



Project Update

LOCAL GOVERNANCE SUPPORT PROGRAMME (LGSP) FIRST QUARTERLY REPORT

January to March 2008



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Timor-Leste Local Governance Support Programme

Programme Name:	Timor-Leste Local Governance Support Programme (LGSP)		
Project Number UNCDF:	00054392 & 00054393		
Project Number UNDP:	00053898		
Start date:	January 2007		
Duration:	5 Years		
Total Budget:	US\$ 7,750,000 million		
Secured Funding:	US\$ 7,216,861 million		
Sources of Funding:	Government of TL	3,470,000 US\$	
	Irish Aid	2,220,119 US\$ ¹	
	UNCDF	665,255 US\$	
	UNDP	742,159 US\$	
	Government of Norway	119,328 US\$	
Total expenditures to date:	US\$ 576,607+ Q1 US\$ 194,513.53		
Government Counterpart:	Ministry of State Administration and Territorial Management		
Programme modality:	Joint Programme		
Administrative Agent:	United Nations Development Programme		
Participating Agencies:	United Nations Capital Development Fund United Nations Development Programme		
Direct Beneficiaries:	1) Population in Pilot Districts, including <ul style="list-style-type: none"> • Bobonaro District Population: 82,385 • Lautem District Population: 57,453 • Aileu District Population: 36,889 • Manatuto District Population: 38,580 • Ainaro District Population: 53,269 • Manufahi District: Population: 44,235 • Baucau District: Population: 104,571 • Covalima District Population: 55,941 <p style="text-align: center;">Total population: 473,323² or 51 percent of the total population</p> 2) Suco Council representatives in the Local Assemblies; 3) Ministry Staff of MSATM and other line ministries		

¹ Exchange rate US\$ = €1.36

² The total population of Timor-Leste is 924,642 and that the total coverage of the programme is 51 percent.

I. Programme overview

LGSP is the successor programme to two separate, but inter-related projects; the Local Development Programme (LDP) 2004-6 and the Local Government Options Study (LGOS) 2003-6. As such, LGSP will:

- continue to pilot local governance and local development procedures and processes in order to generate further policy-relevant lessons that will be of practical value in formulating and implementing decentralisation policy;
- provide the government with technical and other support in the fine-tuning and finalisation of its policy on decentralisation and local government;
- assist the government in actually establishing a functioning local government system.

The Timor-Leste LGSP is institutionally housed in the National Directorate for Territorial Administration (DNAT) as an integral part of the Ministry of State Administration and Territorial Ordinance (MSATO). The LGSP's PMU will effectively constitute the core technical personnel of the Decentralisation Secretariat in DNAT.

The programme is a joint programme funded by GoTL, Irish Aid, Government of Norway, UNDP and UNCDF and will be implemented over a 5-year period, beginning in January 2007.

Objectives and Outputs

The over-arching goal of LGSP is to contribute towards poverty reduction in Timor-Leste. The programme's purpose (or objective) is to support the establishment of accountable and effective local government. Decentralisation, by endowing accountable local government bodies with greater responsibilities for planning, budgeting, and implementation of infrastructure and service delivery, would result in an improved focus on the rural poor, greater allocation efficiency, better implementation arrangements, and enhanced responsiveness.

To achieve its purpose, LGSP will deliver three key outputs:

Output 1: Procedures, processes and systems for effective local-level infrastructure and service delivery (ISD) and public expenditure and public financial management (PEM/PFM) are piloted in selected Districts, Sub-Districts and Municipalities.

This output is clearly a follow-on from the former LDP in that it will provide opportunities for the continued piloting of procedures and systems linked to local-level infrastructure and service delivery and local PEM/PFM. Under this output, piloting activities will initially take place under the same arrangements as applied to the LDP – with Local Assemblies operating on the basis of Ministerial Decree No. 8/2005, issued by the Ministry of State Administration. Pilot activities will be initially undertaken in four Districts³, but will be expanded to more Districts depending on how rapidly local government is phased in. As and when the pilot Districts are “municipalised”, piloting will continue – with LGSP operating intensively in those ex-Districts (and new Municipalities) to further pilot and fine-tune local government systems and procedures.

³ Bobonaro, Lautem, Manatuto and Aileu.

Output 2: Support is provided to GoTL for the establishment of an appropriate and comprehensive institutional, legal, and regulatory framework for local government

The delivery of this output⁴, which is very much a continuation of the work already done by LGOS, will be an essential prelude to the establishment of a fully-fledged system of local government in Timor-Leste. Ultimately a series of legal instruments will need to be drafted, discussed and, in the case of laws, submitted to the National Assembly for review, possible amendment, and approval.

Output 3: Support is provided to GoTL for the implementation of local government reforms.

The third LGSP output⁵ that will be delivered by LGSP concerns the actual putting into place of Municipalities and the institutional/legal framework that will have been established with programme support (as specified under output 2). How LGSP will provide the government with support for implementation of local government reforms will very much depend on final decisions about the phasing of this process.

⁴ Clarification on the description of the Output: while LGSP can provide various kinds of support, clearly the actual decisions in regard to establishing the framework are the sole domain of GoTL and the National Assembly.

⁵ Clarification on the description of the Output: while LGSP can provide various kinds of support to implementation, the decisions and the responsibility regarding implementation are the sole domain of GoTL authorities.

II. Achievements and Challenges during the reporting period

The programme got off to a very good start this year which is very much appreciated considering the many external challenges and delays over the past two years. The approval of the new policy has provided a green light to accelerate the legal drafting process, a welcome development. It is fair to say that the expansion of the programme to the four new districts has gone well and according to our timetable. However, the increased workload on the programme staff will be significant and it will be important to monitor whether there is a need to further increase the number of national staff. The programme is now covering 8 out of 13 districts in Timor-Leste in addition to supporting the legislative process. The number of activities has drastically increased and it will be important to keep activities on schedule to be able to manage this in a proper manner.

The decision to increase the focus on communication and visibility is paying off, and will become a key part of the strategy in the coming months to ensure that the overall population is informed about this process and its outcomes. To continue this work is therefore essential in terms of involving people in the process instead of becoming only recipients of a new government system.

Output 1: Pilot component

1.1 Local Assemblies:

In accordance with the decision of MSATM, the Minister launched the LDP pilot programme expansion to four new Districts in January 2008; Ainaro, Baucau, Covalima and Manufahi, in a national information meeting held in Dili. Separate District meetings were held to explain the LDP process and the LDF allocation for 2008 with District staff and Suco Chiefs. This new expansion brings the total number up to eight pilot districts.

As part of the ongoing pilot, a new pilot module was introduced in the four new districts. While the “old-districts” are using a District and Sub-District Assembly pilot module, the new districts have only established District Assemblies. To ensure full participation and a link with the Suco Councils, Sub-District Development Committees (SDDCs) were established in the new Districts. This new structure is in line with the newly approved policy where the intention is to establish District Municipalities and perhaps an area standing committee structure where Suco Chiefs are represented. The new pilot will be able to shed light on how such a structure could work and the programme looks forward to analyzing lessons from this pilot. In total, 29 Local Assemblies (LAs) and 21 SDDCs have now been successfully established in the eight pilot districts. The pilot structures have 1,030 members of which 690 are representatives from the Suco Councils and the remaining are Government staff from various sector Ministries based at the local level.

1.2 Training of new LAs:

To prepare the new districts for their new roles and responsibilities training in local level planning (LLP) and the procedures of the LA was held during the period in February to March. In total 770 members and their alternates participated during these one-week training sessions. The LLP process started in the new districts during the month of March at the Suco level and SDDC meetings will be completed during the month of April. The intention is to complete the planning process in the new Districts by mid-June.

1.3 Annual planning and finances:

The “old” pilot districts will have to revise their original 2007-8 annual plan since the total capital funding was increased from US\$2.44 to US\$ 4 per capita in the 2008 budget. The revision was expected to start in March and be completed in April, however transfer of the first quarter budget was delayed and the planned activities have also been slightly delayed. However, there are no concerns at this stage that the LAs will not be able to complete their revision in time for the dry season when implementation is scheduled to commence. All funds for quarter one was transferred before the end of quarter one to the local bank accounts.

1.4 District Finance staff:

MSATM completed their recruitment of MSATM District Finance Officers to head the District Administration Treasury office established under the pilot. This is a level 5 position and will ensure improved efficiency and available time on financial issues of staff accountable to this Ministry. Part of the problems identified during past two years has been late financial reporting and in some cases poor quality. The decision to recruit these officers comes at a crucial moment when there are indications that the MoF will withdraw their finance officers from the districts to National level. A two weeks training was held for the new finance officers in February.

1.5 Revision of Finance and Procurement training manuals:

New LDP training manuals for LA operations and local level planning was prepared in 2007 to facilitate the new pilot structure and modalities. During the previous mission it was decided that a thorough revision of the existing Finance and Procurement training modules was also needed. The revision was done during the month of February by the same CB consultant that originally had prepared all LDP training manuals. The manuals are now being translated after the final editing process.

1.6 Recruitment of new staff:

LGSP has had to expand as a result of additional districts, and during the first quarter two positions have been advertised:

- National Planning Officer position
- National Monitoring and Evaluation Officer

Interviews for the Planning officer were held during the month of March and the recruitment process will be completed in April. The M&E position has been advertised and recruitment will be concluded in April.

1.7 Procurement:

A procurement plan for the whole year was submitted to UNDP procurement in January. A large part of the assets to be procured by LGSP this year will support the Government to enable them to implement and support the various activities. The following items are in the process of being procured under output 1 to support the pilot LAs:

No	Item	Quantity	Objective	Destination
1	Motorbikes	10	LA Technical staff to facilitate local planning, design & costing, and technical oversight of project implementation	Aileu = 1, Manatuto = 1, Baucau = 2, Covalima = 2, Ainaro = 2, Manufahi = 2 (Aileu and Manatuto have already 1 each, Bobonaro & Lautem have already 2 each)
2	Computers and printers	16	PIC, technical staff and finance officers to facilitate administrative requirements	Aileu = 1, Manatuto = 1, Bobonaro = 1, Manatuto = 1, Baucau = 3, Covalima = 3, Ainaro = 3, Manufahi = 3 (Aileu, Manatuto, Bobonaro & Lautem have already 2 each)
3	Office furniture package	8	Support to new finance officer in 8 districts	One set for all pilot districts

1.8 Planned activities for the next quarter:

- **Continued support to LAs:** The PMU will continue to provide technical assistance and support to the new districts in particular in all steps of their planning process. In addition, the PMU will continue its support to the PICs in the old districts as in previous years. Refresher trainings are planned in finance and procurement in the four old districts, while new training in the same topics are planned for the month of May/June for the new districts. It is also expected that technical training in design and costing will occur during this period.
- **M&E framework:** The recruitment process for the new M&E staff will be completed in April. The LGSP is already operating a Management Information System (MIS) for programme M&E. The objective is to expand and localize this in a programme M&E manual and commence identifying a system for the Ministry. This activity will be done during the period of next two or three quarters.
- **National Women Dialog:** LGSP and the Ministry facilitated dialog meetings in four districts last year between national women parliamentarians, SEPI and the local women LA members. The idea is to continue this dialog in a national workshop during the next quarter.
- **Gender standing committees:** Meetings between SEPI, UNIFEM and LGSP has already been held to discuss possible working relationships on gender budgeting and support to gender standing committees in selected areas. This is work in progress, however the intention is to sketch out a concept paper which will follow on to the paper drafted in 2007 on engendering local government.
- **Preparations of design and costing training manual:** Work on a design and costing training manual is an activity from 2007. It has shown to be extremely difficult to identify local technical staff to take on this component. However, it is important to ensure that we strengthen the ability of the local technical staff and this activity will be followed up during quarter two.
- **Quarterly meeting with DDOs and DFOs:** A new technical support activity this year is to hold quarterly meetings with DDOs and DFOs at the national level. As a result of the increase to eight pilot districts it will be difficult with the present staff level to ensure sufficient support to all districts. Quarterly meetings will not only ensure regular follow up with the key district staff, but will also ensure that they can learn from each other and discuss challenges and solutions with each other on a regular basis.

- **Drafting of TOR for DAT finance database:** The District Administration Treasury system has now been tested out over a period of 2 years and been revised once. The system has been taken on by MSATM and it is now time to move from the excel sheet based system to a proper finance database which will facilitate and ease the work of the finance staff.

Output 2: Policy and legislation

2.1 Approval of new policy on decentralization and local government

The first policy on decentralization and local government was approved in October 2006 by the former Government. With the change of Government in August 2007 it was made clear that the new Government wanted to change the policy. This process was not completed until March 2008 when the new policy was finally approved by Council of Ministers. The new policy establishes 13 District Municipalities with Municipal Assemblies. Along with the policy a revised Decentralization Strategic Framework was also approved with a new timeframe for drafting of new legislation. The intention of the Government is to finalize the two draft law proposals by September 2008.

2.2 The process of preparing legislative proposals and draft law proposals

The intention is to prepare two legislative proposals or “white papers” before actual legal drafting of the two laws itself. To facilitate this process Ministerial Technical Working Groups (MTWG) will be established in April and work is now underway in the preparations for this. A technical support mission was held in February and the mission prepared a methodology for the Line Ministry Technical Working Groups. The methodology is being finalized in cooperation with MSATM. The actual work of the MTWG is planned to commence in April and reports will be submitted in June. The following technical work is now being prepared and scheduled:

No	Description	Timeframe	Status
1	TOR for Future Fiscal Decentralization Framework (Joint TOR with MoF/WB)	May & August	Draft
2	TOR for LG legislative proposal	August	Draft
3	TOR for Administrative and Territorial Division legislative proposal	July	Draft

The TORs will be finalized during the next quarter and final dates will be established in accordance with the timeframe as per DSF.

2.4 Planned activities for the next quarter:

- **Establishment of MTWG & preparations of MTWG reports:** The plan is to establish the 10 Ministerial Technical Working Groups (MTWG) in April and hold workshop with each one of them individually. The work of the MTWG will commence during the period of April to June and their reports are expected to be finalized by mid-June.
- **First mission to support MoF MTWG:** Special attention has been given to support the work of the MoF MTWG. The first mission will take place in May to assist MoF with writing their report on future fiscal decentralization framework. This will be a joint MoF/MSATM and WB/LGSP mission and the first of two assignments.
- **Establishment of DNDLOT:** According to the new organic law of the Ministry, it is expected that the new National Directorate for Local Development and Territorial Management (DLOT) will be established and a new director will be appointed. This will mean a full integration

between LGSP and a government department. The new department will be in charge of the LDP and the decentralization process.

Output 3: Support is provided to GoTL for the implementation of local government reforms

3.1 Production of Social Communication Material

The LGSP Communications team has continued providing public information about LGSP and the decentralization process. In January, five media outlets covered the 2008 Announcement of the Government's Local Development Fund (LDF) allocation, and in February a full-page spread was published in the *Diario Nacional* newspaper about the approval of the Government's policy orientation guidelines on decentralization. The Communications Officer has accompanied the LDF District Announcements to cover these events, and has also visited a Baucau Suco during a development priority meeting to cover the consultation process. The communications unit has begun the production and distribution of the new monthly bulletin on local governance, with the first three editions produced in both English and Tetun in the first quarter. The monthly bulletin is produced with a target audience of the Local Assemblies and is distributed across the country.

The communications team has also begun working on a bimonthly radio civic education program called 'Developing with Decentralization.' An agreement with RTL for co-production and broadcasting of this civic education program was signed and the inaugural edition of the program aired in February. An additional agreement for the distribution of the radio program to community radio stations across the country for additional broadcasting is expected to be signed in April. Negotiations have also begun in March for a cooperative program with the Timorese television broadcaster TVTL and the joint production of three television documentaries about the decentralization process in 2008. Footage of Ministry and LGSP events will be recorded by a staff member from the National Archives Department, which already has an extensive amount of archived footage, and post-production done by TVTL. This agreement is expected to be completed in April.

3.2 Develop Communication Capacities

Ms. Sally Torbert was recruited as the International Information, Education and Communications (IEC) Advisor starting in March. Due to demonstrated needs of an expanding office, the IEC Advisor conducted an internal communications audit and used the findings to design a short workshop for the LGSP office staff in March. Based on the result of the workshop and staff recommendations, the IEC advisor will continue to provide occasional short training sessions on various internal communications topics for office staff.

The work of the Communications Unit based out of DNAT continued in January with distribution of government information and the final evaluation field visit and report for the information distribution program completed. The future mandate of the Communications Unit, however, remains undefined due to a conflict of mandates with the Council of Ministers and their distribution program for local newspapers, which has yet to be resolved satisfactorily. Communications staff will continue discussion with the Ministry and relevant departments on this issue during the second quarter.

3.3 Planned activities for the next quarter

- **Continued production of public information material:** It is important to continue to raise awareness of the decentralization process and provide accurate information about the process. The following information material will be produced during the next period:

- Production of the second and third editions of the decentralization civic education radio program with RTL
 - Continued production of three monthly editions of the local governance bulletin
 - Production of decentralization branded notebooks and folders
- **Production of TV documentaries for civic education purposes:** It is expected that LGSP will sign a new agreement for the co-production and broadcasting of TV documentaries on the decentralization with TVTL and the Government National Archives Department to produce the first batch of DVDs on decentralization issues and including the first edition of the television documentary.
 - **Decentralization Basic Messages and Communications Strategy:** The programme has been working on some standard messages on decentralization and a communication strategy for the past few months with the Ministry and it is expected that these two documents will be approved during this quarter. The documents are important to guide the communication initiatives for the Ministry and the LGSP, in addition it will enable us to produce informational material which is consistent with the main objectives of the decentralization process.
 - **Communications Training for Local Assemblies:** Training on communications practices and the use of the information boards at the Suco level will be held to ensure that the Sucos maintain their information boards with updated information.
 - **Procurement of remaining Suco information boards:** In total 160 Suco information boards were procured in 2007. The tender process begun for the second round of information boards to be installed at the Suco offices in the nine remaining districts
 - **Design of website:** To ensure that information is available to the public and interested partners, the programme aims to establish a Ministry of State Administration and Territorial Management website. The design of the website is planned to start during the second quarter.
 - **Civic Education material and work with civil society:** As part of the strategy to work closer with civil society, the Ministry with the assistance of LGSP will commence production of civic education material about the decentralization process and the new LG system. It is expected that a TA will be recruited on a short-term contract to facilitate this work. The TOR will be prepared and initial ideas will be discussed with NGO Forum and other interested partners. If possible, production on the first module of civic education training covering topics of representation, good governance and local planning processes is scheduled for June, but this will depend on the availability of the TA.

III. Concluding remarks

The overall assessment for this first quarter is very positive. The Government has shown strong commitment and there are great expectations to what we can achieve this year. At this stage the programme is waiting for the appointment of a new director for DNLOT, and if the right person is chosen from the Government it will strengthen the programme considerably.

IV. COMMENTS TO AWP 2008: PROGRESS COMPARED TO ANNUAL WORKPLAN

This summary is a narrative description to the 3 monthly AWP report for July to September 2007.

OUTPUT/ACTIVITIES	STATUS	PROGRESS REMARKS
Output 1: PILOT (ex LDP)		
Procedures, processes and systems for effective local-level infrastructure and service delivery (ISD) and public expenditure and public financial management (PEM/PFM) are piloted in selected Districts, Sub-Districts and Municipalities.		
1.1 Pilot and support for local level ISD by Local Assemblies in selected Districts		
1.1.1 Continue support local assemblies in pilot sub-national units (PIC, Finance Teams, DAT, Tender Boards)	Ongoing	Support to newly established SDDCs and LAs is ongoing in the 4 new districts. Initial training of new finance officers in 8 districts is completed.
1.1.2 Provide IT equipment to LA secretariat	Ongoing	In total 16 computers and printers are in process of being procured.
1.1.3 Provide furniture/equipment to LA secretariat	Ongoing	In total 10 motorbikes and 8 office are in process of being procured.
1.1.4 Provide meeting allowances for DA and SDA members and operational budgets to LAs	Ongoing	Quarter 1 budgets were transferred to the local bank accounts.
1.1.5 Study tour to national parliament and/or exchange between LA from different pilot districts		Scheduled for quarter 4
1.1.6 Announce LDF allocations for D and SD for FY 2008 & 2009	Completed	Allocations were announced in January 2008.
1.1.7 Evaluation of D and SD performance against the defined Minimum Conditions, and announcement of the D and SD MC results.		Scheduled for quarter 2 & 4
1.1.8 Allocate D and SD funds in accordance with defined LDF financial mechanisms		Scheduled for quarter 2 & 3
1.1.9 Revision of procurement and finance training materials	Completed	Revision of both manuals took place in February.
1.2 Establish robust and transparent PFM systems (including auditing procedures) at the local level;		
1.2.1 Establish internal LDP audit procedures and modalities		Scheduled for quarter 4
1.2.2 Provide training to national and local stakeholders in new audit procedures		Scheduled for quarter 4
1.2.3 Establish internal M&E system for MSA & LAs		Scheduled for quarter 4 – with some initiation in quarter 2
1.2.4 Provide training to national and local stakeholders in new M&E		Scheduled for quarter 4

procedures		
1.3 Introduce specific capacity building activities targeted at female members of Local/Municipal Assemblies		
1.3.1 Establish a CB programme aimed at improving gender awareness in LA		Scheduled for quarter 2 and beyond
1.3.2 Implement CB programme		Scheduled for quarter 2 and beyond
1.4 Introduce measures to improve the levels/quality of participation in Local/Municipal Assemblies and Suco Councils (Standing Committees, training, etc.);		
1.4.1 Training for local stakeholders in planning and budgeting regulations modules in new districts	Completed	770 participants in 4 districts completed this one week training sessions
1.4.2 Training for local stakeholders in Finance and Procurement modules in new districts		Scheduled for quarter 2
1.4.3 Refresher training for local stakeholders in planning, budgeting, finance, procurement and O&M modules in old districts		Scheduled for quarter 2 & 3
1.4.4 Preparations design and costing module and training seminar for PIC members		Scheduled for quarter 2 & 3
1.5 Implement and refine PM and MC assessment processes		
1.5.1 Implement and refine PM and MC assessment processes		Not planned for 2008
1.6 Develop appropriate mechanisms for demand-driven capacity building of Local/Municipal Assemblies		
1.7.1 Assessment of CB needs and strategy as part of DSF 2 for LG reform		Scheduled for quarter 4
Output 2: POLICY AND LEGISLATION Support is provided to GoTL for the establishment of an appropriate and comprehensive institutional, legal, and regulatory framework for local government		
2.1 Assist in the drafting of a Decentralisation Road Map Part 2 (DRM)	Partly completed	DSF 1 has been revised and approved by CoM, DSF 2 will be finalized mid-year
2.2 Socialization/consultation of policy/legislation on decentralization at local and national levels		Scheduled for quarter 2 & 3
2.3 Support to MTWG at national level (consultation on LG functions, finances etc.)		Scheduled for quarter 3
2.4 Factor in the lessons learned from the LDP and Output 1 of LGSP into the policy process	Partly completed	LGSP input to design of new pilot and new policy definition. More lessons to be provided during the course of the year.
2.5 Support any reviews of existing legal frameworks and assessments of		Scheduled for quarter 4

the need to adapt them in the light of decentralisation		
2.6 Provide technical support for preparing the content of draft legislation or detailed policy documents		Scheduled for quarter 2 & 3
2.7 Provide legal assistance for preparation of the Law on Local Government, Adm & Ter Division and other legal instruments on the basis of detailed policy documents		Scheduled for quarter 2 & 3
2.8 Assist MSA in adapting to its new role and in restructuring/ implementation of reform		Scheduled for quarter 3
2.9 Provide technical assistance for defining appropriate fiscal frameworks, financing arrangements, and local public financial management systems (or costing of the reform)		Scheduled for quarter 2 & 3
Output 3: IMPLEMENTATION OF GOVERNMENT REFORM Support is provided to GoTL for the implementation of local government reforms		
3.1 Production of social communication material		
3.1.1 Bi-monthly radio programme	Ongoing	One programme has been produced and aired on RTL, procurement of supplies to local community radio stations is ongoing
3.1.2 Monthly decentralization bulletin	Ongoing	3 issues for the three first months prepared and issued in Tetum and English language
3.1.3 Fact sheets		Scheduled for quarter 2,3 & 4
3.1.4 Annual Calendar 2009		Scheduled for quarter 4
3.1.5 Lesson learned booklet on LDP/LGSP		Scheduled for quarter 4
3.1.6 Establish and design MSAOT website		Scheduled for quarter 2 and beyond
3.1.7 Production of information DVDs		Scheduled for quarter 2 & 4
3.1.8 Production of decentralization branded materials		Scheduled for quarter 2 and beyond
3.2 Develop communication capacities for central & local level		
3.2.1 Production of Suco Information boards		Scheduled for quarter 2
3.2.2 Communication training for LAs at District level		Scheduled for quarter 2 & 3
3.2.3 Public relations training for MSAOT & LGSP staff		Scheduled for quarter 2 & 3
3.2.4 Media training workshop on		Scheduled for quarter 2

decentralization process		
3.2.5 Monitoring	Ongoing	Regular district visits
3.3 Civic Education		
3.3.1 Prepare training module for civic education on decentralization and local government		Scheduled for quarter 2 & 4
3.3.2 Implement CB module		Scheduled for quarter 3 & 4
3.3.3 Capacity building/training for Government staff in preparation for LG reform		Scheduled for quarter 4
3.4 Formulate and implement communications strategy		
3.4.1 Formulate and implement communications strategy	Ongoing	Communication strategy drafted