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PBG ANNUAL REPORT

'Programme de Bonne Gouvernance'

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Task Order Annual Report

Programme de Bonne Gouvernance

Annual Report for FY 2013

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DISCLAIMER

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

TABLE OF CONTENTS

SECTION I	INTRODUCTION	04
SECTION II	ANALYSIS of TRENDS IN THE SECTOR	04
SECTION III	SUMMARY OF PRINCIPAL ACCOMPLISHMENTS IN YEAR 4	06
SECTION IV	YEAR 4 PMP RESULTS	10
SECTION V	OUTSTANDING CHALLENGES & OPPORTUNITIES	20

LIST OF APPENDICES

ANNEX 1	YEAR 5 Activity Update & Outline of Year 5 Activities and Deliverables
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I – INTRODUCTION

In October 2009, the life of the ‘Programme de Bonne Gouvernance’ (PBG) began. This fourth annual report, covering activities from October 1, 2012 to September 30, 2013, is dedicated to providing supplementary information on the fourth year of implementation (FY 2013) not already covered in previously submitted quarterly reports of activities.

PBG is a \$36,251,768 five-year (three years with two option years) program whose purpose is to improve management capacity and accountability of select legislatures and local governments. The program operates in five areas of the country (the capital, Kinshasa and the provinces of Bandundu, Katanga, Maniema and South Kivu), working closely with three categories of Congolese partners:

- I. Civil society and community-based organizations;
- II. Parliamentary institutions at the central and provincial level; and
- III. Public institutions having a stake and role in decentralization.

Sections below and the annexes of this Annual Report are intended to provide an overall summary update on the implementation of activities during the fourth year of program operation from October 2012 to September 2013. It was also designed to provide complementary information that was not already provided in previously submitted quarterly reports including:

- ❖ an analysis of overall sectorial trends, (Section II),
- ❖ principal accomplishments, including an update on procurement activities (Section III),
- ❖ Summary of PMP results by end of Year 4 (Section IV)
- ❖ outstanding challenges (Section V).
- ❖ status updates on wokplan activities and deliverables – past and upcoming (Annex 1).

II – ANALYSIS OF SECTOR TRENDS

IR 1 - Trends Among Civil Society in Targeted Provinces

- **Presence of civil society in the governance sector:** Congolese Civil Society is at the forefront of the movement to promote peace, reunification of the country, the organization of elections, decentralization reform, democratization, etc.
- **Improvement in monitoring and dealing with social problems and the status of the population:** Civil Society is becoming an indispensable partner in the political process to the point of being associated with an "official" status at the national level (participation in national meetings, such as the recent National Consultations and institutions supporting democracy).
- **The relationship between civil society and public institutions continues to improve:** Both stakeholder groups understand that they are all working towards the same goal: the welfare of the population. The win-win strategy advocated by PBG, conducting Public Dialogues (DPAs) and the creation of the Joint Monitoring Committees providing recommendations following DPAs and the various grants-funded advocacy campaigns have contributed greatly to the development of relations between civil society and public institutions.
- **CSO partners are more creative, innovative and proactive:** CSO Partner organizations have been much more assertive at taking initiatives at the local, provincial and national levels. Advocacy actions are carried out in reaction to conditions on the ground, including legislation to improve the right to access information as part of the collaboration between CSOs and public institutions, citizen participation, educating the population on tax compliance, and the development of participatory budgeting.
- **For civil society the international community also becomes a strategic partner in advocacy:** Civil society remains open to the international community where it finds partners pursuing common goals, favorable to their actions and willing to support them. These potential partners include donor organizations, diplomats, media and INGOs, which expands the CSO's network of strategic partners and

allows it to benefit from not only financial and logistical support but also technical assistance. Most of these international partners become strategic allies in advocacy for improved governance.

- **Lack of resources:** Not enough alternative sources of funding are explored. The expertise acquired is quickly taken over by private businesses and public institutions that offer better pay and less risks which explains the perpetual renewal in need for training of renewed human resources.

IR 2 - Trends Among Parliamentary Actors in Targeted Provinces

- **The attention of government institutions' public opinion leaders has been focused on the situation in the east because of the M23 rebellion.** This has made it difficult to transit in Goma for staff and consultants traveling to Kindu and Bukavu. This preoccupation also led the National Assembly to devote many of its sessions to the subject of conflict in the East. Similarly, it is the principal reason for the programming of the National Consultations, which consumed much of the National MPs time and energy;
- **The agreement for Peace and Security, signed in Addis Ababa in March 2013 reiterated the need to accelerate the decentralization process initiated in 2006 but which is hopelessly behind schedule.** Since the above agreement, various reports have shown some political will to move forward, at least in regards to the legal framework for this process.
- **Unlike previous years, despite the preparations and implementation of the National Consultations, the National Assembly has been more open to work with PBG.** This is what led to the rehabilitation of the IT network in the Lower House.
- **The organization of Round Tables on legislative initiatives has generated much interest.** This is true particularly among the MPs in South Kivu and Katanga who are much more interested in drafting and editing edicts, which in turn has led to an increase in requests for logistical and technical support.
- Thanks to the donor requirement to conduct an assessment of **the Congolese Network of Parliamentary Personal (RCPP)** and the insistence of certain donors to see the RCPP include the National Assembly administrative staff members, this **trend towards greater inclusiveness has materialized.**

IR 3 - Trends among government actors in the context of the implementation of the Decentralization reform

- **The validation of the roadmap on the implementation of the national strategy for transfer of powers and resources to the provinces and decentralized territorial entities on November 5-7 is a very important step.** This can be considered a sign of willingness on the part of the Government to implement the recommendations of the "General status of decentralization and the strengthening of the authority of the State" held within the framework of national consultations.
- **The implementation of the monitoring mechanism of the Framework Agreement on Peace, Security and Cooperation in Democratic Republic of Congo and the region.** This accord was co-signed February 24, 2013 in Addis Ababa by the United Nations, the African Union heads of State and eleven Central and Southern Africa provides political momentum for the implementation of the reform of decentralization which is one of the focal points of this agreement.
- **The prospect of peace in the east with the liberation of the rebel-held territories and negotiations Kampala.** This gives hope to the provinces in this part of the country for the prospects of real development based on sustainable peace.
- **The promulgation of the new law on CENI on June 12th, 2013 by President Kabila and the swearing in of members of that bureau on June 14th, 2013:** This represents major steps in finalizing the institutional architecture for the implementation of decentralization reform.

III – SUMMARY OF PERFORMANCE ADVANCES

The following section identifies the area of focus and achievement of PBG in its fourth year of operation, the approach adapted with different types of audiences and the purpose and intent of work conducted as part of its effort to improve good-governance and facilitate the process of decentralization in the Democratic Republic of Congo (DRC).

Program Advances through Civil Society partners (IR1)

The fourth year of the program on Good Governance was more focused on the implementation of grants, a program which has enabled PBG to evaluate the impact of the training workshops provided to CSOs in advocacy and budget monitoring. The IR 1 and grants programs have achieved several complementary goals at the same time:

- Evaluation of CSO partners and identifying organizational development needs;
- Training IR1 partners in legislation and budget monitoring and results-based management;
- Continuation of support activities for the www.gouvernancepourtous.cd website : creation of steering committees and exploration of a mode of social marketing, support provided to CENADEP to work directly with CSOs to promote sustainable site management;
- Support CSO advocacy activities: utilizing grants as a mechanism, CSOs have been trained to conduct advocacy and awareness-building campaigns as well as encouraged to interact with local authorities to initiate edicts and ensure budget monitoring;
- Anti-corruption campaign. Activities to combat corruption were initiated in Bandundu during the second year of project implementation and were continued in the other provinces over the course of the next two years. The anti-corruption commissions "CLAC" (*Comites de lutte anti-corruption*) were trained on techniques for data collection and were provided technical assistance in drafting an action plan.
- Continuation of activities in the CRD and supervising the process of selection and negotiating the terms and timing of transfer of the CRDs to qualified local recipients. CRDs continued to host training and interaction between governance sector stakeholders through various mechanisms.
- Continuation and expansion of the "A Nous la Parole" programs with the Circle of Women Leaders: strengthening the partners' expertise, building relationships with strategic partners such as INTERNEWS, training on gender and leadership, in collaboration with IR3 organizing round tables of women leaders, establishing partnerships with community radio stations, monthly coaching for program preparation and of the Focus Group and an auto-evaluation of the Circle of Women program was conducted in all of the target provinces.
- Promoting public audiences (DPAs) with the participation of provincial and national MPs, creating monitoring committees for the implementation of the recommendations of the DPA .

Outlook for Year 5

CRITICAL ASSUMPTIONS, RISKS AND CONSTRAINTS.

- The achievements of PBG are real and effective in the field of interaction between the various stakeholders and in the field of advocacy on budget monitoring and the involvement of women. The fourth year helped initiate a process of reflection at the ETD level which oriented stakeholders towards achieving the program goals. But these benefits may be compromised by the probability of occurrence of certain changes and external situations that PBG will have difficulties coping with.
- Mechanisms in place to ensure ownership of the activities of PBG are complex and require sufficient time to ensure the sustainability of achievements. The most crucial issue is to have sufficient funding that will ensure completion of all actions initiated during the first 4 years. Sudden ruptures would affect the implementation of PBG's exit plan.
- For the activities undertaken by PBG to lead to conclusive results, the authorities should be open and embrace a culture of involving CSOs in the public institutions' various activities. The participatory

planning process is a true lesson in democracy. It brings forth a change in the behavior of citizens for developing a "culture of democratic decision-making" and a "culture of transparent management of public affairs."

- The administrative and financial autonomy of *communes* must be the goal of decentralization, but currently decentralization faces many constraints. This delay in decentralization reform has negative consequences for the implementation of PBG activities regarding effective citizen participation in local governance, gender sensitivity and respect for human rights.
- The grant program has not focused heavily on the themes chosen for each province. But this could become a reality if the amendments made by the logical framework leads to a new philosophy to better adapt mobilization actions towards achieving the projected goals.
- Enhancing the capacity of CSOs partners by transferring the responsibility of implementation of certain activities to them such as Dialogues for Action and grants encourage improved opportunities for ownership and sustainability.
- Seeking to improve the impact of the presence of women in decision-making involves working concurrently with the IR3 women's roundtable program and all women platforms existing in each province.
- CSOs are not interested in the search for complementary activities and the presence of synergistic actions with other partners as a result of problems related to internal governance and conflicts generated by such relationships when the notions of transparency are not taken into account. These CSOs should make an effort to enhance their own abilities and work in coordination with local institutions and even national institutions.
- The opening up of some authorities and elected officials to CSO participation in PBG activities have largely contributed to the emergence of a new culture, ownership and sustainability for program activities.
- Civil society encourages community participation in the implementation of development programs. The commitment and ownership should not be limited to partners. Better mobilization of populations in the actions of CSOs partners lead to the emergence and viability of a new culture of transparency and ethical citizens.

Parliaments and Elected officials (IR2)

THE NATIONAL ASSEMBLY:

The renewal of the National Assembly and the arrival of a more open *bureau* has permitted PBG to renew its partnership with this institution. In addition, the coordination of donor interventions continued. Major PBG major achievements in collaboration with the National Assembly include the following:

- **Rehabilitation of the IT network:** This work involved the rehabilitation of wiring damaged during the preparations for the Francophonie Conference, the installation of software for the operation of servers, IT training for the National Assembly's technical staff of the as well as payment for the initiation of an internet connection.
- **Training on IT management and IT inventory:** This activity enabled administrative and support staff working in the political cabinets to assume day to day management of the National Assembly IT hardware.
- **Results-based management for Administrative executives and officials:** Through this training, the beneficiaries have acquired modern management techniques geared towards achieving results based on proper planning.
- **Signature of of MOU between the PBG and the National Assembly:** This made official the IT assistance provided by the PBG to the National Assembly;
- **Presentation of the RCPP (Congolese Network of Parliamentary Personnel) to the National Assembly Administrative Staff:** This meeting, co-organized by the PBG and the Westminster Foundation for Democracy, facilitated a greater involvement of agents and officers of the National Assembly in the activities of RCPP;
- **Self-assessment of National Assembly MPs:** On May 15th PBG conducted a meeting with the Ecofin Commission under the facilitation of the Commission. Given the MPs' busy schedule they have proposed to keep the evaluation forms for later completion and submission.

THE PROVINCIAL ASSEMBLIES

Due to the postponement of provincial elections, and for the sake of sustainability, IR2 staff concentrated on activities in favor of the parliamentary administrations. However, in addition, MPs have received training in legislative hearings and technical assistance in the production of edicts. The mid-term capacity assessment of the target Provincial Assemblies was also conducted. Major PBG achievements in collaboration with the Provincial Assemblies include the following:

- **Roundtables on Legislative Initiatives:** The opportunity was provided to stakeholders to brainstorm with the of PBG team on the ways and means to encourage a greater production of edicts;
- **Dialogue sessions with parliamentary committees on the website www.gouvernancepourtous.cd** These sessions were designed to demonstrate to MPs the importance of the aforementioned website;
- **Media coverage of parliamentary activities:** Jointly organized by PBG and INTERNEWS, this workshop allowed MPs, CSO representatives and journalists to reflect on improving the Assemblies and the MPs communications skills;
- **Review of Administrative Rules of the Provincial Assemblies of Katanga and Maniema:** The North Kivu Provincial Assembly Director visited these two Provincial Assemblies to share his experience with his colleagues.
- **The Representation Function:** This activity detailed the relationship that should exist between MPs and their constituents;
- **Support for the development of edicts:** PBG provided logistical and/or technical support in favor of the MPs who are authors and proponents of proposed edicts or committees at work on the edicts review.

Outlook for Year 4

CRITICAL ASSUMPTIONS, RISKS AND CONSTRAINTS.

- If funding in year 5 of the program is not fully granted, IR 2 will perform most of its activities during the first six months ie up to March 2014.
 - In this case, PBG's interventions will be limited to only those activities considered high priority.
 - In the same scenerio, 6 months would be further reduced to three months (October, November and December) if the National Assembly does not provide for a special session during the next recess (15 December 2014 - 15 March 2014);
- If the progressive reduction of activities in the provinces occurs during year 5, IR 2 will direct most of its activities towards supporting the National Assembly.
- As long as the provincial elections have not been held, IR 2 cannot carry out activities designed especially for new MPs;
- If the additional program funding is granted for the remainder of year 5, there should be a prompt update of activity planning to add medium priority activities to those that are considered high priority.

Gouvernement Representatives (IR3)

Year 4 of the PBG IR 3 program was a pivotal year within the context of IR 3's implementation. The activities carried out during this period will have a genuine impact on the program's outcome and objectives. Among these activities are the following:

National level

- The drafting and validation of the 2013-2014 roadmap on the implementation of the national strategy for the transfer of powers and resources to provinces and decentralized territorial entities;
- Development of accompanying measures for the implementation of the roadmap on the transfer of powers and resources to the provinces and decentralized territorial entities;

- Capitalization of experiences in the field of management and transparency of local finances by CTAD experts in the ETDs receiving PBG assistance in South Kivu (Bukavu and Kadutu *Commune*) and Maniema (Bagengele *Chefferie* and Alungulu *Commune*) ;
- Preparation guide for public participation in the management and transparency of local finances ;

At the ETD level

- Pilot evaluation of public services (Health, Education, Transportation, etc.) by ETD civil society members in Bukavu (South Kivu province), Alunguli (Maniema Province) and Katuba (Katanga Province);
- Implementation of the taxpayer database in Bukavu;
- Implementation of the taxpayer database of taxpayers in Alunguli *Commune*;
- Training of stakeholders in the 12 ETDs on local finance management and participatory budgeting;
- Signing of a public-private partnership agreement between the of Katuba *Commune* authorities and the private enterprise Atlas Construction for the rehabilitation of the Katuba III public market;
- Signing of a public-private partnership agreement between the Katuba *Commune* authorities and the private enterprise SAMPALIQUE for the rehabilitation of the Town Hall Multipurpose Room;
- Rehabilitation of the Bosembo Institute in the Mayoyo *Commune* in Bandundu (10 classrooms and 4 latrines);
- Support for the establishment of the network of women leaders in the public sector.

Outlook for Year 5

CRITICAL ASSUMPTIONS, RISKS AND CONSTRAINTS

- That the project will receive timely funding for a fifth year, and that we shall therefore have nine months in which to implement the scheduled activities;
- That we shall continue to enjoy the confidence of CTAD and shall work in collaboration with them in formulating and developing decentralization policy;
- That legislation will be passed through the national Parliament in accordance with the plans of the government;
- That the management of ETDs (mayors and bourgmestres) will not change;
- That the government, the council of the magistrature and the national assembly will remain interested in discussing the implications of decentralization legislation.

Advances with the Procurement Plan

- Equipment to rehabilitate the National Assembly's IT Network was procured and installed;
- IT equipment was procured and installed to create the taxpayers database center in the Mayor's office in Bukavu;

IV – SUMMARY OF YEAR 3 RESULTS ON PBG’S PMP

INDICATOR SUMMARY TABLE TARGET VERSUS ACTUAL FY 13

PBG PMP INDICATORS, TARGETS & RESULTS by end of Year 4

REF	Indicators IR 1	Target Year 4 FY2013	Actual Results FY2013
1.1 R	Number of people who have completed United States Government (USG) assisted civic education programs	5,425	9,594
<p>The more civil society sees an opening in their relationship with the government institutions, the greater there is a desire to expand and deepen their civic education programs. Training workshops and civic education activities therefore remain a strong component of the IR 1 team. The continued surpassing of this indicator can be linked therefore to the persistent strong demand for sharing of knowledge and transparency by civil society, as well as the expansion of PBG’s grants program.</p>			
1.2 R	Number of local mechanisms supported with USG assistance for citizens to engage their local government	186	480
<p>This higher than planned result demonstrates the success that both IR 1 and IR 3 have experienced in bringing together civil society and officials from the <i>entités territoriales décentralisées (ETD)</i>. Four years ago, elected officials were weary of collaborating with civil society organizations (CSO), which were seen as confrontational obstacles rather than constructive tools in the democratic process. But throughout PBG’s lifetime, thanks to the introduction of a number of new mechanisms encouraging citizen participation and open dialogues, the program has seen a remarkable increase in two-way communication and collaboration between the local authorities and the CSOs in our target provinces.</p>			
1.3 R	Number of CSO advocacy campaigns supported by USG	20	24
<p>Although the concept of positive advocacy campaign development was slow in adoption by a civil society accustomed to a more confrontational approach, the technique has gained momentum and is being embraced by civil society and local authorities alike. Year 4 is the first program year that PBG has surpassed the target for this indicator, a testament to the traction that advocacy campaigns have gained following multiple years of IR 1 training workshops to reinforce advocacy concepts and tools.</p>			
1.4 O	Number of citizens attending public audiences	3,200	7,691
<p>Public audiences support citizen participation in the democratic process through information dissemination and debate. They also form a key step in the advocacy campaign process for CSOs. As organizations have come to better grasp the value impact advocacy has on their work, public audiences have also grown in number, thereby increasing results under this indicator as well. A significant portion of the total public audiences for Year 4 were conducted at the initiation of CSO partners; organized by civil society either via a PBG grant or with logistical support from the program.</p>			

1.50	Number of USG-supported civic education activities with media participation and/or coverage .	87	216
The advent of the PBG-supported bimonthly radio broadcast “ <i>A Nous la Parole</i> ” continued to contribute to this higher than targeted result, as this radio program had not been originally programmed at the outset of this project. Following the termination of the Search for Common Ground contract in September 2012, who initially led the relationships with the radio stations broadcasting “ <i>A Nous la Parole</i> ”, PBG’s provincial offices took over the direct management of these programs. After a short transition period, the programs were re-launched in April 2013 through the signature of five of contracts with partner radio stations – two in Bandundu, one in Katanga, one in Maniema and a contract signed between our Sud Kivu office and a CSO partner who manages the relationship with the radio station for our project in this province.			
1.60	Increase in the average score of core PBG-supported CSOs on the Advocacy Capacity Assessment Tool	42	61
See analysis of survey findings in the section below.			
1.70	Number of CSO receiving USG assistance on how to review and comment on budgets	80	533
IR1 and IR3 continue to collaborate on the promotion of the participative budgeting process in the ETDs; a process which invites CSO partners to be part of the ETD evaluation committees to provide constructive input in the improvement of services and budget execution. A PBG consultant toured the four target provinces at the end of Year 4 to replicate a training he conducted for the project’s ETD partners on the participatory budget process, but this time with an emphasis on the role civil society should play in local budget conception.			
1.8R	Percent of people surveyed in select provinces who believe they have opportunities to express their opinions	N/A	N/A
This survey is only conducted in years 1, 3 and 5.			

REF	Indicators IR2	Target Year 4 FY 2013	Actual Results FY 2013
2.1R	Number of national legislators and legislative staff attending USG-sponsored training or educational events	750	817
The current National Assembly administration, elected in 2011, continues to be more open to collaboration with international donors than its predecessor, who had little interest in a partnership with PBG. Especially following the USAID-funded installation of the Assembly’s newly repaired and functioning IT system, PBG’s credibility was reinforced in the eyes of this partner, who have since solicited a number of training opportunities for both its elected officials and permanent staff on various topics, ranging from basic IT knowledge to results-based management. The results of this indicator will continue to grow.			
2.2R	Number of provincial legislators and legislative staff attending USG-sponsored training or educational events	589	4,763
PBG relations with administrative staff in the provincial assemblies continue to be very good. As was programmed last year, Year 5 will continue to prioritize the delivery of training workshops that focus on areas of greatest need, as determined by the performance evaluation undertaken under indicator 2.10 in Year 3. In addition, PBG will continue to look for ways in which to share expertise across assemblies in the organization of these training workshops, as was done in Year 4 for the Sud Kivu media coverage activity, for			

example, which included the participation of a Katanga provincial deputy as an “expert panelist.”			
2.3 R	Number of draft laws accompanied by technical analysis and subject to review by legislative committees receiving USG assistance	16	7
As explained in the PMP modification approved on August 5, 2013, the total draft laws reported under this indicator have decreased from the Year 4 annual report, resulting from a misunderstanding in PBG’s M&E team on the use of the tracker tool for indicators 2.3, 2.4 and 2.5. Please see the PMP modification for additional details. This relatively low result compared to the project’s target for Year 4 can be explained by two factors: 1) the National Assembly administration prior to the 2011 elections lacked interest in collaborating with the project and did not often request support in legislative drafting assistance, thereby slowing momentum under this indicator; and 2) the current leadership of the PAJ Commission, one of PBG’s two target commission partners, had been closed off to support from international donors, which has resulted in very infrequent assistance requests from the PAJ until recently. Shortly following the close of Year 4, however, PBG’s IR 2 team had a productive discussion with this partner on a list of 13 draft laws under review by the PAJ, ECOFIN, Environmental and Socio-Cultural commissions that could benefit from technical and logistical assistance, which makes the project hopeful that IR 2 will be within reaching distance of the final target of 20 draft laws for this indicator by mid-2014. IR 2 also plans to organize a training for the National Assembly on parliamentary hearings to encourage the production of legislation. It should be noted, however, that this indicator remains dependant on political will, which can change at any time.			
2.4 R	Number of laws or amendments promoting decentralization drafted with USG assistance	6	3
With the additional pressure put on the DRC to render operational the decentralization process following the signature of the Peace, Security and Cooperation Framework in Addis Ababa in February 2013, as well as the recommendations produced during the National Dialogues in September 2013, PBG is hopeful that our partners will look towards PBG’s assistance during Year 5 in the drafting of legislation needed to fully implement this process. It should be noted, however, that this indicator remains dependant on political will, which can change at any time.			
2.5 R	Number of provincial edicts accompanied by technical analysis and subject to review by legislative committees receiving USG assistance	48	40
Throughout Year 4, PBG continued to provide assistance in legislative drafting to both our provincial assembly partners and to civil society actors to promote higher levels of legislation production. The IR 2 team also organized Roundtables on Legislative Initiatives in all four target provincial assemblies which gave the assemblies an opportunity to brainstorm with the PBG team on the ways and means to encourage a greater production of edicts. Partner assemblies have already solicited PBG’s assistance in drafting edicts following the success of these roundtables. It should be noted, however, that this indicator remains dependant on political will, which can change at any time.			
2.6 R	Number of executive oversight actions undertaken by national legislature receiving USG assistance	10	16
Technical assistance provided by PBG has given the Assemblies the tools necessary to oversee executive actions.			
2.7 R	Number of executive oversight actions undertaken by provincial legislatures receiving USG assistance	6	82
Technical assistance provided by PBG has given the Assemblies the tools necessary to oversee executive actions.			
2.8 R	Number of public forums resulting from USG assistance in which national legislators and members of the public interact	24	20

While PBG more than doubled the number of public forums attended by national legislators between Years 3 (total of 9) and 4 (total of 20), this indicator continues to be a challenge to attain. Especially during this past year, national legislators have spent many of the Assembly's recesses in Kinshasa, rather than returning to their home provinces, preparing for issues related to the war in Eastern Congo and for the lead up to the National Dialogues. As such, few national legislators were available to participate in public forums organized in the provinces, despite the efforts made by PBG staff. With the continued collaboration of PBG's National Assembly partner, and the end of the National Dialogues, IR 2 is hopeful that during Year 5, national legislators will commit themselves to interacting with their constituents through this mechanism.

2.9 R	Number of public forums resulting from USG assistance in which provincial legislators and members of the public interact	64	228
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Grantees and CSO partners, in collaboration with PBG, continue to organize public forums around advocacy campaigns where local authorities are invited to participate. The improved, more open relationship that exists between civil society and elected authorities has encouraged provincial legislators to attend these dialogues in increasing numbers, not only for the fact that they no longer see their relationship with civil society as an antagonizing one that should be avoided, but also because they are starting to see more clearly the benefit of interacting with their constituents, especially in the run-up to provincial elections.

2.10 R	Increase in average score on Matrix of Legislative Processes and Capabilities	N/A	N/A
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These evaluations are only conducted in years 1, 3 and 5.

2.11 O	Frequency of access by Assembly staff to the website developed with USG assistance	800	129; See text below
2.12 O	Number of structured mechanisms to promote exchanges between different legislatures supported by USG.	8	9

Thanks in part to PBG's continued support of the *Réseau Congolais des Personnels des Parlements* (RCPP), in collaboration with other international donors, this network has adopted a more inclusive attitude, thereby increasing its credibility. PBG is hopeful that the close working relationship formed with the RCPP will continue to yield results under this indicator, through the creation and support of permanent mechanisms that bring together legislatures from across the country.

REF	Indicators IR3	Target Year 4 FY 2013	Actual Results FY 2013
3.1 R	Number of sub-national government entities receiving USG assistance to improve their performance	12	12
3.2 O	Number of local governments/ETDs with support by USG assistance that develop service improvement action plans or implement investment	12	12
3.3 R	Number of sub-national government entities receiving USG assistance to increase their annual own-source revenues	12	12

The top three indicators are a measure of an ongoing technical assistance package in planning, financial management and monitoring that is programmed every year to provide periodic training and follow up mentoring throughout the year. Each of the 12 ETDs receives assistance several times a year.

3.4 O	Number of activities supported by USG to improve government entity performance		105	632
The activities implemented in the target ETDs are attended by ETD staff on a regular basis. Staff training and technical assistance in action planning and management systems creation at the ETD level are essential to ensuring that these local government bodies will be able to function autonomously once decentralization is fully in effect. This need is openly recognized by our partners, who encourage staff participation.				
3.5 R	Number of individuals who received USG-assisted training, including management skills and fiscal management to strengthen local government and/or decentralization.		3,200	6,049
See 3.4. These are the participants in the programs counted by indicator 3.4.				
3.6 R	Change in average score on ETD budget review Matrix		N/A	N/A
These evaluations are only conducted in years 1, 3 and 5.				
3.7 O	Number of mechanisms supported by USG to promote exchanges between national, provincial and sub-provincial authorities		5	21
During Year 4, IR 3 focused on promoting the exchange of experiences between the <i>Cellule Technique d'Appui à la Décentralisation</i> (CTAD) and target ETDs. Experts selected by the CTAD traveled to Maniema and Sud Kivu for meetings with the local authorities in these provinces that have benefited from PBG's technical assistance, to learn from their experiences on the ground in implementing the steps necessary, from the local end, for the success of the decentralization process. These types of exchanges will be important for the CTAD's future, in ensuring that their expertise also includes the knowledge and lessons learned of the actors in the provinces. For this reason, PBG will continue to support similar exchanges in Year 5.				

IR 1 – CITIZENS DEMAND ACCOUNTABILITY

Indicator 1.6 Increase in the average score of core PBG-supported CSOs on the Advocacy Capacity Assessment Tool

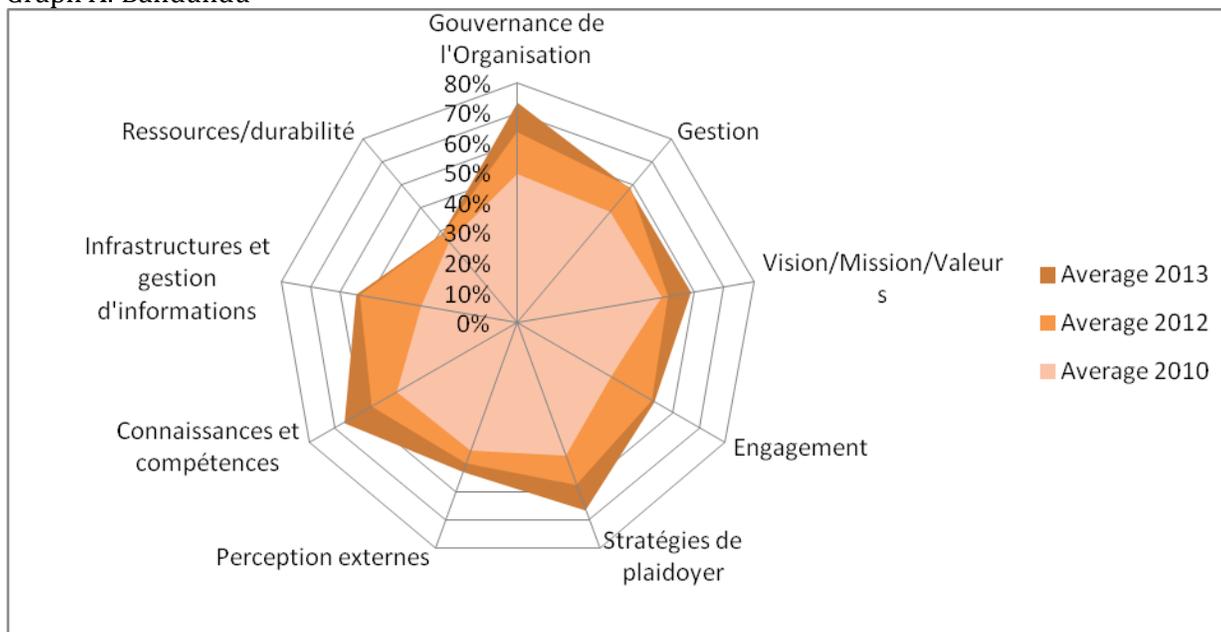
#	PROV	Name of NGO	Year 1 (baseline)		Year 2			Year 3			Year 4			Year 5		
			Points (out of 477)	Score	Target Score	Points (out of 260)	Actual	Target	Points (out of 477)	Actual	Target	Points (out of 477)	Actual	Target	Points (out of 477)	Actual
1	BAN	PROSADEF	143	29.98	31	177	68.08	32	266	55.77	34	298	62.47	35	TBD	
2	BAN	RECIC	157	32.91	35	185	71.15	35	257	53.88	38	285	59.75	39	TBD	
3	BAN	TEYESA	116	24.32	26	89	34.23	26	116	24.32	28	116	24.32	29	TBD	
4	BAN	COFERD	172	36.06	38	130	50.00	39	271	56.81	41	285	59.75	42	TBD	
5	BAN	ASSOPAC	98	20.55	22	179	68.85	22	289	60.59	24	328	68.76	24	TBD	
6	BAN	CEPROSCOC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	309	64.78	68	TBD	
7	BAN	CANACU	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	299	62.68	66	TBD	
8	BAN	CLAT KKT	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	277	58.07	61	TBD	
9	BAN	COFERD BDD	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	303	63.52	67	TBD	
10	BAN	FADIC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	291	61.01	64	TBD	
11	BAN	EIFDHPC	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	290	60.80	64	TBD	
12	MAN	HAKI ZA BINADAMU	217	45.49	48	154	59.23	49	278	58.28	52	326	68.34	54	TBD	
13	MAN	APRODEF	214	44.86	47	133	51.15	48	243	50.94	51	292	61.22	53	TBD	
14	MAN	AVEMA	201	42.14	44	159	61.15	45	256	53.67	48	296	62.05	50	TBD	
15	MAN	COJESKI	204	42.77	45	171	65.77	46	n/a	n/a	49	309	64.78	50	TBD	
16	MAN	UMAMA	216	45.28	48	154	59.23	48	257	53.88	52	259	54.30	53	TBD	
17	MAN	ALFED	n/a	n/a	n/a	n/a	n/a	n/a	290	60.80	64	324	67.92	65	TBD	
18	KAT	COMSSION JUSTICE ET PAIX	179	37.53	39	196	75.38	40	281	58.91	43	300	62.89	44	TBD	
19	KAT	MIROIR DU PEUPLE	171	35.85	38	194	74.62	38	284	59.54	41	252	52.83	42	TBD	
20	KAT	ANAPECO	153	32.08	34	151	58.08	34	204	42.77	37	254	53.25	38	TBD	
21	KAT	BDD	212	37.53	39	197	75.77	40	285	59.75	43	306	64.15	44	TBD	
22	KAT	BULLETIN DE LA SOCIETE CIVILE	187	39.20	41	202	77.69	42	284	59.54	45	316	66.25	46	TBD	
23	KAT	AED	n/a	n/a	n/a	194	74.62	78	311	66.60	80	362	75.89	86	TBD	
24	KAT	AECO	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	308	64.57	68	TBD	
25	KAT	ASIBOG	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	286	59.96	63	TBD	
26	KAT	SADRI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	457	95.81	101	TBD	
27	KAT	SHALAMO	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	303	63.52	67	TBD	
28	KAT	REFED	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	329	68.97	72	TBD	
29	KAT	UMOJA	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	330	69.18	73	TBD	
29	SUK	AFEJUCO	172	36.06	38	160	61.54	39	286	59.96	41	328	68.76	42	TBD	
30	SUK	CEDAC	225	47.17	50	178	68.46	50	275	57.65	54	401	84.07	56	TBD	
31	SUK	CAPSA	n/a	n/a	n/a	184	73.60	77	323	67.71	79	339	71.07	85	TBD	
32	SUK	CAUCUS DES FEMMES	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	359	75.26	79	TBD	
33	SUK	RFMDI	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	320	67.09	70	TBD	
Total Average scores				37.05	38.90		63.55	39.64		54.14	42.40		61.06	43.60	TBD	

Capacity Scores – PBG’s civil society partners have shown notable improvement in their understanding of the importance of advocacy campaigns in their work, and the effective process for implementation. On the table above, please note that only the 17 original PBG partners (highlighted in gray on the number scale) are taken into account when calculating the total average score, in line with the calculation used for the baseline year. While other CSO partners have been added into the project’s fold over the course of four years, due in part to PBG’s grants program, they are evaluated only for informational purposes, in order to plan activities and

training workshops appropriately geared to the needs of civil society, rather than for the reporting on this indicator.

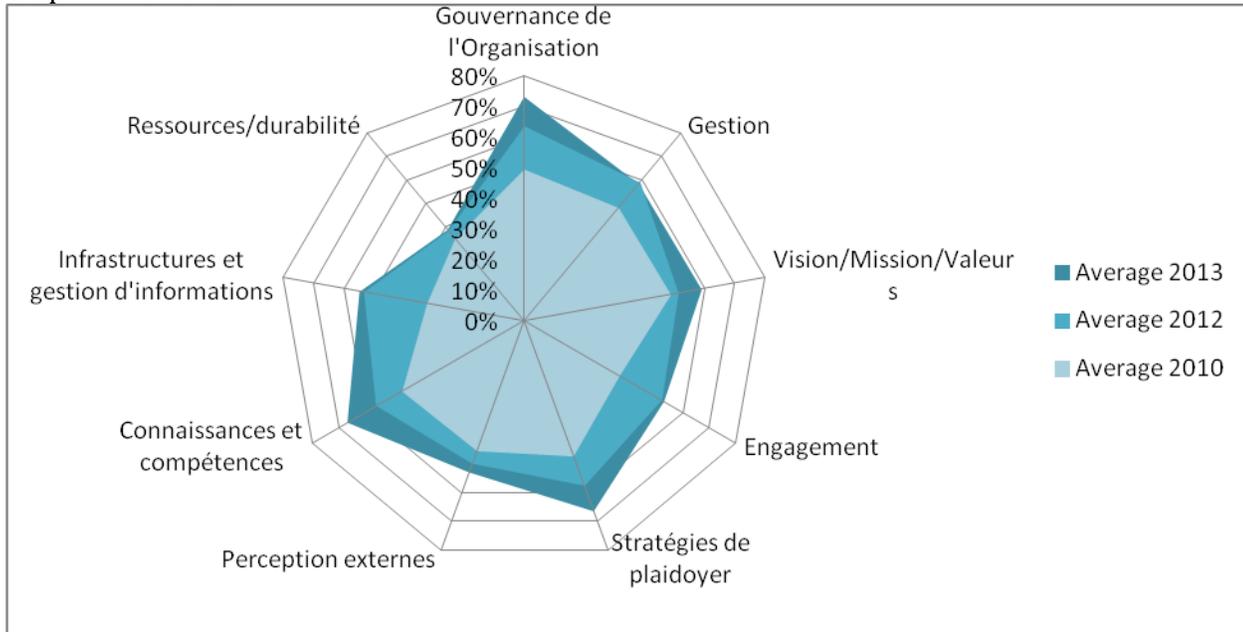
The graphs below show the positive advancements made by the project’s 17 CSO partners since PBG inception, tracking average scores from the baseline year, Year 3 and finally Year 4. Graphs show the average scores per province in the nine categories of questions asked by the evaluation form, which include: 1) internal governance of the organization; 2) management; 3) vision, mission and values of the CSO; 4) commitment to advocacy; 5) strategy; 6) external perceptions of the organization; 7) technical knowledge and capacities; 8) infrastructure and information management and 9) resources and long term planning.

Graph A: Bandundu



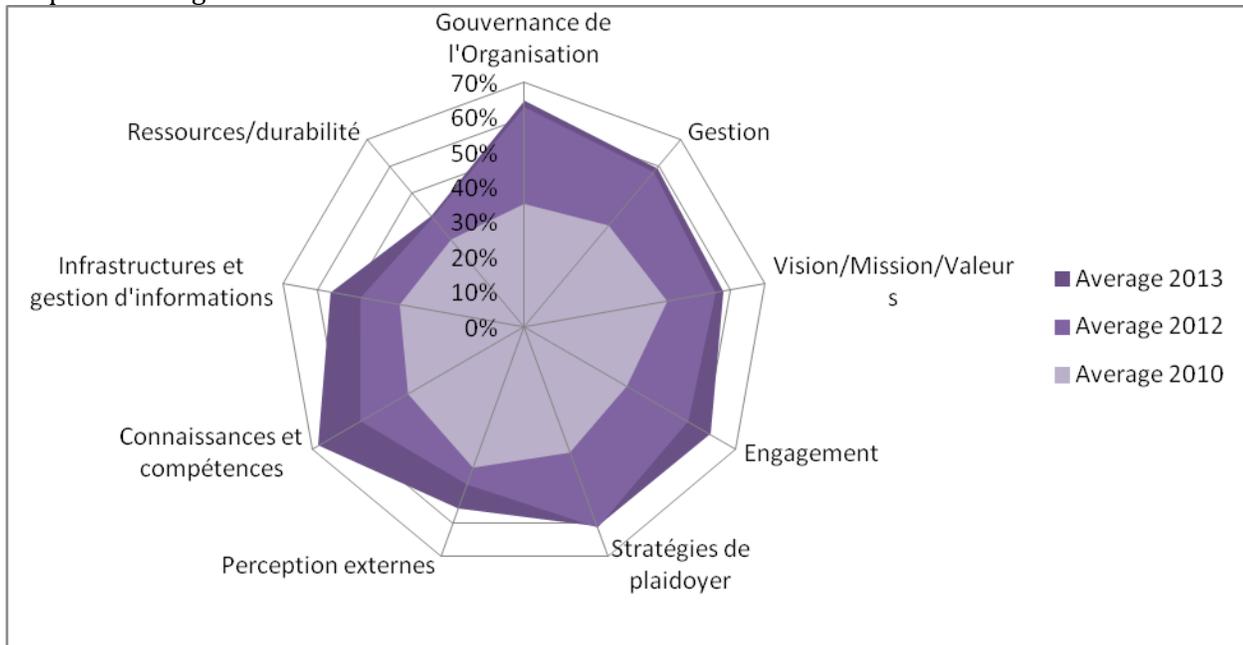
Trends can be deduced from these results that have assisted the IR 1 team in their strategic planning for the fifth and final year of project inception. First and far most, there has been a significant increase in CSO comprehension of the advocacy process and the value of advocacy campaigns in civil society’s work. While it should be noted that for most CSOs, advocacy work has not been fully integrated into their long-term planning due to lack of resources, the concepts have started to take hold and CSOs now have the ability to differentiate between civic education and advocacy work, and when these tools are needed. The goal for Year 5, therefore, is to ensure that these newly acquired skills are concreted and become a part of the CSOs overall strategy.

Graph B: Maniema



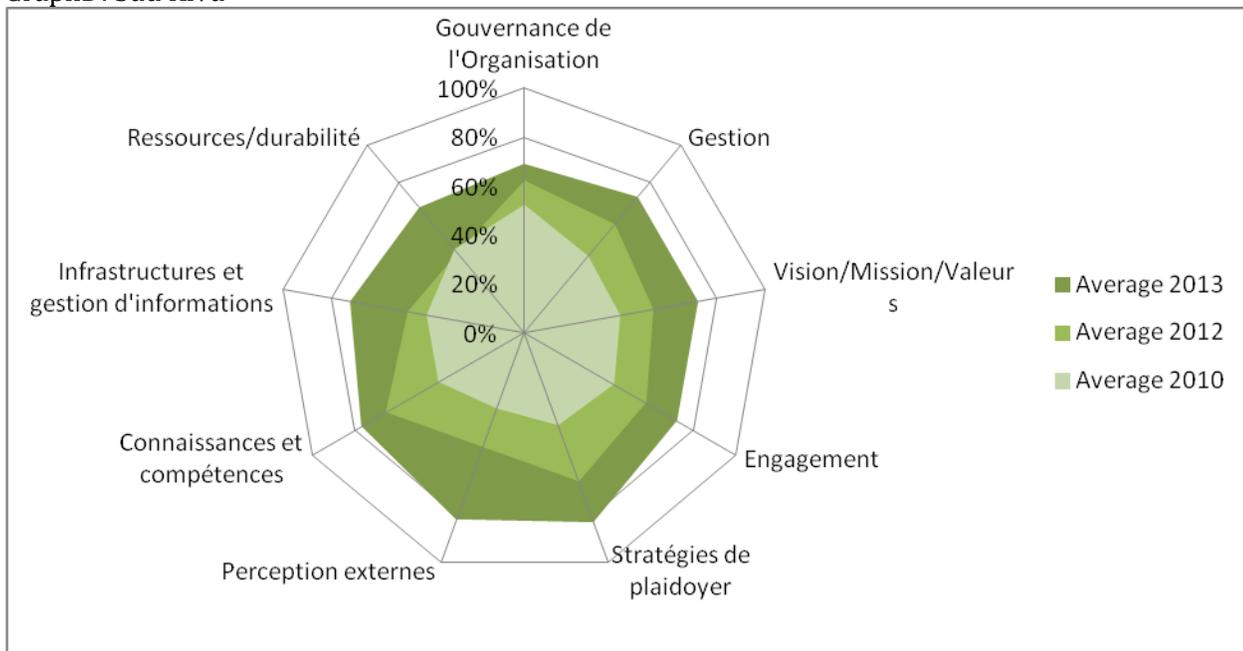
A second trend of note is the comparatively low level of advancements made by these organizations in internal management and governance procedures between FY 2012 and FY 2013. While PBG held organizational development training workshops in Year 1 in order to streamline communication strategies and better prepare internal management teams to tackle the issues at hand, due to the nature of the PBG contract and the priorities it placed on the IR 1 team, focus was primarily given to developing technical capacities in the realms of communication, information dissemination and advocacy work, rather than the development of basic management procedures. So while the graphs show an initial jump in internal management capacities between the baseline and Year 3, improvement has not continued at the same speed during Year 4 (Sud Kivu is somewhat of an outlier in this trend, but partners in this province have benefited from an increase in donor collaboration and additional grant funding this year that have helped to solidify their internal structures). Thus, IR 1 has planned a series of administration trainings, such as financial management and database management, to ensure these organizations have the basic internal structures necessary to support the technical skills they have acquired over the past four years working with PBG.

Graph C: Katanga



Finally, as is evident in all four graphs, focus this year needs to be placed on ensuring the sustainability of the technical capacities that these 17 CSOs have improved upon. Internal management training programs will be one facet of this sustainability strategy. Another facet will be organizing training workshops on mobilizing resources, to help partners fundraise either through grant solicitation or through revenue generating activities.

GraphD: Sud Kivu



As with all three IR components, Year 5's top priority will be reinforcing the skills gained over the course of the program, and helping our partners develop a longer-term strategy that will ensure continued implementation of their improved technical capacities even after PBG closes its doors.

IR 2 – SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

Indicator 2.11: Frequency of Access by Assembly Staff to the Website Developed with USG Assistance

GouvernancePourTous.cd			
Month	# of Total Website Visitors	# of Deputy or Administrative staff of National Assembly who Visited Website	# of Deputy or Administrative staff of Provincial Assemblies who Visited Website
May-11	14	n/a	n/a
Jun-11	12	n/a	n/a
Jul-11	46	n/a	n/a
Aug-11	97	n/a	n/a
Sep-11	224	n/a	n/a
Oct-11	396	n/a	n/a
Nov-11	370	n/a	n/a
Dec-11	340	n/a	n/a
Jan-12	401	n/a	n/a
Feb-12	482	n/a	n/a
Mar-12	575	n/a	n/a
Apr-12	886	n/a	n/a
May-12	1066	n/a	n/a
Jun-12	705	n/a	n/a
Jul-12	2055	n/a	n/a
Aug-12	1725	n/a	n/a
Sep-12	2222	n/a	n/a
Oct-12	3174	n/a	n/a
Nov-12	2889	n/a	n/a
Dec-12	1554	n/a	n/a
Jan-13		n/a	n/a
Feb-13		n/a	n/a
Mar-13	5981	30	9
Apr-13	20,854	17	3
May-13	33,104	21	7
Jun-13	16,387	25	1
Jul-13	38,330	6	2
Aug-13	168,963	1	0
Sep-13	272,341	5	2
Total	575,193	105	24
Total Frequency of Assembly Members			129

Originally planned as an Assembly-developed and managed website under PBG's initial workplan, this permanent activity became a joint IR 1 and IR 2 led initiative in Year 2 when CENADEP took the lead in the creation and long term management of the website www.gouvernancepourtous.cd. The website is now an interactive space for both members of government and civil society, as well as the population as a whole, to obtain up-to-date information on the state of the country through the website's links to laws, budgets, decision makers and an online forum.

The table above shows the total number of visitors to the site, as well as the total number of visitors who have identified themselves as members of the National or Provincial Assemblies. During Year 4, the website team focused on the development of a tool to help capture the base of this indicator: the total number of assembly staff who access the site. In March of 2013, this tool was launched; upon entering the website, visitors will now receive a popup screen asking them to identify themselves as either male or female, and then as one of a list of six professional categories: 1) member of the National Assembly; 2) member of a provincial assembly; 3) member of the Senate; 4) member of the Executive; 5) member of civil society or 6) other. This popup

appears on screen for a brief period, but is not obligatory to access the site and can be cancelled out of without submission of these statistics if the visitor so elects. Thus, the number of assembly members who have accessed the website in the table above are PBG's best approximations, but by no means captures all the "hits" that www.gouvernancepourtous.cd has received from the assemblies.

Accordingly, while the total targeted number of assembly members for this indicator for Year 4 was set at 800, as opposed to the 129 shown in this table, the more interesting data for the website has been the tremendous increase in the number of overall visitors during the course of this project year. This significant jump can be attributed to two factors:

1) The website team prioritized the promotion of the website in Year 4. Broachers on the website were distributed to concerned parties, and provincial parliamentary commissions were trained on the importance and on the use of the website. A consultant was also hired to ensure that the website received proper visibility through the creation of Facebook page. Additional promotion of the site – through the official launching of www.gouvernancepourtous.cd and the production of newsletters and radio broadcasts – are planned for Year 5 in order to maximize the website's recognition as part of its sustainability plan.

2) The technical problems with the website have all been addressed with the site's relocation to a new and credible web host. The site now has unlimited capacity and can handle the large number of solicitations that it receives on a daily basis.

V – OUTSTANDING CHALLENGES & OPPORTUNITIES

CHALLENGES

- **The low self-financing capacity of our CSO partners does not facilitate a long-term potential for the implementation and monitoring of advocacy campaigns, citizen control activities, etc.** without the input or involvement of external donors. This means that the effectiveness or efficiency of these actions will still depend on the availability of funding from development partners. It is necessary therefore to strengthen the capacity of CSOs to create income generation activities and also the mechanisms for raising funds from other donors.
- **The low number of visitors to the website www.gouvernancepourtous.cd by DRC residents in comparison to those based outside the country is a challenge.** PBG plans to start up social marketing activities such as simultaneous ceremonies for an official launch both in Kinshasa and in the provinces and open houses will be held periodically during the 5th year of program activities. The bimonthly newsletter will link the website to rural areas in particular and serve as a means to invite the rural population to regularly visit the website where the internet connections exist.
- **The national consultations that took place in Kinshasa in September 2013 sparked within the civil society, especially among its leaders in Kinshasa and to a lesser extent in the provinces, ambitions to participate in the management of state affairs through direct participation in the central government or in provincial governments and public companies.** This inevitably deprives civil society of these leaders/stakeholders in the actions of citizen monitoring of the quality of public services.
- Restrictions on the use of certain air transport companies in the framework continue to weigh heavily on the timing of the implementation of activities in the provinces.
- **The delay in the provision of funds for Year 5 resulted in delays in the implementation of grants for the projects identified in the ETD Action Plans.**
- **Revitalizing the steering committees of the good governance website:** The enthusiasm of all stakeholders (especially the MPs) to support the site provides an opportunity, however the total dependence of the site on the collectors and the coordination presents a risk to long-term sustainability.

OPPORTUNITIES

- All interactive activities between civil society members and the local authorities revealed an opening up by the latter for citizen participation in governance. This opportunity establishes the conditions for conducting actions such as advocacy and Public Dialogues involving the Provincial Assemblies as well as the Executive, awareness-building, citizen forums for participatory budgeting, legislative hearings, etc. A few years ago distrust of authorities, who were wary of collaborating with CSOs, mistaking them for potential political opponents, gave way to confidence and assurance that civil society can serve as a catalyst to improve productivity and efficiency in governance by way of initiating actions which support their mandates of mobilizing revenues in the ETDs, and initiating edicts endorsed by the elected officials and building awareness on the part of the population of the decentralization reform process.
- After a painstaking identification process of local organizations capable of managing the CRDs on a long term basis, PBG has identified viable candidates. We can now reassure partners that the CRDs will have a sustainable presence in each of the PBG provinces providing neutral meeting places to conduct training, share information and initiate interactions between stakeholders in the governance sector.
- The announcement of the organization of provincial and local elections in 2014 will oblige PBG to transfer the majority of IR2 activities to the National Assembly.
- The newfound political will at the National Assembly *Bureau* is likely to allow for many more activities aimed at providing them assistance.
- The involvement of the National Assembly staff in the RCPP promises to make it more inclusive and sustainable.
- Interest created by the workshops on the functions of representation and media coverage in the provinces provides hope for the involvement of MPs in technical assistance activities planned for the future.
- In anticipation of the PBG closeout, the IR2 activities for year 5 are planned with an emphasis on promoting ownership and sustainability.
- With the finalization of the legal framework of decentralization reform the declared intent of most institution leaders allows for the opportunity to provide support for parliamentary committees to review legislation planned in this context.
- The recommendation on a plan for the transfer of powers and resources to the Provinces and the ETDs together with a binding timetable was drafted on September 23, 2013 during the "General status of decentralization and the strengthening of authority of the state " within the framework of the national consultations. The plan provides a good perspective on the effectiveness of the transfer of powers and resources to the provinces and ETD;
- The functionality of the monitoring mechanism of the Framework Agreement on Peace, Security and Cooperation in Democratic Republic of Congo and the region co- signed February 24, 2013 in Addis Ababa by the United Nations, the African Union heads of State and eleven Central and Southern African National Governments provides political momentum for the implementation of decentralization reform;
- The validation process of the roadmap on the implementation of the national strategy for the transfer of powers and resources to provinces and the ETDs was launched on October 24th at the meeting of the steering committee and monitoring of decentralization reform and was followed by the validation workshop of said roadmap November 5-7. These advancements are an indication of the good political will shown by the Government to render effective this transfer;
- With the liberation of the rebel-held territories and the Kampala negotiations the prospect of peace in the east gives hope for the prospects of real development based on sustainable peace in the provinces in this part of the country.

End of FY 2013 – PBG - ANNUAL Report