
Shakib	Din Mohammad	Ghor

LAST NAME	FIRST NAME	PROVINCE
Stanikzai	Mohammad Qasim	Kandahar
Mehraban	Mohammad Ismail	Hilmand
Bahar	Abdul Habib	Hirat
Ahmad	Noor	Jawzjan
Aubi	Abdul Hadi	Kabul
Parwani	Abdul Rahman	Kapisa
Shinwari	Lal Mohammad	Khost
Assas	Sidiqullah	Kunduz
Mahmodi	Mohammad Yaqoob	Logar
Ghafar	Abdul	Nangarhar
Azad	Bahman	Nimroz
Moshfiq	Mohamad Shifa	Nuristan
Oryakhel	Zabiullah	Paktya
Nasri	Abdul Qudos	Panjsher
Rahman	Sayed Sohil	Parwan
Salek	Fahim	Samangan
Zarif	Mohammad	Sari-Pul
Sahil	Atiqullah	Takhar
Mohmand	Abdul Raof	Wardak
Shinwari	Shughla	Nangarhar
Nasri	Najiba	Faryab

APPENDIX 2. BIBLIOGRAPHY

REPORTS

TITLE	PREPARED BY	YEAR
Improving Provincial Planning in Afghanistan	ALGAP: Richard Smith and Temur Aziz	2005
Fiscal and Financial Management in Afghanistan	ALGAP: Eduardo Fernandez	2005
Construction Site Supervision and Monitoring Guidelines	ALGAP: Romus Wong	2005
Physical Infrastructure Development: Final Report	ALGAP: Romus Wong	2005
Development and Delivery of Orientation Workshops for Newly Elected Provincial Council Members in Afghanistan	ALGAP: Robert Sanders	2005
Consultancy Report: Training of ALGAP Staff in Advanced Participation Methods	ALGAP: Gary Forbes	2006
ARD/ALGAP Local Governance Awareness Mobile Theatre Campaign	Sayara Media and Communications	2007
Performance Monitoring Plan - Afghanistan Local Governance Assistance Project	ALGAP: Robert Morin	2007
ALGAP Success Stories (7)	ALGAP: Douglas Wilhelm	2007
Lessons Learned Review – Afghanistan Local Governance Assistance Project	ALGAP: Kim Glenn	2007
<i>New Home, New Life</i> Final Report (civic education radio and television campaign)	BBC AEP	2007
Performance Monitoring Review – Fiscal Years 2006/2007 - ALGAP	ALGAP: Stephen Reid	2007

CAPACITY-BUILDING MATERIALS

TITLE	PREPARED BY	YEAR	LANGUAGES
A Short Guide to ALGAP Training Modules for Provincial Councils	ALGAP	2007	English
Provincial Council and Its Relationships (Module)	ALGAP	2006	English, Dari, Pashto
Information Gathering for Planning (Module)	ALGAP	2006	English, Dari, Pashto
Action Planning (Module)	ALGAP	2006	English, Dari, Pashto
Meeting Management and Facilitation (Module)	ALGAP	2006	English, Dari, Pashto
Basic Administration Skills (Module)	ALGAP	2006	English, Dari, Pashto
Introduction to the Budget Process (Module)	ALGAP	2007	English, Dari,

TITLE	PREPARED BY	YEAR	LANGUAGES
			Pashto
Facilitator's Workshop Guide, Violence Against Women	ALGAP	2007	English, Dari
How to Hold a Press Conference (PowerPoint)	ALGAP	2007	English, Dari, Pashto

COMMUNICATION PRODUCTS

TITLE	PREPARED BY	YEAR	LANGUAGES
"Provincial Council: A Bridge for the People" – Illustrated booklet	Sayara Media and Communications	2006	Dari and Pashto
"A Bridge for the People" - Video	Sayara Media and Communications	2007	Dari and Pashto, with English subtitles

APPENDIX 3. ALGAP CAPACITY-BUILDING WORKSHOP DATA, BY PROVINCE

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
Baghlan	PC and Its Relationships Workshop	02 Jul 06	02 Jul 06	1	12	12	9	3	2	2	6	6	18
	Information Gathering, Action Planning Workshop	16 Jul 06	16 Jul 06	1	12	12	9	3	2	2	5	5	17
	Basic Administration Skills Workshop	16 Aug 06	16 Aug 06	1	15	15	11	4	2	2		0	15
	Meeting Management and Facilitation Workshop	16 Sep 06	17 Sep 06	2	15	30	13	2	2	4		0	30
	Action Planning Workshop	03 Oct 06	04 Oct 06	1	15	15	11	4	2	2		0	15
	Basic Administration Skills Workshop	25 Dec 06	25 Dec 06	1	6	6	5	1	2	2	19	19	25
	Basic Administration Skills Workshop	08 Jan 07	08 Jan 07	1	6	6	5	1	2	2	14	14	20
	Meeting Management and Facilitation Workshop	23 Jan 07	24 Jan 07	2	3	6	3	0	2	4	17	34	40
	Introduction to Budget Process Workshop	25 Feb 07	25 Feb 07	1	7	7	7	0	1	1	15	15	22
	Introduction to Budget Process Workshop	26 Feb 07	26 Feb 07	1	5	5	4	1	1	1	14	14	19
	Meeting Management and Facilitation Workshop	07 Mar 07	08 Mar 07	2	3	6	3	0	2	4	17	34	40
	Information Gathering, Action Planning Workshop	27 Mar 07	27 Mar 07	1	5	5	4	1	2	2	15	15	20
	Information Gathering, Action Planning Workshop	04 Apr 07	04 Apr 07	1	3	3	2	1	2	2	17	17	20
	PC Activities Review; Work Plan Development Workshop	14 Mar 06	15 Mar 06	2	13	26	12	1	3	6		0	26
Balkh	PC Activities Review; Work Plan Development Workshop	29 Mar 06	30 Mar 06	2	18	36	13	5	2	4		0	36
	PC and Its Relationships Workshop	06 Jul 06	06 Jul 06	1	23	23	19	4	2	2	7	7	30
	Information Gathering, Action Planning Workshop	20 Jul 06	20 Jul 06	1	12	12	8	4	2	2	14	14	26
	Basic Administration Skills Workshop	23 Aug 06	23 Aug 06	1	12	12	8	4	2	2		0	12
	Meeting Management and Facilitation Workshop	21 Sep 06	22 Sep 06	2		0		0		0		0	0
	Action Planning Workshop	03 Oct 06	04 Oct 06	1	17	17	12	5	2	2		0	17
	Meeting Management and Facilitation Workshop	21 Jan 07	22 Jan 07	2	3	6	2	1	2	4	20	40	46
	Introduction to Budget Process Workshop	25 Feb 07	25 Feb 07	1	9	9	6	3	1	1	12	12	21
	Introduction to Budget Process Workshop	26 Feb 07	26 Feb 07	1	8	8	6	2	1	1	9	9	17

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Information Gathering, Action Planning Workshop	12 Mar 07	12 Mar 07	1	3	3	2	1	2	2	13	13	16
	Information Gathering, Action Planning Workshop	27 Mar 07	27 Mar 07	1	3	3	2	1	2	2	16	16	19
	Meeting Management and Facilitation Workshop	07 Apr 07	08 Apr 07	2	3	6	2	1	2	4	17	34	40
Bamyan	PC Activities Review; Work Plan Development Workshop	01 May 06	02 May 06	2	8	16	5	3	2	4		0	16
	PC and Its Relationships Workshop	26 Jun 06	26 Jun 06	1	9	9	6	3	2	2	10	10	19
	Information Gathering, Action Planning Workshop	26 Aug 06	26 Aug 06	1	9	9	6	3	2	2	7	7	16
	Basic Administration Skills Workshop	02 Sep 06	03 Sep 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	11 Sep 06	12 Sep 06	2	11	22	8	3	2	4		0	22
	Action Planning Workshop	19 Sep 06	19 Sep 06	1	9	9	6	3	2	2		0	9
	Basic Administration Skills Workshop	26 Dec 06	26 Dec 06	1	2	2	1	1	2	2	14	14	16
	Meeting Management and Facilitation Workshop	14 Jan 07	15 Jan 07	2	3	6	2	1	2	4	12	24	30
	Introduction to Budget Process Workshop	03 Mar 07	03 Mar 07	1	9	9	6	3	2	2	2	2	11
	Information Gathering, Action Planning Workshop	18 Mar 07	18 Mar 07	1	5	5	2	3	2	2	9	9	14
	Information Gathering, Action Planning Workshop	19 Mar 07	19 Mar 07	1	4	4	4	0	2	2	5	5	9
	Information Gathering, Action Planning Workshop	08 Apr 07	08 Apr 07	1	5	5	3	2	2	2	6	6	11
	Information Gathering, Action Planning Workshop	09 Apr 07	09 Apr 07	1	3	3	2	1	2	2	8	8	11
Daykundi	PC Activities Review; Work Plan Development Workshop	08 May 06	09 May 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	01 Jul 06	01 Jul 06	1	9	9	6	3	2	2	15	15	24
	Information Gathering, Action Planning Workshop	24 Jul 06	24 Jul 06	1	9	9	6	3	1	1	9	9	18
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	04 Sep 06	05 Sep 06	2	9	18	6	3	2	4		0	18
	Action Planning Workshop	23 Sep 06	23 Sep 06	1	9	9	6	3	2	2		0	9
	Basic Administration Skills Workshop	20 Dec 06	20 Dec 06	1	3	3	3	0	1	1	20	20	23
	Basic Administration Skills Workshop	21 Dec 06	21 Dec 06	1	3	3	2	1	1	1	20	20	23

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Meeting Management and Facilitation Workshop	15 Jan 07	16 Jan 07	2	3	6	2	1	1	2	21	42	48
	Meeting Management and Facilitation Workshop	17 Jan 07	18 Jan 07	2	3	6	2	1	1	2	18	36	42
	Introduction to Budget Process Workshop	17 Feb 07	17 Feb 07	1	5	5	4	1	1	1	15	15	20
	Introduction to Budget Process Workshop	18 Feb 07	18 Feb 07	1	4	4	2	2	1	1	16	16	20
	Information Gathering, Action Planning Workshop	07 Apr 07	07 Apr 07	1	5	5	3	2	1	1	15	15	20
	Information Gathering, Action Planning Workshop	08 Apr 07	08 Apr 07	1	4	4	3	1	1	1	15	15	19
Daykundi	Information Gathering, Action Planning Workshop	18 Apr 07	18 Apr 07	1	5	5	3	2	1	1	15	15	20
	Information Gathering, Action Planning Workshop	19 Apr 07	19 Apr 07	1	4	4	2	2	1	1	15	15	19
	PC and Its Relationships Workshop	24 Apr 07	24 Apr 07	1	5	5	3	2	1	1	14	14	19
	PC and Its Relationships Workshop	25 Apr 07	25 Apr 07	1	4	4	3	1	1	1	16	16	20
Farah	PC Activities Review; Work Plan Development Workshop	28 Mar 06	29 Mar 06	2	10	20	7	3	2	4		0	20
	PC and Its Relationships Workshop	29 Jun 06	29 Jun 06	1	6	6	3	3	2	2	12	12	18
	Information Gathering, Action Planning Workshop	15 Aug 06	16 Aug 06	1	12	12	9	3	1	1		0	12
	Basic Administration Skills Workshop	20 Aug 06	21 Aug 06	1	6	6	3	3	2	2		0	6
	Meeting Management and Facilitation Workshop	11 Oct 06	12 Oct 06	2	7	14	4	3	2	4		0	14
	Action Planning Workshop	14 Oct 06	15 Oct 06	1	7	7	4	3	2	2		0	7
	Information Gathering, Action Planning Workshop	27 Dec 06	27 Dec 06	1	9	9	6	3	2	2	14	14	23
	Action Planning Workshop	21 Jan 07	21 Jan 07	1	3	3	2	1	2	2	16	16	19
Faryab	PC Activities Review; Work Plan Development Workshop	16 Apr 06	17 Apr 06	2	12	24	10	2	4	8		0	24
	PC and Its Relationships Workshop	02 Jul 06	02 Jul 06	1	25	25	21	4	2	2		0	25
	Basic Administration Skills Workshop	26 Aug 06	26 Aug 06	1	15	15	11	4	2	2	10	10	25
	Meeting Management and Facilitation Workshop	11 Sep 06	12 Sep 06	2	17	34	12	5	2	4		0	34
	Action Planning Workshop	03 Oct 06	04 Oct 06	1	15	15	11	4	2	2		0	15
	Basic Administration Skills Workshop	23 Dec 06	23 Dec 06	1	3	3	2	1	2	2	17	17	20

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Meeting Management and Facilitation Workshop	10 Jan 07	11 Jan 07	2	3	6	2	1	2	4	16	32	38
	Introduction to Budget Process Workshop	13 Feb 07	13 Feb 07	1	7	7	5	2	2	2	12	12	19
	Introduction to Budget Process Workshop	14 Feb 07	14 Feb 07	1	5	5	3	2	2	2	12	12	17
	Information Gathering, Action Planning Workshop	06 Mar 07	06 Mar 07	1	3	3	2	1	2	2	18	18	21
	Information Gathering, Action Planning Workshop	25 Mar 07	25 Mar 07	1	3	3	2	1	1	1	18	18	21
	Meeting Management and Facilitation Workshop	15 Apr 07	16 Apr 07	2	3	6	3	0	2	4	17	34	40
Ghazni	PC Activities Review; Work Plan Development Workshop	17 May 06	18 May 06	2	17	34	13	4	2	4		0	34
	PC and Its Relationships Workshop	29 Jun 06	29 Jun 06	1	19	19	14	5	2	2	10	10	29
	Information Gathering, Action Planning Workshop	20 Jul 06	20 Jul 06	1	18	18	13	5	2	2	10	10	28
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	2	21	42	17	4	2	4		0	42
	Meeting Management and Facilitation Workshop	04 Sep 06	05 Sep 06	2	21	42	18	3	2	4		0	42
	Action Planning Workshop	17 Sep 06	17 Sep 06	1	21	21	17	4	2	2		0	21
	Basic Administration Skills Workshop	16 Dec 06	16 Dec 06	1	3	3	2	1	2	2	15	15	18
	Meeting Management and Facilitation Workshop	21 Jan 07	22 Jan 07	2	3	6	3	0	2	4	15	30	36
	Introduction to Budget Process Workshop	13 Feb 07	13 Feb 07	1	9	9	6	3	2	2	11	11	20
	Introduction to Budget Process Workshop	14 Feb 07	14 Feb 07	1	10	10	8	2	2	2	10	10	20
	Information Gathering, Action Planning Workshop	19 Mar 07	19 Mar 07	1	3	3	2	1	2	2	16	16	19
	Information Gathering, Action Planning Workshop	19 Apr 07	19 Apr 07	1	3	3	2	1	2	2	15	15	18
Ghor	PC Activities Review; Work Plan Development Workshop	15 Apr 06	16 Apr 06	2	13	26	9	4	4	8		0	26
	PC and Its Relationships Workshop	08 Jul 06	08 Jul 06	1	16	16	12	4	2	2	18	18	34
	Information Gathering, Action Planning Workshop	05 Aug 06	05 Aug 06	1	14	14	10	4	2	2	11	11	25
	Basic Administration Skills Workshop	26 Aug 06	27 Aug 06	2	17	34	11	6	2	4		0	34
	Meeting Management and Facilitation Workshop	23 Sep 06	24 Sep 06	2	15	30	10	5	2	4		0	30

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Action Planning Workshop	18 Oct 06	19 Oct 06	1	15	15	11	4	2	2		0	15
	Information Gathering, Action Planning Workshop	23 Dec 06	23 Dec 06	1	8	8	6	2	2	2	20	20	28
	Action Planning Workshop	18 Jan 07	18 Jan 07	1	4	4	2	2	2	2	16	16	20
	Meeting Management and Facilitation Workshop	12 Feb 07	13 Feb 07	2	3	6	3	0	2	4	15	30	36
	Basic Administration Skills Workshop	13 Mar 07	13 Mar 07	1	3	3	3	0	2	2	15	15	18
	Introduction to Budget Process Workshop	10 Apr 07	10 Apr 07	1	8	8	6	2	2	2	10	10	18
	Introduction to Budget Process Workshop	14 Apr 07	14 Apr 07	1	7	7	5	2	2	2	9	9	16
Hilmand	Meeting Management and Facilitation Workshop	09 Sep 06	10 Sep 06	2	18	36	15	3	2	4		0	36
	Basic Administration Skills Workshop	11 Sep 06	12 Sep 06	1	17	17	13	4	2	2		0	17
	Action Planning Workshop	21 Sep 06	21 Sep 06	1	15	15	12	3	2	2		0	15
	Information Gathering, Action Planning Workshop	24 Dec 06	24 Dec 06	1	8	8	6	2	3	3	16	16	24
	Action Planning Workshop	14 Jan 07	14 Jan 07	1	3	3	3	0	2	2	15	15	18
	Meeting Management and Facilitation Workshop	12 Feb 07	13 Feb 07	2	5	10	3	2	2	4	15	30	40
	Introduction to Budget Process Workshop	12 Mar 07	12 Mar 07	1	15	15	11	4	2	2	12	12	27
	Basic Administration Skills Workshop	26 Apr 07	26 Apr 07	1	3	3	2	1	2	2	16	16	19
	PC Activities Review; Work Plan Development Workshop	25 Apr 06	26 Apr 06	2	9	18	9	0	1	2		0	18
	PC and Its Relationships Workshop	09 Jul 06	09 Jul 06	1	14	14	11	3	2	2	14	14	28
	Information Gathering, Action Planning Workshop	24 Jul 06	24 Jul 06	1	15	15	11	4	2	2	7	7	22
Hirat	PC Activities Review; Work Plan Development Workshop	12 Mar 06	13 Mar 06	2	23	46	20	3	2	4		0	46
	Information Gathering, Action Planning Workshop	18 Dec 06	18 Dec 06	1	7	7	7	0	2	2	17	17	24
	Information Gathering, Action Planning Workshop	20 Dec 06	20 Dec 06	1	10	10	10	0	2	2	13	13	23
	Action Planning Workshop	11 Jan 07	11 Jan 07	1	10	10	10	0	2	2	10	10	20

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Action Planning Workshop	14 Jan 07	14 Jan 07	1	8	8	3	5	2	2	12	12	20
	Meeting Management and Facilitation Workshop	05 Feb 07	06 Feb 07	2	9	18	6	3	2	4	9	18	36
	Meeting Management and Facilitation Workshop	26 Feb 07	27 Feb 07	2	6	12	5	1	2	4	12	24	36
	Basic Administration Skills Workshop	06 Mar 07	06 Mar 07	1	9	9	7	2	2	2	7	7	16
	Media Relations Workshop	26 Mar 07	27 Mar 07	2	11	22	7	4	4	8		0	22
	Basic Administration Skills Workshop	01 Apr 07	01 Apr 07	1	9	9	6	3	2	2	8	8	17
	Introduction to Budget Process Workshop	04 Apr 07	04 Apr 07	1	9	9	6	3	2	2	7	7	16
	Introduction to Budget Process Workshop	29 Apr 07	29 Apr 07	1	9	9	6	3	2	2	7	7	16
Jawzjan	PC Activities Review; Work Plan Development Workshop	04 Apr 06	05 Apr 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	04 Jul 06	04 Jul 06	1	10	10	8	2	2	2	7	7	17
	Information Gathering, Action Planning Workshop	31 Jul 06	31 Jul 06	1	6	6	5	1	2	2	7	7	13
Jawzjan	Basic Administration Skills Workshop	27 Aug 06	27 Aug 06	1	8	8	5	3	2	2		0	8
	Meeting Management and Facilitation Workshop	12 Sep 06	13 Sep 06	2	10	20	8	2	2	4		0	20
	Action Planning Workshop	08 Oct 06	09 Oct 06	1	8	8	5	3	2	2		0	8
	Basic Administration Skills Workshop	23 Dec 06	23 Dec 06	1	3	3	2	1	2	2	14	14	17
	Meeting Management and Facilitation Workshop	14 Jan 07	15 Jan 07	2	3	6	3	0	2	4	13	26	32
	Introduction to Budget Process Workshop	14 Feb 07	14 Feb 07	1	5	5	3	2	2	2	13	13	18
	Introduction to Budget Process Workshop	15 Feb 07	15 Feb 07	1	4	4	3	1	2	2	12	12	16
	Information Gathering, Action Planning Workshop	06 Mar 07	06 Mar 07	1	3	3	1	2	2	2	13	13	16
	Information Gathering, Action Planning Workshop	25 Mar 07	25 Mar 07	1	5	5	2	3	2	2	12	12	17
	Meeting Management and Facilitation Workshop	10 Apr 07	11 Apr 07	2	3	6	2	1	2	4	14	28	34
Kabul	PC and Its Relationships Workshop	26 Jun 06	26 Jun 06	1	26	26	16	10	2	2	2	2	28
	Information Gathering, Action Planning Workshop	12 Jul 06	12 Jul 06	1	28	28	20	8	2	2		0	28
	Basic Administration Skills Workshop	16 Aug 06	17 Aug 06	1	27	27	20	7	2	2		0	27

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Meeting Management and Facilitation Workshop	06 Sep 06	07 Sep 06	2	24	48	16	8	2	4		0	48
	Action Planning Workshop	21 Sep 06	21 Sep 06	1	29	29	8	21	2	2		0	29
	Basic Administration Skills Workshop	24 Dec 06	24 Dec 06	1	6	6	3	3	2	2	21	21	27
	Meeting Management and Facilitation Workshop	23 Jan 07	24 Jan 07	2	3	6	1	2	2	4	20	40	46
	Introduction to Budget Process Workshop	04 Mar 07	04 Mar 07	1	13	13	5	8	2	1	8	8	21
	Introduction to Budget Process Workshop	05 Mar 07	05 Mar 07	1	12	12	7	5	2	1	5	5	17
	Information Gathering, Action Planning Workshop	18 Mar 07	18 Mar 07	1	9	9	5	4	2	2	9	9	18
	Information Gathering, Action Planning Workshop	19 Mar 07	19 Mar 07	1	5	5	1	4	2	2	8	8	13
	Information Gathering, Action Planning Workshop	08 Apr 07	08 Apr 07	1	4	4	3	1	2	2	13	13	17
	Information Gathering, Action Planning Workshop	09 Apr 07	09 Apr 07	1	4	4	2	2	2	2	11	11	15
	Media Relations Workshop	12 Apr 07	12 Apr 07	1	18	18	13	5	5	5		0	18
	Media Relations Workshop	14 May 07	14 May 07	1	35	35	24	11	10	10		0	35
	Media Relations Workshop	15 May 07	15 May 07	1	35	35	24	11	10	10		0	35
	PC Activities Review; Work Plan Development Workshop	12 Mar 06	13 Mar 06	2	23	46	13	10	7	14		0	46
Kandahar	PC Activities Review; Work Plan Development Workshop	29 Mar 06	30 Mar 06	2	14	28	10	4	3	6		0	28
	PC and Its Relationships Workshop	18 Jul 06	18 Jul 06	1	9	9	7	2	2	2	16	16	25
	Information Gathering, Action Planning Workshop	30 Jul 06	30 Jul 06	1	11	11	9	2	2	2	14	14	25
	Meeting Management and Facilitation Workshop	29 Nov 06	30 Nov 06	2	13	26	9	4	2	4		0	26
	Information Gathering, Action Planning Workshop	22 Jan 07	22 Jan 07	1	12	12	8	4	2	2	10	10	22
	Action Planning Workshop	23 Jan 07	23 Jan 07	1	7	7	5	2	2	2	16	16	23
	Introduction to Budget Process Workshop	17 Feb 07	15 Feb 07	1	13	13	9	4	2	2	10	10	23
	Basic Administration Skills Workshop	02 Apr 07	02 Apr 07	1	14	14	10	4	2	2	12	12	26
	Meeting Management and Facilitation Workshop	30 Apr 07	01 May 07	2	6	12	4	2	2	4	15	30	42
Kapisa	PC and Its Relationships Workshop	28 Jun 06	28 Jun 06	1	13	13	10	3	1	1	6	6	19

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Information Gathering, Action Planning Workshop	18 Jul 06	18 Jul 06	1	9	9	6	3	2	2	7	7	16
	Basic Administration Skills Workshop	20 Aug 06	21 Aug 06	1	9	9	6	3	2	2		0	9
	Meeting Management and Facilitation Workshop	04 Sep 06	05 Sep 06	2	11	22	9	2	2	4		0	22
	Action Planning Workshop	19 Sep 06	19 Sep 06	1	11	11	8	3	2	2		0	11
	Basic Administration Skills Workshop	21 Dec 06	21 Dec 06	1	3	3	2	1	2	2	12	12	15
	Meeting Management and Facilitation Workshop	15 Jan 07	16 Jan 07	2	3	6	2	1	2	4	11	22	28
	Introduction to Budget Process Workshop	04 Mar 07	04 Mar 07	1	4	4	2	2	2	2	8	8	12
	Introduction to Budget Process Workshop	05 Mar 07	05 Mar 07	1	4	4	4	0	2	2	11	11	15
	Information Gathering, Action Planning Workshop	25 Mar 07	25 Mar 07	1	3	3	3	0	2	2	11	11	14
	Information Gathering, Action Planning Workshop	26 Mar 07	26 Mar 07	1	2	2	2	0	2	2	9	9	11
	Information Gathering, Action Planning Workshop	15 Apr 07	15 Apr 07	1	5	5	3	2	2	2	10	10	15
	Information Gathering, Action Planning Workshop	16 Apr 07	16 Apr 07	1	3	3	3	0	2	2	9	9	12
	PC Activities Review; Work Plan Development Workshop	15 Mar 06	16 Mar 06	2	12	24	9	3	3	6		0	24
Khost	PC Activities Review; Work Plan Development Workshop	28 Mar 06	29 Mar 06	2	8	16	6	2	2	4		0	16
	PC and Its Relationships Workshop	10 Jul 06	10 Jul 06	1	9	9	7	2	2	2	12	12	21
	Information Gathering, Action Planning Workshop	24 Jul 06	24 Jul 06	1	9	9	6	3	2	2	4	4	13
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	04 Sep 06	05 Sep 06	2	9	18	7	2	2	4		0	18
	Basic Administration Skills Workshop	17 Sep 06	17 Sep 06	1	9	9	6	3	2	2		0	9
	Basic Administration Skills Workshop	23 Dec 06	23 Dec 06	1	3	3	3	0	2	2	16	16	19
	Meeting Management and Facilitation Workshop	09 Jan 07	10 Jan 07	2	3	6	2	1	2	4	15	30	36
	Introduction to Budget Process Workshop	26 Feb 07	26 Feb 07	1	5	5	2	3	2	2	14	14	19
	Introduction to Budget Process Workshop	27 Feb 07	27 Feb 07	1	5	5	2	3	2	2	17	17	22

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Information Gathering, Action Planning Workshop	28 Mar 07	28 Mar 07	1	3	3	2	1	2	2	15	15	18
	Information Gathering, Action Planning Workshop	26 Apr 07	26 Apr 07	1	3	3	2	1	2	2	15	15	18
Kunar	PC Activities Review; Work Plan Development Workshop	04 Apr 06	05 Apr 06	2	8	16	6	2	2	4		0	16
	PC and Its Relationships Workshop	12 Jul 06	12 Jul 06	1	10	10	8	2	2	2	7	7	17
	Information Gathering, Action Planning Workshop	26 Jul 06	26 Jul 06	1	10	10	7	3	1	1	8	8	18
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	09 Sep 06	10 Sep 06	2	11	22	8	3	2	4		0	22
	Action Planning Workshop	21 Sep 06	21 Sep 06	1	9	9	6	3	2	2		0	9
	Information Gathering, Action Planning Workshop	26 Dec 06	26 Dec 06	1	9	9	6	3	2	2	14	14	23
	Action Planning Workshop	16 Jan 07	16 Jan 07	1	3	3	2	1	2	2	15	15	18
	Meeting Management and Facilitation Workshop	14 Feb 07	15 Feb 07	2	3	6	2	1	2	4	15	30	36
	Introduction to Budget Process Workshop	15 Mar 07	15 Mar 07	1	9	9	6	3	2	2	11	11	20
	Basic Administration Skills Workshop	05 Apr 07	05 Apr 07	1	3	3	2	1	2	2		0	3
	Action Planning Workshop	29 Apr 07	30 Apr 07	2	9	18	6	3	8	16	8	16	34
Kunduz	PC Activities Review; Work Plan Development Workshop	14 Mar 06	15 Mar 06	2	12	24	8	4	2	4		0	24
	PC and Its Relationships Workshop	02 Jul 06	02 Jul 06	1	25	25	19	6	2	2		0	25
	Information Gathering, Action Planning Workshop	16 Jul 06	16 Jul 06	1	15	15	12	3	2	2	8	8	23
	Basic Administration Skills Workshop	22 Aug 06	22 Aug 06	1	15	15	11	4	2	2		0	15
	Meeting Management and Facilitation Workshop	11 Sep 06	12 Sep 06	2	15	30	12	3	2	4		0	30
	Action Planning Workshop	02 Oct 06	03 Oct 06	1	15	15	12	3	2	2		0	15
	Basic Administration Skills Workshop	17 Dec 06	17 Dec 06	1	6	6	5	1	2	2	13	13	19
	Basic Administration Skills Workshop	11 Jan 07	11 Jan 07	1	5	5	4	1	2	2	13	13	18

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Meeting Management and Facilitation Workshop	14 Jan 07	15 Jan 07	2	3	6	2	1	2	4	16	32	38
	Introduction to Budget Process Workshop	13 Feb 07	13 Feb 07	1	5	5	3	2	1	1	15	15	20
	Introduction to Budget Process Workshop	14 Feb 07	14 Feb 07	1	7	7	5	2	1	1	13	13	20
	Meeting Management and Facilitation Workshop	04 Mar 07	05 Mar 07	2	4	8	3	1	2	4	16	32	40
	Information Gathering, Action Planning Workshop	20 Mar 07	20 Mar 07	1	3	3	2	1	2	2	17	17	20
	Information Gathering, Action Planning Workshop	01 Apr 07	01 Apr 07	1	3	3	3	0	2	2	17	17	20
Laghman	PC Activities Review; Work Plan Development Workshop	14 Mar 06	15 Mar 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	08 Jul 06	08 Jul 06	1	9	9	3	6	2	2	9	9	18
	Information Gathering, Action Planning Workshop	22 Jul 06	22 Jul 06	1	10	10	7	3	2	2	9	9	19
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	05 Sep 06	06 Sep 06	2	11	22	9	2	2	4		0	22
	Action Planning Workshop	18 Sep 06	18 Sep 06	1	9	9	6	3	2	2		0	9
	Information Gathering, Action Planning Workshop	20 Dec 06	20 Dec 06	1	9	9	6	3	2	2	13	13	22
	Action Planning Workshop	14 Jan 07	14 Jan 07	1	4	4	3	1	2	2	14	14	18
	Meeting Management and Facilitation Workshop	19 Feb 07	20 Feb 07	2	3	6	2	1	3	6	15	30	36
	Introduction to Budget Process Workshop	07 Mar 07	07 Mar 07	1	9	9	6	3	2	2	12	12	21
	Basic Administration Skills Workshop	11 Apr 07	11 Apr 07	1	3	3	2	1	2	2	15	15	18
	Action Planning Workshop	25 Apr 07	26 Apr 07	2	9	18	6	3	2	4	8	16	34
Logar	Meeting Management and Facilitation Workshop	23 Jan 07	24 Jan 07	2	6	12	4	2	2	4	19	38	50
	PC Activities Review; Work Plan Development Workshop	19 Apr 06	20 Apr 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	03 Jul 06	03 Jul 06	1	9	9	6	3	2	2	16	16	25
	Information Gathering, Action Planning Workshop	23 Jul 06	23 Jul 06	1	12	12	9	3	2	2	15	15	27
	Basic Administration Skills Workshop	15 Aug 06	16 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	06 Sep 06	07 Sep 06	2	9	18	6	3	1	2	1	2	20

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Action Planning Workshop	19 Sep 06	19 Sep 06	1	9	9	5	4	2	2		0	9
	Basic Administration Skills Workshop	27 Dec 06	27 Dec 06	1	3	3	2	1	2	2	10	10	13
	Introduction to Budget Process Workshop	13 Feb 07	13 Feb 07	1	9	9	6	3	2	2		0	9
Nangarhar	PC Activities Review; Work Plan Development Workshop	14 Mar 06	15 Mar 06	2	15	30	12	3	2	4		0	30
	PC and Its Relationships Workshop	08 Jul 06	08 Jul 06	1	16	16	13	3	3	3	10	10	26
	Information Gathering, Action Planning Workshop	22 Jul 06	22 Jul 06	1	15	15	12	3	3	3	4	4	19
	Basic Administration Skills Workshop	26 Aug 06	27 Aug 06	2	18	36	14	4	2	4		0	36
	Meeting Management and Facilitation Workshop	05 Sep 06	06 Sep 06	2	20	40	16	4	4	8		0	40
	Action Planning Workshop	18 Sep 06	18 Sep 06	1	16	16	13	3	2	2		0	16
	Information Gathering, Action Planning Workshop	19 Dec 06	19 Dec 06	1	7	7	4	3	2	2	11	11	18
	Meeting Management and Facilitation Workshop	21 Feb 07	22 Feb 07	2	3	6	1	2	2	4	15	30	36
	Introduction to Budget Process Workshop	29 Mar 07	29 Mar 07	1	8	8	8	0	2	2	8	8	16
	Introduction to Budget Process Workshop	01 Apr 07	01 Apr 07	1	8	8	5	3	2	2	8	8	16
	Basic Administration Skills Workshop	12 Apr 07	12 Apr 07	1	3	3	3	0	2	2	15	15	18
	Action Planning Workshop	23 Apr 07	24 Apr 07	1	17	17	14	3	3	3	5	5	22
Nimroz	PC Activities Review; Work Plan Development Workshop	28 Mar 06	29 Mar 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	08 Jul 06	08 Jul 06	1	9	9	7	2	2	2	11	11	20
	Information Gathering, Action Planning Workshop	24 Jul 06	24 Jul 06	1	9	9	7	2	2	2	10	10	19
	Basic Administration Skills Workshop	19 Sep 06	20 Sep 06	1	9	9	6	3	2	2		0	9
	Basic Administration Skills Workshop	07 Nov 06	08 Nov 06	2	9	18	7	2	2	4		0	18
Nimroz	Action Planning Workshop	26 Nov 06	27 Nov 06	2	9	18	6	3	2	4		0	18
	Information Gathering, Action Planning Workshop	24 Dec 06	24 Dec 06	1	7	7	5	2	2	2	11	11	18
	Action Planning Workshop	18 Jan 07	18 Jan 07	1	3	3	1	2	2	2	17	17	20
	Meeting Management and Facilitation Workshop	12 Feb 07	13 Feb 07	2	3	6	3	0	2	4	15	30	36

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Basic Administration Skills Workshop	13 Mar 07	13 Mar 07	1	3	3	2	1	2	2	15	15	18
	Introduction to Budget Process Workshop	10 Apr 07	10 Apr 07	1	9	9	6	3	2	2	8	8	17
Nuristan	PC and Its Relationships Workshop	12 Jul 06	12 Jul 06	1	8	8	6	2	2	2	9	9	17
	Information Gathering, Action Planning Workshop	26 Jul 06	26 Jul 06	1	10	10	8	2	2	2	8	8	18
	Basic Administration Skills Workshop	26 Aug 06	27 Aug 06	1	9	9	6	3	2	2		0	9
	Meeting Management and Facilitation Workshop	20 Sep 06	20 Sep 06	2	9	18	6	3	2	4		0	18
	Action Planning Workshop	21 Sep 06	21 Sep 06	1	9	9	6	3	2	2		0	9
	Information Gathering, Action Planning Workshop	23 Dec 06	23 Dec 06	1	9	9	6	3	2	2	12	12	21
	Action Planning Workshop	18 Jan 07	18 Jan 07	1	3	3	2	1	2	2	15	15	18
	Introduction to Budget Process Workshop	17 Feb 07	17 Feb 07	1	7	7	4	3	1	1	14	14	21
	Meeting Management and Facilitation Workshop	12 Mar 07	13 Mar 07	2	3	6	2	1	2	4	15	30	36
	Basic Administration Skills Workshop	09 Apr 07	09 Apr 07	1	3	3	2	1	2	2	15	15	18
	Action Planning Workshop	25 Apr 07	26 Apr 07	2	8	16	5	3	1	2	9	18	34
	PC Activities Review; Work Plan Development Workshop	05 Apr 06	06 Apr 06	2	5	10	5	0	2	4		0	10
Paktya	PC Activities Review; Work Plan Development Workshop	28 Mar 06	29 Mar 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	10 Jul 06	10 Jul 06	1	9	9	6	3	2	2	9	9	18
	Information Gathering, Action Planning Workshop	24 Jul 06	24 Jul 06	1	9	9	6	3	2	2	9	9	18
	Basic Administration Skills Workshop	21 Aug 06	22 Aug 06	1	9	9	6	3	2	2		0	9
	Meeting Management and Facilitation Workshop	09 Sep 06	10 Sep 06	2	10	20	8	2	2	4		0	20
	Action Planning Workshop	20 Sep 06	20 Sep 06	1	10	10	8	2	2	2		0	10
	Basic Administration Skills Workshop	16 Dec 06	16 Dec 06	1	3	3	2	1	2	2	15	15	18
	Meeting Management and Facilitation Workshop	13 Jan 07	14 Jan 07	2	3	6	2	1	2	4	15	30	36
Paktya	Introduction to Budget Process Workshop	08 Feb 07	08 Feb 07	1	3	3	3	0	2	2	18	18	21
	Information Gathering, Action Planning Workshop	11 Mar 07	11 Mar 07	1	3	3	2	1	2	2	16	16	19

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Introduction to Budget Process Workshop	13 Mar 07	13 Mar 07	1	5	5	3	2	2	2	18	18	23
	Action Planning Workshop	25 Mar 07	25 Mar 07	1	3	3	3	0	2	2	16	16	19
Paktyka	PC Activities Review; Work Plan Development Workshop	17 May 06	18 May 06	2	9	18	6	3		0		0	18
	PC and Its Relationships Workshop	15 Jul 06	15 Jul 06	1	9	9	6	3	2	2	10	10	19
	Information Gathering, Action Planning Workshop	26 Jul 06	26 Jul 06	1	9	9	6	3	2	2	5	5	14
	Basic Administration Skills Workshop	26 Aug 06	27 Aug 06	2	9	18	6	3	2	4		0	18
	Information Gathering, Action Planning Workshop	26 Aug 06	26 Aug 06	1	20	20	17	3	2	2		0	20
	Meeting Management and Facilitation Workshop	09 Sep 06	10 Sep 06	2	11	22	8	3	2	4		0	22
	Action Planning Workshop	20 Sep 06	20 Sep 06	1	11	11	8	3	2	2		0	11
	Basic Administration Skills Workshop	14 Dec 06	14 Dec 06	1	3	3	2	1	2	2	13	13	16
	Meeting Management and Facilitation Workshop	17 Jan 07	18 Jan 07	2	3	6	2	1	2	4	15	30	36
	Introduction to Budget Process Workshop	18 Feb 07	18 Feb 07	1	4	4		4	2	2	15	15	19
	Introduction to Budget Process Workshop	19 Feb 07	19 Feb 07	1	5	5	2	3	2	2	14	14	19
	Information Gathering, Action Planning Workshop	17 Mar 07	17 Mar 07	1	3	3	2	1	2	2	15	15	18
	Information Gathering, Action Planning Workshop	17 Apr 07	17 Apr 07	1	3	3	2	1	2	2	15	15	18
Panjsher	PC Activities Review; Work Plan Development Workshop	02 May 06	03 May 06	2	9	18	3	6	2	4		0	18
	PC and Its Relationships Workshop	03 Jul 06	03 Jul 06	1	8	8	5	3	2	2	8	8	16
	Information Gathering, Action Planning Workshop	23 Jul 06	23 Jul 06	1	9	9	6	3	2	2	11	11	20
	Action Planning Workshop	20 Sep 06	20 Sep 06	1	11	11	8	3	2	2		0	11
	Introduction to Budget Process Workshop	11 Mar 07	11 Mar 07	1	4	4	2	2	2	2	11	11	15
	Introduction to Budget Process Workshop	12 Mar 07	12 Mar 07	1	4	4	2	2	2	2	11	11	15
	Information Gathering, Action Planning Workshop	27 Mar 07	28 Mar 07	1	5	5	4	1	2	2	8	8	13
	Information Gathering, Action Planning Workshop	28 Mar 07	28 Mar 07	1	4	4	2	2	2	2	8	8	12

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
Panjsher	Information Gathering, Action Planning Workshop	18 Apr 07	18 Apr 07	1	4	4	3	1	2	2	10	10	14
	Information Gathering, Action Planning Workshop	19 Apr 07	19 Apr 07	1	6	6	4	2	2	2	7	7	13
	Basic Administration Skills Workshop	23 Aug 06	24 Aug 06	1	9	9	6	3	2	2		0	9
	Meeting Management and Facilitation Workshop	13 Sep 06	14 Sep 06	2	9	18	7	2	2	4		0	18
	Basic Administration Skills Workshop	06 Jan 07	06 Jan 07	1	3	3	2	1	2	2	14	14	17
	Meeting Management and Facilitation Workshop	06 Feb 07	07 Feb 07	2	3	6	2	1	2	4	10	20	26
Parwan	PC Activities Review; Work Plan Development Workshop	15 Mar 06	16 Mar 06	2	14	28	10	4	2	4		0	28
	PC and Its Relationships Workshop	27 Jun 06	27 Jun 06	1	11	11	9	2	2	2	3	3	14
	Information Gathering, Action Planning Workshop	12 Jul 06	12 Jul 06	1	13	13	11	2	2	2	10	10	23
	Basic Administration Skills Workshop	20 Aug 06	21 Aug 06	2	10	20	8	2	2	4		0	20
	Meeting Management and Facilitation Workshop	04 Sep 06	05 Sep 06	2	14	28	11	3	2	4		0	28
	Action Planning Workshop	20 Sep 06	20 Sep 06	1	15	15	11	4	2	2		0	15
	Basic Administration Skills Workshop	26 Dec 06	26 Dec 06	1	3	3	3	0	2	2	12	12	15
	Meeting Management and Facilitation Workshop	04 Feb 07	05 Feb 07	2	3	6	2	1	2	2	10	20	26
	Introduction to Budget Process Workshop	27 Feb 07	27 Feb 07	1	7	7	5	2	1	1	11	11	18
	Introduction to Budget Process Workshop	28 Feb 07	28 Feb 07	1	6	6	6	0	1	1	12	12	18
	Information Gathering, Action Planning Workshop	27 Mar 07	27 Mar 07	1	3	3	1	2	2	2	9	9	12
	Information Gathering, Action Planning Workshop	28 Mar 07	28 Mar 07	1	4	4	4	0	2	2	9	9	13
	Information Gathering, Action Planning Workshop	17 Apr 07	17 Apr 07	1	3	3	2	1	2	2	8	8	11
	Information Gathering, Action Planning Workshop	18 Apr 07	18 Apr 07	1	4	4	2	2	2	2	8	8	12
Samangan	PC Activities Review; Work Plan Development Workshop	28 Mar 06	29 Mar 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	04 Jul 06	04 Jul 06	1	10	10	7	3	2	2	4	4	14
	Basic Administration Skills Workshop	28 Aug 06	28 Aug 06	1	9	9	6	3	2	2		0	9
	Meeting Management and Facilitation Workshop	12 Sep 06	13 Sep 06	2	12	24	10	2	2	4		0	24

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Action Planning Workshop	08 Oct 06	09 Oct 06	1	8	8	5	3	1	1		0	8
	Basic Administration Skills Workshop	19 Dec 06	19 Dec 06	1	5	5	3	2	2	2	17	17	22
Samangan	Meeting Management and Facilitation Workshop	10 Jan 07	11 Jan 07	2	3	6	3	0	2	4	17	34	40
	Introduction to Budget Process Workshop	18 Feb 07	18 Feb 07	1	4	4	1	3	1	1	16	16	20
	Introduction to Budget Process Workshop	19 Feb 07	19 Feb 07	1	5	5	5	0	1	1	15	15	20
	Information Gathering, Action Planning Workshop	05 Mar 07	05 Mar 07	1	3	3		3	2	2	17	17	20
	Information Gathering, Action Planning Workshop	25 Mar 07	25 Mar 07	1	3	3		3	2	2	17	17	20
	Meeting Management and Facilitation Workshop	14 Apr 07	15 Apr 07	2	3	6	3	0	2	4	17	34	40
Sari-Pul	PC Activities Review; Work Plan Development Workshop	04 Apr 06	05 Apr 06	2	9	18	6	3	2	4		0	18
	PC and Its Relationships Workshop	09 Jul 06	09 Jul 06	1	9	9	6	3	2	2	4	4	13
	Information Gathering, Action Planning Workshop	02 Aug 06	02 Aug 06	1	9	9	6	3	2	2	10	10	19
	Basic Administration Skills Workshop	30 Aug 06	30 Aug 06	1	7	7	4	3	2	2	1	1	8
	Meeting Management and Facilitation Workshop	17 Sep 06	18 Sep 06	2	11	22	9	2	2	4		0	22
	Action Planning Workshop	11 Oct 06	12 Oct 06	1	9	9	6	3	2	2		0	9
	Basic Administration Skills Workshop	25 Dec 06	26 Dec 06	1	4	4	2	2	2	2	17	17	21
	Meeting Management and Facilitation Workshop	17 Jan 07	18 Jan 07	2	3	6	2	1	2	4	15	30	36
	Introduction to Budget Process Workshop	14 Feb 07	14 Feb 07	1	5	5	4	1	1	1	13	13	18
	Introduction to Budget Process Workshop	15 Feb 07	15 Feb 07	1	3	3	2	1	1	1	15	15	18
	Information Gathering, Action Planning Workshop	10 Mar 07	10 Mar 07	1	3	3	2	1	2	2	15	15	18
	Information Gathering, Action Planning Workshop	01 Apr 07	01 Apr 07	1	3	3	2	1	2	2	14	14	17
	Meeting Management and Facilitation Workshop	09 Apr 07	10 Apr 07	2	3	6	2	1	2	4	15	30	36
Takhar	PC Activities Review; Work Plan Development Workshop	14 Mar 06	15 Mar 06	2	10	20	9	1	2	4		0	20
	PC and Its Relationships Workshop	02 Jul 06	02 Jul 06	1	17	17	13	4	2	2	6	6	23

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Information Gathering, Action Planning Workshop	16 Jul 06	16 Jul 06	1	13	13	9	4	2	2		0	13
	Basic Administration Skills Workshop	16 Aug 06	16 Aug 06	1	15	15	11	4	2	2		0	15
	Meeting Management and Facilitation Workshop	11 Sep 06	12 Sep 06	2	15	30	12	3	2	4		0	30
	Action Planning Workshop	03 Oct 06	04 Oct 06	1	14	14	10	4	2	2		0	14
Takhar	Basic Administration Skills Workshop	24 Dec 06	24 Dec 06	1	6	6	4	2	2	2	18	18	24
	Basic Administration Skills Workshop	11 Jan 07	11 Jan 07	1	4	4	3	1	2	2	16	16	20
	Meeting Management and Facilitation Workshop	17 Jan 07	18 Jan 07	2	3	6	3	0	2	4	16	32	38
	Introduction to Budget Process Workshop	12 Feb 07	12 Feb 07	1	6	6	5	1	2	2	14	14	20
	Introduction to Budget Process Workshop	21 Feb 07	21 Feb 07	1	6	6	5	1	1	1	14	14	20
	Meeting Management and Facilitation Workshop	10 Mar 07	11 Mar 07	2	3	6	3	0	2	4	17	34	40
	Information Gathering, Action Planning Workshop	19 Mar 07	19 Mar 07	1	2	2		2	2	2	18	18	20
	Information Gathering, Action Planning Workshop	15 Apr 07	15 Apr 07	1	4	4	2	2	2	2	14	14	18
Wardak	PC and Its Relationships Workshop	28 Jun 06	28 Jun 06	1	9	9	6	3	1	1	4	4	13
	Information Gathering, Action Planning Workshop	18 Jul 06	18 Jul 06	1	9	9	7	2	2	2	12	12	21
	Action Planning Workshop	21 Sep 06	21 Sep 06	1	9	9	6	3	2	2		0	9
	PC Activities Review; Work Plan Development Workshop	02 May 06	03 May 06	2	9	18	3	6	2	4		0	18
	Basic Administration Skills Workshop	26 Aug 06	27 Aug 06	2	9	18	6	3	2	4		0	18
	Meeting Management and Facilitation Workshop	11 Sep 06	12 Sep 06	2	11	22	8	3	1	2		0	22
	Basic Administration Skills Workshop	06 Jan 07	06 Jan 07	1	3	3	2	1	2	2	15	15	18
	Meeting Management and Facilitation Workshop	06 Feb 07	07 Feb 07	2	3	6	2	1	2	4	10	20	26
	Introduction to Budget Process Workshop	24 Feb 07	24 Feb 07	1	5	5	3	2	1	1	9	9	14
	Introduction to Budget Process Workshop	25 Feb 07	25 Feb 07	1	4	4	3	1	1	1	10	10	14
	Information Gathering, Action Planning Workshop	04 Apr 07	04 Apr 07	1	5	5	4	1	2	2	6	6	11
	Information Gathering, Action Planning Workshop	05 Apr 07	05 Apr 07	1	4	4	2	2	2	2	10	10	14
	Information Gathering, Action Planning Workshop	16 Apr 07	16 Apr 07	1	4	4	2	2	2	2	6	6	10

ALGAP Capacity-Building Workshop Data - by Province

Provincial Council Members and Non-Council Members

Province	Workshop Subject	Begin	End	Dys	PCM	T/D	M	F	PBF	T/D	NPC	T/D II	Tdays
	Information Gathering, Action Planning Workshop	17 Apr 07	17 Apr 07	1	4	4	2	2	2	2	6	6	10
Zabul	PC Activities Review; Work Plan Development Workshop	25 Apr 06	26 Apr 06	2	15	30	11	4	1	2		0	30
	PC and Its Relationships Workshop	12 Jul 06	12 Jul 06	1	8	8	6	2	2	2	30	30	38
	Information Gathering, Action Planning Workshop	27 Jul 06	27 Jul 06	1	7	7	5	2	2	2	14	14	21
	Basic Administration Skills Workshop	20 Aug 06	21 Aug 06	2	8	16	6	2	2	4		0	16
Zabul	Meeting Management and Facilitation Workshop	05 Sep 06	06 Sep 06	2	7	14	6	1	2	4		0	14
	Action Planning Workshop	18 Sep 06	18 Sep 06	1	7	7	6	1	2	2		0	7
	Information Gathering, Action Planning Workshop	16 Dec 06	17 Dec 06	1	8	8	6	2	2	2	11	11	19
	Action Planning Workshop	16 Jan 07	16 Jan 07	1	3	3	1	2	2	2	15	15	18
	Meeting Management and Facilitation Workshop	06 Feb 07	07 Feb 07	2	4	8	2	2	2	4	21	42	50
	Introduction to Budget Process Workshop	19 Mar 07	19 Mar 07	1	8	8	6	2	2	2	16	16	24
	Basic Administration Skills Workshop	23 Apr 07	23 Apr 07	1	3	3	2	1	2	2	17	17	20
	Training of Trainers - Advanced Participatory Methods - GOA Office	12 Aug 06	14 Aug 06	3							28	84	84
													8,757

Wrks - Number of workshops held

Dys - Number days of workshops

PCM - Provincial Council members

T/D - Training days = workshop participants X number of days of individual workshop

M - Male PCM participating in training

F - Female PCM participating in training

NPC - Non-Provincial Council member training participants

T/D II - Training days NPC

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