

ENCOURAGING GLOBAL ANTICORRUPTION
AND GOOD GOVERNANCE IN THE
DEMOCRATIC REPUBLIC OF THE CONGO.



USAID
FROM THE AMERICAN PEOPLE

YEAR FIVE – FY 2014
PBG WORKPLAN

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ANNUAL WORK PLAN 5

**FOR THE
USAID / ENCOURAGING ANTICORRUPTION AND GOOD GOVERNANCE IN
THE DEMOCRATIC REPUBLIC OF THE CONGO PROJECT
ENGAGE-DRC**

PROGRAMME DE BONNE GOUVERNANCE (PBG)



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DEMOCRATIC REPUBLIC OF CONGO

FY 2014

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INTRODUCTION

The Year 5 work plan for the *Programme de Bonne Gouvernance* (PBG) builds on the successes and lessons learned of Year 4, and focuses on transitioning activities supported by PBG during the past four years to the program's local counterparts, thereby encouraging local ownership and initiation. The main objective of this last year of program implementation will therefore be to ensure that local buy-in exists across all PBG stakeholders – civil society, assembly members and ETD authorities – to in turn promote the continued development of good governance practices long after PBG closes its doors.

The Work Plan Development Process

The Year 5 work plan was developed through a three phase process:

- 1) Indicator review and sustainability discussions: Leading up to the final PBG annual work plan session, the Kinshasa based technical teams held a series of internal meetings to update the project's indicators, discuss the importance of aligning final year activities to not only reach those indicator targets that are feasible, but also to implement these activities with a heightened focus on long lasting sustainability, and finally to find synergies across PBG's IRs to enhance collaboration across all PBG stakeholders. These discussions prepared the technical team leads for the planned presentations as well as the group discussions on the draft work plan during the PBG work plan session.
- 2) PBG work plan session August 14-16. The three lead technical staff from each of the four PBG field offices joined all technical staff from PBG's Kinshasa office, including representatives of PBG sub-contracting partners as well as participation of USAID DG representatives, for three days of planning for Year 5. The workshop was organized in three major sections: 1) Review of indicator data, its analysis and lessons learned from the previous four years of project implementation, and its implication for PBG future planning; 2) Identification of the gaps between current project indicators and targets for the end of PBG, and a strategy for overcoming this gap during the last year of implementation; and 3) Reach a consensus on the best approach to this strategy and the activities that will both help attain project indicators and promote long-term sustainability of PBG objectives following the project's end date in September 2014.
- 3) IR Team Leader work plan drafting, with COP review. Team Leaders used the inputs and recommendations gained from the work plan session to elaborate the IR work plans. They then met with the entire Kinshasa-based technical team members to review the draft work plans, make final recommendations and find synergies across the three IRs' Year 5 activities. Plans were then finalized and discussed on an individual basis with the COP regarding the programmatic rationale of each proposed activity and the extent to which each activity contributed to the program's sustainability strategy.



The Year 5 work plan follows the same format as established by the Year 4 work plan; each activity to be implemented in this last year has been given a priority rating in the column previously reserved for the Required or Optional codes of “R” and “O” respectively. The column includes the priority codes of H = High, M = Medium and L = Low. These codes were developed in order to facilitate decisions related to funding levels. Priority will be given to those activities marked as “H” until official notification is given on PBG’s funding level for Year 5, at which point planning will extend to medium and low priority activities should the budget permit. In addition, the Year 5 work plan also incorporates a new color coding system for comparison purposes. Activities that were included in the original, USAID approved Year 1 work plan will be highlighted in **green**. They will all include a commentary on their completion status. Additional activities that have been added to the workplan in subsequent years will be highlighted in **tan**. These activities are considered complete or on-going unless otherwise indicated in the commentary section. Finally, new activities for Year 5 will be given no highlight color.

Lessons Learned from Year 4

Key lessons learned identified in the work planning session follow:

- *Civil Society actors need additional support in the internal management of their organizations to best capitalize on the advancements they have made in promoting advocacy campaigns:* With the assistance received via PBG-supported trainings and the PBG grants program, which provided guidelines on how to promote a constructive advocacy campaign, partner Civil Society Organizations (CSOs) are making progress towards a more in-depth comprehension of the benefits of advocacy. Over the past three years of the grants program implementation, numerous edicts have entered into the adoption process thanks to PBG-supported advocacy campaigns; a fact that also speaks to the remarkable opening of a dialogue that had not previously existed between government officials and civil society. Nonetheless, transitioning from the customary awareness-building role that grassroots organizations were filling, to a more advocacy-based approach involving productive debates with government decision-makers, has been a challenge for the IR 1 team. In an effort to encourage this important change towards more open dialogues and to ensure that the principles of advocacy campaigns are fully integrated into the CSO culture in the Congo, PBG will focus its last year of implementation on reinforcing both the technical skills gained during the previous four years as well as the internal capacities of the partner organizations so that strong and capable CSOs remain active long after PBG closes its doors. Trainings will focus on the creation of sustainable advocacy tools and the strengthening of CSO internal management, fund raising, and financial management skills.
- *Implementation of decentralization will take far longer than first expected:* The causes for this are threefold. The first is that there appears to be some hesitation on the part of Government to fully implement the provisions of the Constitution. Examples of this hesitation are the incomplete implementation of the retrocession of funds to the provinces, and the delays in establishing the *Caisse de Péréquation*. The second is the sheer complexity of the operation. Even relatively small countries such as Mali and Zambia have taken many years to implement decentralization. Thirdly, at the insistence of the President, there has been noticeable back-tracking in relation to some constitutional provisions.



- *Delays in Provincial Assembly elections have had an impact on political will:* This delay has resulted in a diminishing openness on the part of certain assembly members at the provincial level to continue collaboration with PBG as they are instead more focused on the upcoming elections, which have been anticipated since 2011. PBG has thus placed more emphasis on the training and assistance to provincial assemblies' administrative staff in cases where political will has not been as high. The program has also decided to reprogram funds initially slated for the provision of computer and internet equipment to the Provincial Assemblies. PBG believes it would be most efficient and productive to provide the equipment to the newly installed Assembly members, who can be held accountable over a longer period to ensure proper use, maintenance and inventory control for the equipment being provided. As local elections have still not been confirmed, PBG proposes options for alternative uses of funds originally destined for this activity in the IR 2 work plan.
- *Security concerns have interrupted project implementation:* Following the fall of Goma to the M23 forces in 2012, travel to the east of the country has been uncertain. While most of the security concerns revolve around Goma and North Kivu, and do not directly impact any of our provincial offices, UNHAS and MONUSCO use Goma as a passage point and flights to Bukavu and Kindu often refuel in this volatile provincial capital. The program follows USAID and US Embassy travel restrictions; hence, when travel to Goma has been restricted at the Embassy level, PBG has followed suit and cancelled any planned trips through the city. These security issues have resulted in activities being postponed at the last minute due to travel restrictions. PBG is striving to mitigate these constraints by identifying and recruiting experts residing at the Provincial level, so as to avoid unnecessary travel through problematic areas, but often times it is unavoidable. PBG will continue to inform USAID of any such security concerns that have an impact and project implementation.

Incorporation of Cross-cutting Approaches

Gender considerations continue to be an important part of the PBG program with the support to the Women's Round Table in Kinshasa and the Women's Forums organized in the provinces. The importance of the participation of women in the democratic processes continues to be a focus of the "A Nous la Parole" radio programs in each of the provinces.

Anti-corruption continues to underpin almost all PBG activities as each activity uniquely serves to increase transparency in governance processes and/or create means of holding government officials accountable for their stewardship of public funds. More directly, CSOs under IRs 1 and 3 will actively participate in budget preparation and monitoring, as well as in monitoring government service provisions. Much of the IR 2 work surrounding executive oversight addresses corruption issues, as do the activities that invite public vetting of pending legislation.

Critical Assumptions

1) The provincial legislative electoral campaign period, now anticipated for early 2014 but not yet confirmed, holds the potential to curtail PBG activities across IRs. The work plan has been developed in a manner that should permit sufficient on-going adjustments to activities to



accommodate a degree of heightened political turmoil around electoral campaigns. The work plan does assume, however, manageable levels of political tension.

2) PBG has seen a remarked opening on the part of the National Assembly to collaborate with PBG and other donors since the confirmation of the newly elected parliamentarians under Honorable Aubin Minaku's leadership. Based on PBG's experiences from the first three years of project implementation, we realize that this openness is not a guarantee of cooperation, but this work plan does assume a certain degree of continued communication and political will on the part of PBG's national legislative partnership.

3) Although the central government has not been quick to implement some aspects of decentralization, there is a powerful lobby for it, including the Provincial Assemblies, the Provincial Governors and the electorate in the outlying provinces. Following the signing of the Peace, Security and Cooperation Framework in Addis Ababa in February 2013, there is also international pressure to pass legislation that would kick start the process and could have a positive impact on planned activities under this work plan. However, given the slowness with which decentralization has been implemented in this country, the work plan as it specifically relates to IR 3 assumes that this process will still be at the early stages of its development as PBG comes to a close, and thus focuses most of its efforts of this final year of implementation on increasing the capacity of stakeholders at both the national and provincial level, with a specific emphasis on transferring the expertise needed to fully functionalize the process to the local, private level.

4) The project has been very effective at facilitating the impact on decentralization reform at the local level. Three activities are of particular importance. The first is helping ETDs to increase revenues by fairer and better controlled taxation combined with increased civil society participation in a watch dog role. The second is to build on citizen participation to target corruption, and the third is to continue the Action Planning process in which the local administration works with civil society to identify problems and prioritize projects to address those problems. Selected projects are then eligible for direct assistance funding. These activities will continue during Year 5.



IR1 – CITIZENS DEMAND ACCOUNTABILITY

Political Context

The Democratic Republic of Congo signed its new Constitution on the 18th of February, 2006. This Constitution requires a decentralized organization of government, establishing three levels: the State, the Province and the Decentralized Territorial Entity (known as *ETD*), thus putting in place a plurality of autonomous yet complimentary decision-making bodies as opposed to the old system of a single decision-making central government in Kinshasa. Civil society must therefore be installed and operational at all three levels of government to play a key role in encouraging citizens' demand for accountability. The organizations that make up Congolese civil society need to be strengthened to play their roles in ensuring equitable development through their ability to defend their values, lead civic reflection, and monitor and evaluate the government and the performance of public service providers.

The effective implementation of decentralization constitutes a main obstacle to the successful realization of the IR 1 objectives. How, for example, can PBG effectively encourage the participation of the affected populations in the development and implementation of an ETD-level budget if decentralization is not yet a reality? Maximizing the *supply* (by the public officials) and *demand* (by the citizens) of good governance depends on the realization of this critical assumption. Hence the importance and urgency for civil society to engage in advocacy campaigns to promote the proper implementation of the decentralization process, which constitutes a basic condition for good governance.

To improve the quality and effectiveness of civil society's role as the public's outlet to demand government accountability, one of PBG's biggest concerns during the first four years of project implementation has been the strengthening of the technical capacities of partner CSOs in advocacy and budget monitoring. Technical skills were reinforced by way of training, on-the-ground technical assistance, exchange of experiences and collaboration/networking opportunities. Today, these efforts must continue and be added upon, specifically as it relates to improving the internal governance of PBG's civil society partners.

In order to improve the access to information for the partners, Resource Centers for Democracy (*CRDs*) were set up in the capital cities of the four PBG provinces. To reinforce the dissemination of information related to good governance practices, the CRDs were also coupled with the creation of the governance website, www.gouvernancepourtous.cd. Extension activities such as the publication of the *Gouvernance Pour Tous (GPT)*



newsletter linked to the website, as well as dissemination of comics and radio broadcasts will help the program reach beyond the limits of provincial capitals for this final year of program implementation.

Situation at the start of Year 5

During Year 4, efforts were made to consolidate the skills and ideas transmitted to the CSO partners throughout the past four years of activities implemented by PBG. Successes include: the broadcasts “*A Nous la Parole*” continuing with positive results; new advocacy campaigns being implemented and producing concrete results, including the adoption of the decree on child protection in Bandundu and the beginning of the adoption process for the decree on citizen participation in the budget process in Katanga and; CSO partners organizing a number of *Dialogues Pour Action (DPA)* at their own initiation, with the participation of government actors. The ground work for sustainability has been laid through these on-going and permanent activities that have become more partner-owned over the course of Year 4. These mechanisms will be strengthened during Year 5.

Specific emphasis will be placed this final year on standardizing mechanisms for implementation and monitoring of the recommendations coming out of DPAs, youth involvement in information dissemination, and the use of participatory theater to re-energize civic education campaigns and community sensitization. From the experience and perspective gained over the past four years, the IR 1 team has noted a positive opening in dialogue between the provincial elected officials and civil society, in part thanks to the efforts made by PBG to improve the communication skills of our CSO partners. But to further improve their ability to gain access to elected officials, reinforcement of certain skills, including financial management, communication systems and collaboration/networking, will be a priority for Year 5. Focus will also be placed on the implementation of anti-corruption activities and the definition of the “*A Nous la Parole*” broadcasts themes.

The areas of improvement of the partner CSOs are therefore:

1. Technical capacities

PBG’s technical assistance and permanent monitoring of the CSOs demonstrate that they could again benefit from a strengthening of technical and professional capacities. Trainings, especially on the budget process, management of project cycles and organizations financial management will be organized during Year 5.



2. Access to Information

Civil society's permanent mechanisms for information gatherings, such as the CRD, the www.gouvernancepourtous.cd website and the *GPT* newsletter will be strengthened.

3. Work in synergy

To render civil society efforts more efficient and broader-reaching, CSO partners are encouraged to work in synergy with each other and with other actors present in the field. The conclusion of strategic alliances and the creation of networks between CSOs will be encouraged.

4. Strengthen work on gender, youth and anti- corruption

These different actions are aimed at strengthening the capacities of partner CSOs and the sustainability of the public's demand for accountability.

1. STRENGTHEN THE CSOs CAPACITIES

Capacity building constitutes the process of investment in a CSO with a view to achieve tangible benefits. It's a process that seeks the sustainable improvement of the partners' performance (capacity to achieve their goals, to adapt to their changing environment) and takes into account three interrelated levels: the competence of the individuals, the operations of their respective organizations and the characteristics of their environment. Capacity building takes place at two stages - the technical and the organizational - and requires the synergy of the combined effects of training and other factors affecting performance. Strengthening competences, improving work organization, having new tools and methods, adjusting procedures, evaluating, capitalizing and developing partnerships are all necessary practices for CSOs who want to remain permanently effective.

In Year 5, the personnel of CSO partners will benefit from training programs with the goal of preparing these individuals to better accomplish the tasks necessary to achieve the overall objective of their organizations. These workshops will thus aim to improve partner CSOs' abilities to plan, manage, and implement their policies and program, both internally and externally.

The strategic plan has identified the following points for Year 5 of the PBG:

- Train the CSOs on resource mobilization



- Produce posters on the advocacy process and actions required at each stage with the partner CSOs
- Increase the capacity of the partner CSOs in financial management
- Support the CSOs in data management and archiving
- Provide post-training follow-up with the production of a handbook on legislative drafting with the partner CSOs.

1.2. BETTER ACCESS TO INFORMATION

Access to information is essential to transparent governance, as it gives citizens the power to demand accountability on the part of their elected officials. No basic action can be successfully carried out if the citizens do not have correct and sufficient information about the subject matter.

The mechanisms that could normally facilitate citizens' access to information are minimal or nonexistent in the DRC. As communication between the leaders and their constituents is blurred, it is rumors – in the form of “*radio trottoir*”, fueled by misinformation networks that often “inform” the public about matters of public interest, with all the risks involved in such a system.

From the beginning of the program, PBG has understood this information gap existing in Congo. It has designed and implemented mechanisms to both improve communication lines between the population and their leaders, as well as grant citizens' access to information on their government. The animation of the dynamic and interactive website www.gouvernancepourtous.cd and the *Dialogue Pour l'Action* sessions are among these mechanisms.

During Year 5, the PBG plans to improve upon these kinds of actions in the following ways:

- Promote the website *Gouvernance Pour tous*
 - Implementation of the sustainability plan;
 - Organization of open house days: strengthening the collaboration among the data collectors, steering committees and thematic groups of the civil society (NTIC, economic governance, etc.), revitalize the national steering committee;
 - Official Launch;
 - Production and Distribution of the newsletter *Gouvernance Pour tous*;
 - Production and distribution of radio programs *Gouvernance Pour tous*;



- Production of advertising materials (T-shirts, posters, etc.)
- Involve more the partner radios and other media in the coverage of the DPA
- Involve more effectively the civil society focus groups, local elected officials and authorities in the Monitoring Committees of the recommendations resulting from DPAs
- Involve participatory theaters in the organization of DPAs
- Support the women leaders in the continuation of the “*A Nous la Parole*” programs
- Support the continuation of Civic Education campaigns through participatory theaters
- Advocate for the adoption and promulgation of the Law on Access to Public Information (IR1 and IR2).

3. REINFORCE THE WORK IN SYNERGY

In their work aimed at increasing demand for accountability, partner CSOs are encouraged to collaborate with the others actors working in the same fields. The challenge is to create a synergy between the local actors, giving rise to a community with collaborative work methods. The advantages of this type of synergy include greater efficiency, legitimacy, ownership and sustainability of actions undertaken.

4. REINFORCE THE WORK ON GENDER, YOUTH AND ANTI-CORRUPTION

- a) **Strengthen the participation of women in the promotion of good governance and participatory democracy**
 - Support the women leaders in planning, producing and broadcasting of the "*A Nous la Parole*" programs
- b) **Involve youth in participatory democracy**
 - Reinforcement of training on "music and democracy" in Bandundu and Sud Kivu
 - Dissemination and popularization of the songs about democracy produced by young people
 - Production of participatory theaters with young troupes
- c) **Support anti-corruption activities**
 - Training on human rights and the involvement of women in the fight against corruption



- Organization of DPAs on the fight against corruption involving participatory theaters and youth
- Grants to denunciation campaigns of proven cases of corruption

In view of the above-mentioned priorities, IR 1's Year 5 activities will be implemented as follows:

1.1 BETTER ACCESS TO INFORMATION

1.1.1 CSO capacity-building for dialogue, access to information, advocacy and policy process

The need to strengthen partner CSOs' capacities has been felt since the beginning of the program. Trainings and technical assistance from the first four years have permitted PBG to begin responding to this need. Capacity building will again continue in Year 5, and will also include the production of standardized guides and other support documents that will help consolidate and maintain the skills transferred to these partners over the course of numerous trainings and workshops.

The main purpose of this capacity building is the increased effectiveness in advocacy, monitoring of law processes, gaining access to information and communication between civil society and other stakeholders, with a view to increase the demand for accountability.

1.1.1-1 SA 2: Training in legislative drafting

This training activity was carried out in all the provinces. In Year 5, PBG will ensure a post-training follow-up. An interprovincial workshop will be organized with the participation of members of CSOs who received the training on legislative drafting to produce a guide on legislative drafting that will be available to all the partners.

Targeted Participants: Members of partner CSOs having received training on legislative drafting

Outputs:

- 1 interprovincial workshop organized and 1 guide on legislative drafting produced
- each CSO partner has a guide on legislative drafting and knows its major points

1.1.1-1 SA 4: Strengthen the financial management capacity of the partner CSOs

Workshops for CSOs which will enable them to improve their financial management systems.

Targeted Participants: members of partner CSOs

Outputs:

- 4 workshops (1 workshop / province) on the financial management of projects and organizations

1.1.1-1 SA 5: Support to the CSOs in data management and archiving

Monitor the activities of data collection, analysis, archiving and management. This activity will be part of routine monitoring activities conducted by the CBS

Targeted Participants: members of partner CSOs involved in the management and monitoring of their organizations

Outputs: each partner CSO improves the management of its database of information.

1.1.1-1 SA 6: Train the CSOs on resource mobilization

The aim is to enable the partner CSOs to identify all the available resources and to maximize their financial base. Self funding, grant solicitation and financial partnerships are among the topics to be addressed during the training.

Targeted Participants: CSO partners

Outputs:

- 2-day workshop organized/province

1.1.1-3 SA 1: Official launch of the National Information Network on Good Governance (website)



The website www.gouvernancepourtous.cd will be presented to a well-selected public: social leaders, political leaders, media professionals, students, researchers, teachers, etc. to officially publicize the website as a good governance tool for the DRC.

Targeted Participants: social leaders, political leaders, media professionals, students, researchers, teachers, etc.

Outputs: the website www.gouvernancepourtous.cd is publicized

1.1.1-3 SA 2: Organize Open House Days for the website

Organize one open house day every two months to share the website with the public; this open house day will also coincide with the publication of the newsletter *Gouvernance Pour Tous*. These events will provide an opportunity to strengthen the collaboration among the data collectors, steering committees and thematic groups of the civil society and revitalize the national steering committee.

Targeted Participants: social leaders, political leaders, media professionals, students, researchers, teachers, etc.

Outputs:

- 5 Open Days organized (one day every two months by province and Kinshasa)
- the website www.gouvernancepourtous.cd is publicized

1.1.1-4 Collection, processing and dissemination of information

This activity, linked to the animation of the website, is permanent. It must continue to supply the website with the necessary information, including laws, edicts, budgets, articles, etc. It will be gradually transferred to the steering committee.

Targeted Participants: collectors and members of the steering committees

Outputs: the website www.gouvernancepourtous.cd is updated on a regular basis, with the initiation of the steering committees

1.1.1-4 SA 3: Website Updates

The updates will be done in collaboration with IR 2 and IR 3.

1.1.1-4 SA 7: Production and dissemination of the newsletter Gouvernance pour Tous

The newsletter *Gouvernance Pour Tous (GPT)*, to be produced every two months, will relay information addressed by the website to a larger population. It will not only market the website and encourage additional visitors to frequent the site, but also provide information on governance to people who do not have easy access to the internet.

Targeted Participants: the editorial committee

Outputs:

- 5 issues of the newsletter published

1.1.1-4 SA 8: Production and distribution of the radio programs Gouvernance pour Tous

Website information will be produced and broadcasted over community radios.

Targeted Participants: CENADEP and the Steering Committee of the website www.gouvernancepourtous.cd

Outputs:

- programs produced and broadcasted in all the PBG provinces

1.1.1-4 SA 9: Production and distribution of advertising support material

Production and distribution of advertising support material to promote the website.

Targeted Participants: the Steering Committee of the website www.gouvernancepourtous.cd

Outputs: advertising materials (T-shirts, posters, flyers, etc...) produced and distributed

1.1.1- 4 SA 10: Implementation of the sustainability plan for the website www.gouvernancepourtous.cd

CENADEP will negotiate with civil society actors, public institutions and the private sector key stakeholders to ensure their participation in the sustainability of the website. With the support of PBG, they will work to secure the commitment of civil society networks to integrate into the Steering Committees, as well as to ensure, through the various contributions of key actors, the legality and legitimacy of GPT, the approval of the legal texts governing the GPT and the availability of financial resources.

Targeted Participants: CENADEP and the Steering Committees of the website www.gouvernancepourtous.cd

Outputs:

- Approval of the texts that will govern the website and adherence to it.
- Approval of these texts by the competent authorities
- Financial support provided by the different actors

1.1.1-7 Advocacy support for the adoption of the Law on Access to Public Information

The activity consists in facilitating formal and informal contacts between CENADEP and the other political and social actors who are leading the campaign for the adoption of the law on access to public information. This activity will be carried out in synergy between IR1 and IR2

Targeted Participants: CENADEP members and their partners in this advocacy

Outputs:

- organized meetings
- points of view harmonized and progress in the process of adoption of the law on access to public information.

1.1.2 Grassroots civic education on the constitution, decentralization and democratic reforms necessary to implement the constitution

Political processes, such as taxation and decentralization, continue to evolve. As such, it is important to continue to support the population on these issues through civic education campaigns. In order to re-energize these campaigns, and make them more accessible to all levels of the population,

PBG-supported civic education will be supported by theater productions. The Capacity Building Specialists (CBS) will assist the theater actors in the design and production of the pieces to make them educative and appropriate to the themes selected. The CSOs will make advance contact with these cultural groups and associate them in the preparation of the campaigns.

1.1.2-3 SA 2: Support the continuation of the Civic Education campaigns through participatory theaters

The CBSs will grant assistance in the production of theatrical works for the Civic Education campaigns addressed to a broader-reaching section of the population. Care will be taken to adopt a language accessible to all without altering the message. These theater pieces will be implemented in 2 pilot provinces with a desire to produce a ripple effect.

1.1.3 Support to CSOs to engage in policy and public issue-related advocacy campaigns

1.1.3-2 SA 2: Produce posters on the advocacy process

A two-day interprovincial workshop with the partner CSOs will be organized to produce posters explaining the advocacy process and the overall actions necessary at each step of the advocacy process. The wall posters will be reproduced and distributed to the CSOs that will place them in their office for reference at any time.

Targeted Participants: CSO members

Outputs:

- 1 workshop organized
- wall posters produced, printed and distributed
- posters on advocacy placed on the office walls of the CSOs
- the CSOs have a permanent technical reference on the advocacy process

1.1.3-3 Grants program

During Year 5, grants will be awarded to primarily support DPAs, advocacy campaigns, budget monitoring and anti-corruption activities.

Targeted Participants: CSOs

Outputs:

- Reach the target number of PBG-supported advocacy campaigns as per the PMP

1.1.3-5 SA 1.7: Support the women leaders in the continuation of the “A Nous la Parole” programs

Technical assistance will be provided in the production and sustainability of the "A Nous la Parole" programs produced twice a month in each PBG province. These broadcasts will be connected to those produced by grantee partners in the implementation of their grant activities dealing with problems faced by women, in order to reach a wider base of listeners and ensure the follow-up activities of radio programs (through focus groups). IR 1 will also work in synergy with IR 3 to produce radio programs with the Public Sector Women Leaders (see activity 3.5.3-9/Women Round Tables) to publicize the work plans established by these women leaders.

Targeted Participants: women leaders

Outputs: 10 radio programs produced per month

1.1.3-5 SA 2.1: Training of youth on "Music and Democracy"

The "Music and Democracy" program was originally launched in August 2011 by PBG in collaboration with Nomadic Wax, a US-based NGO. The activity aimed to address the lack of youth participation in governance programs by connecting them to civil society members through a common appreciation of music. On the one hand, music attracts youth to more openly participate in governance issues by addressing these issues through the language of their generation, and on the other hand, it also serves as an effective advocacy tool helping to spread CSOs' civic education messages to a greater audience, thereby involving youth as both beneficiaries and actors in the Music and Democracy program.

In the Music and Democracy pilot provinces, Bandundu and South Kivu, PBG has noted that thanks to the workshops held by Nomadic Wax, there now exists a more open spirit of collaboration between youth and civil society. In particular, the workshops yielded two main results:



1. Before these workshops, many CSO participants expressed negative attitudes towards Congolese youth and the rap and hip-hop culture. These negative conceptions transitioned into a more open outlook for PBG partners over the course of the workshops, and participants expressed a higher level of appreciation for hip-hop and music in general as a vehicle to both engage the youth, who should actively participate in the country's democracy, and to spread messages that support their advocacy campaigns.
2. A list of themes was developed by CSO partners in these provinces that could be addressed by use of song. The young musicians then took these subjects and recorded songs with the help of the Nomadic Wax team. For many of the musicians, it was the first time their music had been recorded.

As a result of the positive impact these workshops had on participants, PBG's partner CSOs continue to use music as an advocacy tool to convey and disburse their messages to the greater Congolese population. Notably, in Bandundu COFERD has been working in synergy with CANACU to produce songs in support of their campaign, as has CAPSA in Sud Kivu.

Unfortunately, budget constraints during Year 4 did not allow for a more organized follow-up of these workshops, nor a duplication in the remaining two PBG provinces. In order to reinforce the spirit of collaboration that was built between the young musicians and civil society in Bandundu and Sud Kivu, PBG's CBSs will work with these two actors to brainstorm ideas for getting the younger Congolese generations involved in governance and democracy, through the mediums of music and theater. Collaboration will be especially encouraged in the advocacy campaigns supported by PBG's grants program.

Targeted Participants: CSOs and young musicians

Outputs: use of music as an advocacy tool

1.1.3-5 SA 4.6: Training on human rights and the involvement of women in the fight against corruption

Four workshops of three days training on human rights and the fight against corruption will be held during Year 5. They will be held simultaneously in all provinces and will be aimed at women and other members of NGOs, trade unions and public sectors.

Targeted Participants: women leaders and other civil society actors

Outputs: 4 provincial workshops

1.1.3-5 SA 4.7: Organization of DPAs on the fight against corruption involving participatory theater and youth



IR 1 will continue to oversee the DPAs to ensure that anti-corruption themes are widely covered. During Year 4, DPAs addressing anti-corruption were only conducted in Bandundu; PBG was not able to find CSOs capable to take the lead on corruption-related topics in the other provinces. During Year 5, further efforts will be undertaken to ensure that DPAs on the fight against corruption are held in all provinces.

The PBG provincial teams will offer the most recurrent cases of corruption in their provinces as DPA themes. Theatrical troupes and musical groups will be involved to give greater vitality to the activity.

Targeted Participants: women, youth, government officials and civil society

Outputs: at least 4 DPA organized

1.1.3-5 SA 4.8: Grants to proven cases of corruption denunciation campaigns

This is a continuation of activity 1.1.3-5 SA 4.5. CSOs will proceed in the identification of corruption cases, especially as it concerns local government at the ETD level. PBG will then finance these anti-corruption campaigns as led by the CSOs.

1.1.3 -5 SA 5: CRDs

The CRDs were conceived to provide a neutral place for work, meetings, information gathering and trainings/capacity reinforcement of governance actors in the provinces. In this way, more than just a library, the CRDs also offer trainings on new technologies in information and communication, conferences on good governance, cinematographic debates, DPAs, etc.

With the end of PBG nearing, the process of transferring the CRDs to local CSOs began during Year 4, with the final phases to be completed during Year 5. This transfer process will take place without affecting the usual CRD activities.

1.1.1-5 SA 5.1: Conferences on topics of good governance, film discussions, open days.

These activities are ongoing in the CRDs. They will still be carried out during Year 5.

1.1.3-5 SA 5.4.4: Creation of transition plan

This process will take place as follows:

- 1) PBG drafts a proposal for the transfer plan
- 2) PBG consults with each recipient on the various stages of this CRD transfer process as proposed
- 3) PBG and the recipient agree on the groundwork to follow

1.1.3-5 SA 5.4.5 Technical assistance on the CRD management at the PBG office / Evaluation

The PBG team of each CRD will train the recipient's team on the management of the CRD. This training will be done at the PBG site and before the signing of the transfer agreement and the transfer of equipment. An evaluation of this training will provide information for assessing the selected CSO's technical capacity to manage the CRD.

1.1.3-5 SA 5.5: Signing of the agreements of equipment transfer

PBG, with the approval of the USAID, will draft the official act of equipment transfer, to be signed between PBG and the recipient.

1.1.3-5 SA 5.6: Library (documents and equipment) and computer equipment transfer to the selected recipient

The equipment will be transferred to the new recipients. Initially, only equipment that has no impact on the operation of the PBG will be handed over (i.e. batteries powering the PBG office and the CRD will be kept with PBG until the close of program). The goal is to put the recipient CSO in the conditions to manage the CRD on its own site.

1.1.3-5 SA 5.7: Co-management of equipment and monitoring / technical support to the recipients by the PBG provincial teams / Final Evaluation

The final phase of the transfer process will be the support of each recipient on its site. Meanwhile, a final evaluation of the recipients' capacities will be conducted.

1.2 MECHANISMS FOR IMPROVED DIALOGUE

1.2.1 Dialogue Forums: Ongoing roundtable discussions among elected officials, CSOs and other stakeholders on issues from the Assembly or of public interest

1.2.1-4 *Continuation of Dialogue pour l'Action forums implemented at the Assembly level*

The following emphases will be placed on the DPAs this year to help transfer organizational ownership to CSOs:

1. Involve partner radios and other press outlets in the media to cover the DPAs: PBG will work to build awareness on the part of CSOs of the importance of ensuring media coverage of their activities on the ground. This awareness building will take place via trainings and in accompanying the CSOs in the organization of their DPAs
2. Involve in a more meaningful way the civil society actors, local elected officials and local authorities in the DPA recommendations monitoring and follow-up committees. With the organization of each DPA, a mixed group of actors will be put together to create a follow-up action plan from the recommendations coming out of the DPAs.
3. Involve participatory theater in the organization of DPAs: theater groups will help to address complicated issues in a more accessible way.
4. Encourage the triangular partnership between the population, civil society and the public sector: PBG will reinforce the benefits of CSO collaboration – at all three levels of government – with other social actors and the public sector.

Targeted Participants: civil society, the population, national/provincial officials

Outputs:

- a follow-up action plan on recommendations will be put in place following each DPA
- CSO partners take ownership of the DPA organization and follow-up committees

1.2.2 Constituent outreach activity: Deputy and Senators travel to their constituencies to explain their roles and events at the Assembly or Senate level



1.2.2-5 Continuation of Dialogue pour l'Action forums implemented at the provincial and ETD level

The strategy developed under 1.2.1-4 shall apply to this section as well.



IR 1 - CITIZEN DEMAND ACCOUNTABILITY

Ind 1.1	Number of people who have completed United States Government (USG) assisted civic education programs
Ind 1.2	Number of local mechanisms supported with USG assistance for citizens to engage their local government
Ind 1.3	Number of CSO advocacy campaigns supported by USG
Ind 1.4	Number of citizens attending public audiences
Ind 1.5	Number of USG-supported civic education activities with media participation and/or coverage.
Ind 1.6	Increase in the average score of core PBG-supported NGOs on the Advocacy Capacity Assessment Tool
Ind 1.7	Number of CSO receiving USG assistance on how to review and comment on budgets
Ind 1.8	Percent of people surveyed in select provinces who believe they have opportunities to have their voices heard by national, provincial and local government

ACTIVITIES & SUB-ACTIVITIES				Start Date	Due Date	STATUS & COMMENTS	INDICATORS
1.1 - BETTER ACCESS TO INFORMATION							
1.1.1 R- CSO capacity-building for dialogue, access to information, advocacy and policy process							
1.1.1 - 1	All 4 Prov	R	SA 1: One workshop per province (4) on organizational development with a focus on accessing, organizing and disseminating /communicating information. Training will include elements on communication strategies and effective means of message development and dissemination (Act 1.3.6) – BAN. Follow-up workshops in each province will review the progress towards objectives related to capacity-building	5-Jan-10	28-Feb-10	Completed on schedule.	1.1; 1.6
1.1.1 - 1	All 4 Prov	R	SA 1: One workshop per province on organizational development with a focus on strategic planning and creation of a database.	1-Oct-12	30-Sep-13	The need for organizational reinforcement is pertinent. Past years focused more on reinforcing the technical skills necessary to implement activities; however, to ensure the sustainability of these technical skills gained during trainings, a reinforcement of internal organizational skills is also necessary.	1.1; 1.6

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1.1.1 - 1	All 4 Prov	R	SA 2: Legal drafting training	1-Feb-13	30-May-13	Completed in Year 4	1.1; 1.6
1.1.1 - 1	All 4 Prov	R H	SA 2: Post-training follow up activity with the production of a manual on legal drafting by the partner CSOs	1-Nov-13	31-Dec-13	-Organize one inter-provincial workshop for the production of the manual with participation from the CSOs that benefited from original training -Distribution of the manual - Involve members of the <i>bureaux d'etudes</i> (collaboration with IR 2)	1.1;1.2;1.6
1.1.1 - 1		R	SA 3: Training on the budget process	1-Nov-12	30-Mar-13	Completed in September 2013	1.7;
1.1.1 - 1		R M	SA 4: Workshop to reinforce CSO capacity in financial management	03-Mar-14	31-Mar-14	2 day workshop	1.1;1.6
1.1.1 - 1		R M	SA 5: Accompany the partner CSOs in their database and archive management	1-Oct-13	31-May-14	Follow up by the CBSs on original training on the collection, analysis, achieving and management of data	1.1;1.6
1.1.1 - 1		R M	SA 6: Training on resource mobilization	1-Nov-13	31-Nov-13	2 day workshop on self-financing, fundraising and on partnerships with donors	1.1;1.6
1.1.1 - 2	All 4 Prov	R	One follow up workshop to review the progress towards objectives related to capacity-building	15-Mar-10	10-Jul-10	Completed on schedule. Combined with 1.3.6-2 CSO evaluation and planning	
1.1.1 - 3	Kin	R	SA 1: Formal Launch of national good governance information network (website)	1-Aug-13	30-Sep-13	Site is operational and is being managed and updated by CENADEP. The official launch of the website was planned for the end of Year 4, but has been rescheduled to the beginning of Year 5 due to technical difficulties with the website host service.	
1.1.1-3	Kin	R M	SA 1: Formal Launch of national good governance information network (website)	1-Oct-13	15-Nov-13	Rescheduled for Year 5	1.2

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1.1.1-3	Kin + all 4 Prov	R M	SA 2: Open House days for the website	1-Oct-13	31-May-14	Organize 1 day every 2 months in each province to publicize the website; this day will coincide with the publication of the <i>Gouvernance Pour Tous</i> newsletters. Involve the <i>Reseaux de recherche</i> in the organization of these open houses.	1.2
1.1.1 - 4	Kin + All 4 Prov	R H	Information collection, database compilation and website establishment and updates, and information dissemination through Internet, newsletter and radio	1-Oct-10	31-May-14	Permanent activity that will progressively be transferred to the <i>comités de pilotage</i>	1.2
	All 4 Prov + KIN	R	SA 1: Website steering committees	1-Oct-12	30-Sep-13	Ensuring data collection and transfer of site to civil society.	1.2
	All 4 Prov + KIN	R	SA 2: Data collection, analysis and web site organization	1-Oct-12	30-Sep-13	Database organization, maintenance and sustainability. In collaboration with IR2 et IR 3 (2.1.4 -3 et 3.1.7 - 7)	1.2
	All 4 Prov + KIN	R H	SA 3: Site updates	1-Oct-12	30-Sep-13	In collaboration with IR 2 and IR 3	1.2
		R	SA 4: Uploading of legal texts and draft legislation	1-Oct-12	30-Sep-13	Establishment of a section where legislation can be discussed and analyzed on the site.	1.2
	All 4 Prov + KIN	R	SA 5: Data collectors are trained and share their experience with each other and CSOs	1-Oct-12	30-Sep-13	A transfer of skills from the data collectors to civil society (legislative calendar, procedures on legislative development, events in thematic groups, draft legislation, advocacy campaigns).	1.2
		R	SA 6: Awareness building on the existence and purpose of the website. Bulletins and community radio	1-Oct-12	30-Sep-13	Collaboration with INTERNEWS will be beneficial in this activity.	1.2
	Kin + All 4 Prov	R H	SA 7: Production and distribution of <i>Gouvernance Pour Tous</i> newsletters	1-Oct-13	31-May-14	To be produced every two months, with articles addressed on the website. Will serve both as marketing tool and to disseminate information to those who do	1.2



						not have easy access to the internet	
	Kin + All 4 Prov	R H	SA 8: Production of radio programs on <i>Gouvernance Pour Tous</i>	1-Oct-13	31-May-14	Governance issues and questions will be discussed via community radio programs	1.2
	Kin + All 4 Prov	R L	SA 9 : Production and distribution of publicity material	1-Oct-13	31-May-14	T-shirts, posters, brochures, etc. to publicize the website	1.2
	Kin + All 4 Prov	R H	SA 10: Put in place the sustainability plan for www.gouvernancepourtous.cd	1-Oct-13	31-May-14	Negotiate with other key actors in civil society, public institutions and the private sector to ensure civil society engagement in the continuation of the website, the legality and legitimacy of GPT, the approval of legal texts governing the site and the disposition of financial resources	1.2
1.1.1 - 5	Kin	R	Call for proposals issued and Grants Management Training	1-Oct-10	31-Dec-11	Fourteen grants were awarded and are in full implementation process. Increased participation in advocacy network on national and provincial levels. Promote the linkage between national level advocacy champions their provincial counterparts.	
1.1.1 - 6	All 4 Prov	R	Long-Term Planning TA	1-Feb-11	30-Nov-12	Follow-up meetings to review progress which will require regular reports from trainers using Assistance technique reporting forms. Use CRDs to transfer skills in seeking funds from other sources and reinforcing concepts of advocacy (especially budget advocacy) and networking. An annual debriefing meeting is to be held with CSO's to evaluate grant funded advocacy actions. See 1.3.6-2.	

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1.1.1-7	Kin	O M	Facilitate formal and informal contacts between CENADEP and other political/social actors in support of advocating for the adoption of the Public Access to Information law	1-Oct-13	31-May-14	In synergy with IR 2	1.2	
1.1.2		R	Grassroots civic education campaigns concerning the constitution, decentralization and democratic reforms necessary to implement the constitution					
1.1.2 - 1	All 4 Prov	R	SA 1: One participatory theater performance , music and/or comic book how-to-action guide produced per province on citizen rights to engage public official	1-Feb-10	30-Apr-10	Completed on schedule.	1.1; 1.2; 1.5	
1.1.2 - 1	All 4 Prov	R	SA 2: Work with community organizers through participatory theater to introduce themes such as fiscal culture, decentralization, transparency, gender issues and legislative processes to the population.	1-Oct-12	15-Aug-13	In collaboration with IR 2 (2.4.4 -1)	1.1; 1.2; 1.5	
1.1.2 - 2	All 4 Prov	R	SA 1: Develop radio shows and theater presentation that can be duplicated and used in the PBG resource centers	1-Feb-10	30-Apr-10	Completed on schedule.	1.1; 1.2; 1.5	
1.1.2 - 2	All 4 Prov.	R	SA 2: Provide grants to CSOs for civic education campaigns.		30-Sep-10	Completed on schedule. However, as the political process on issues like taxation and decentralization continue to evolve, it is necessary to also continue to accompany the population on these issues.		
1.1.2 - 3	All 4 Prov	R	SA 1: AC (Animateur Communautaire) work with key community leaders to advance civic education work	1-Apr-10	30-Sep-10	Completed on schedule. Pursued under 1.1.2 – 4 & 5.	1.1; 1.2	
1.1.2 - 3	All 4 Prov	R L	SA 2: Support the continuation of civic education campaigns through participatory theater	1-Oct-13	31-May-14	Assist in the production of theatrical works for civic education campaigns, in order to address complicated issues in a more accessible manner. Will be conducted in two pilot provinces, with possibility of expansion.		
1.1.2 - 3	All 4 Prov.	O	Production of comic strips on good governance for use in civic education and advocacy campaigns.	15-Jan-13	30-Sep-13	Distribution via the CSOs	1.1; 1.2	

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1.1.2 - 4	All 4 Prov.	R	Civic Education on legislation and transparency.	15-Jan-12	30-Sep-12	Completed in 2 provinces Bandundu and Katanga by ECC.	1.1.2 - 4
1.1.2 - 4	All 4 Prov.	R	Community radio programming on fiscal culture, decentralization, transparency gender and legislative process.	1-Oct-12	15-Aug-13	Completed in all provinces	
1.1.2 - 5	All 4 Prov.	R	Civic education on the role of the legislature.	15-Jan-12	30-Sep-12	Completed in 2 provinces Bandundu and Katanga by ECC.	1.1; 1.2
1.1.3 R Support to CSOs to engage in policy and public issue-related advocacy campaigns							
1.1.3 - 1	All 4 Prov	R	SA 1: Development and launch of at least five (5) advocacy campaigns , at least one per province.	31-May-10	30-Sep-10	Completed via grants program	1.3;
1.1.3 - 2	All 4 Prov	R	SA 1: At least one advocacy training sessions per province	15-Apr-10	31-May-10	Completed on schedule.	Ind 1.1
1.1.3 - 2	All 4 Prov	R H	SA 2: With partner CSOs, produce posters on the advocacy process and the necessary actions under each step	1-Dec-13	31-Dec-13	-2 day interprovincial workshop with CSO partners on to produce the posters -Print and distribute to all CSO partners	1.6
1.1.3 - 3	All 4 Prov	R H	Grant program	1-Oct-12	31-May-14	Minimum of 4 new grants will be awarded during Year 5, principally to support DPAs, advocacy campaigns, budget monitoring and anti-corruption/red tape activities	1.3
1.1.3 - 4	All 4 Prov	R	SA 1: Technical Assistance	1-Oct-12	30-Sep-13	In collaboration with IR 3 (3.2.7 - 4)	1.3
1.1.3 - 4			SA 1.1: Coaching training	1-Oct-12	30-Sep-13	Post grant follow-up training on managing advocacy activities	1.3
1.1.3 - 4			SA 1.2: Coaching on grants	1-Oct-12	30-Sep-13	Establishment of mechanisms for tracking advocacy actions at legislative levels.	1.3
1.1.3 - 5	All 4 Prov	R	SA 1: Women's Circle programs	1-Oct-12	30-Sep-13	Research potential collaborative activities with INTERNEWS	1.3-1.2



1.1.3 - 5		R	SA 1.1: Workshop on evaluation and planning of media programming.	1-Oct-12	31-Dec-12	A list of pertinent themes for media programming will be developed	
1.1.3 - 5		O	SA 1.2: Training on gender and leadership	1-Jan-13	30-Apr-13	In collaboration with IR 3 (3.5.3- 7).	
1.1.3 - 5		R	SA 1.3: Identification and collaboration with community radios.	1-Oct-12	30-Sep-13	Work with INTERNEWS and their partner radios.	
1.1.3 - 5		R	SA 1. 4: Coaching of radio partners	1-Oct-12	30-Sep-13	CBS and INTERNEWS staff will work together in developing assistance package to radios.	
1.1.3 - 5		R	SA 1.5: Program « à nous la parole »	1-Oct-12	30-Sep-13	On-going	
1.1.3 - 5		O	SA 1.6: Focus groups and surveys to measure the impact of “A nous la parole” programming.	1-Jun-13	30-Sep-13	Several focus groups and one survey at the end of the year.	
1.1.3 - 5	All 4 Prov.	R H	SA 1.7: Support the continuation of “A Nous la Parole”	1-Oct-13	31-May-14	TA in the production and sustainability planning for these radio programs, to be produced 2 times per month in each province.	1.5
1.1.3 - 5	SUK + BDD	R	SA 2: Music and democracy program	1-Nov-12	30-Jul-13	Nomadic Wax led this training in two pilot provinces. Originally the activity for the two remaining provinces was planned for Year 4, but due to funding issues it has been rescheduled for Year 5.	1.5
1.1.3 - 5	BDD + SUK	R M	SA 2.1: Music and democracy program	1-Nov-13	31-Dec-13	Continued follow-up to encourage collaboration between young musicians and civil society.	
1.1.3 - 5	All 4 Prov	O	SA 3: Youth	1-Nov-12	30-Sep-13	Identify one dynamic youth group who can work with IR1 to explore youth engagement in promoting good governance.	1.5
1.1.3 - 5	All 4 Prov	R	SA 4 : Anti-corruption activities.	1-Oct-12	30-Sep-13	Anti corruption commissions established in the provinces (with IR 3: 3.5.3-7), and members trained (with IR2: 2.4.2 -1).	1.2 ; 1.5



		R	SA 4.1: Social dialogue for transparency in the ETDs and database development on corruption information.	1-Oct-12	31-Dec-12	Completed on time; the anti-corruption committees are in place.	1.2; 1.5
		R	SA 4.2: Workshop on capacity building for members of Provincial anti-corruption committees.	1-Jan-13	31-Mar-13	Completed on time	1.2; 1.5
		R	SA 4.3: Training of women leaders in anti-corruption activities.	1-Jan-13	31-Mar-13	Due to the termination of the OLCAC contract (organization originally responsible for this activity), the training did not take place as planned. Rescheduled under SA 4.6.	1.2; 1.5
		R	SA 4.4: DPA with themes focused on anti-corruption	1-Apr-13	1-Jul-13	Implemented in Bandundu. Not implemented in other provinces due to a lack of capable CSOs that could take the lead in organizing. Will continue under SA 4.7.	1.2; 1.5
		R	SA 4.5: Open the grants process to anti-corruption committees.	1-Nov-12	30-Sep-13	The CLAC were supported in the creation of their action plans. Grants to be solicited in Year 5.	1.2; 1.5
1.1.3-5	All 4 Prov	R H	SA 4.6: Training on human rights and the involvement of women in the fight against corruption	1-Oct-13	31-Oct-13	3 day training of women and other CSO members, syndicates and the public sector. Will take place at the same time in all 4 provinces	1.2
1.1.3-5	All 4 Prov	R H	SA 4.7: Organize DPAs on the fight against corruption, with the involvement of participatory theater and youth	25-Nov-13	15-Feb-14	Provincial teams will propose the most frequent cases of corruption in their respective locations to be discussed during these DPAs.	1.2; 1.4; 1.5
1.1.3-5	All 4 Prov	R H	SA 4.8: Grants to proven cases of corruption denunciation campaigns	1-Oct-13	31-May-14	This is a continuation of activity 1.1.3-5 SA 4.5. CSOs will proceed in the identification of corruption cases, especially as it concerns local government at the ETD level. PBG will then finance these anti-corruption campaigns as led by the CSOs.	
1.1.3 -5	All 4 Prov	R	SA 5: CRDs	1-Oct-12	31-May-14	Information technology, movie debate conferences, DPAs, software training.	1.2; 1.4; 1.5



R	SA 5.1: Conferences on good governance topics, movie debates, open house events.	1-Oct-12	30-Sep-13	Permanent activity. Will continue in Year 5.	
R	SA 5.2: Information Technology training for PBG partners	1-Oct-12	30-Sep-13	IT training for assembly members, local authorities and CSO members	
R	SA 5.3: Online Research	1-Oct-12	30-Sep-13	Training in research techniques linked to major good governance topics – decentralization, legislative processes and advocacy	
R	SA 5.4: Process of transferring the CRDs to local partners	1-Oct-12	30-Sep-13	Competitive process in selecting the recipient of CRD equipment and management program	1.2; 1.4; 1.5
R	SA 5.4.1: Launch of Expression of Interest	1-Oct-12	30-Nov-12	Establishment of terms of reference. Publication of EOI. Provincial staff informs qualified local partners of the terms.	
R	SA 5.4.2: Publication of request for proposals	1-Dec-12	30-Jan-13	Proposals are reviewed and analyzed by provincial and national staff	
R	SA 5.4.3: Partner selection	1-Feb-13	1-Mar-13	After analysis and potential partner interviews and site visits a choice is made. Choices have been made in all provinces except Sud Kivu, whose selection will be finalized by the end of September.	
R H	SA 5.4.4: Creation of transition plan	1-Oct-13	15-Oct-13	PBG to create and discuss with selected recipients on the various steps leading up to the final transfer.	
R H	SA 5.4.5: TA in the management of CRDs in PBG offices/evaluation	15-Oct-13	15-Jan-14	PBG provincial teams will train recipients in management of CRD, and will evaluate recipients' progress.	
R H	SA 5.5: Signature of MOU on equipment transfer	15-Jan-14		PBG, following USAID disposition approval, will draft the official act of equipment transfer for signature.	
R H	SA 5.6: Transfer of library and IT equipment to new recipients' sites	15-Jan-14	31-Jan-14	To allow recipients to manage CRDs with PBG assistance from their own locations.	



		R H	SA 5.7: Co-management of equipment/continued TA from PBG provincial offices/final evaluation	1-Feb-14	31-May-14	Final phase of transfer – PBG will offer TA and will evaluate recipients over the course of this 4 month period.		
1.1.4		R	Civic education about the new constitution and subsequent legislation N/A: Will be undertaken in the 4 provinces under 1.1.2.					
1.1.5		R	Training for CSOs that equips them to obtain and maximize the opportunities to testify before public gatherings of elected officials					
1.1.5 - 1	All 4 Prov	R	Assist CSOs to prepare for advocacy-focused grants	16-Apr-10	30-Jul-10	Completed on schedule (Strategic planning sessions July-Aug 2010). Continues under 1.1.3 - 3 & 4.	1.2;	
1.1.5 - 2	All 4 Prov	R	TA on the implementation of grants for activities focused on advocacy and oversight	1-Jun-10	Yr 2	See Activity 1.1.3-3&4	1.2;	
1.1.5 - 3	All 4 Prov	R	Individualized preparatory training for testifying at legislative hearings	1-Jun-11	30-Sep-12	Dependent on availability of legislative calendars. Has been carried out in BAN and will be replicated in MAN, SUK, KAT. Completed and follow up will be done under IR2	1.2	
1.1.6		O	Roundtable and discussions on constitutional issues and opportunities, anti-corruption, policy issues, etc. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.					
1.1.7		O	Networking activities and study tours					
1.1.7 - 1	Kin	O	Virtual Interactions with CSOs in Nigeria	1-Mar-11	30-Sep-11	Preparatory discussions with Social Impact on TA from Nigeria civil society visit. This will have been done in YR 2 through the relay of info obtained from Nigerian colleagues at a regional meeting in Cape Town.		
1.1.7 - 2	All 4 Prov	O	SA1. Networking and exchange visits between provinces	1-Oct-12	30-Sep-13	Did not take place in Year 4 as planned due to funding issues.	1.1; 1.5; 1.6	
1.1.7-2	All 4 Prov	O	SA2. Exchange visits between ETDs in each province.	1-Oct-12	30-Sep-13	Did not take place due to funding issues.		



1.1.7-3	All 4 Prov	R	SA3. Capacity building in networking	1-Oct-12	30-Sep-13	Carried out in conjunction with 1.1.1-1 CSOs with financial challenges can network and build off of each other's strengths to maximize impact while minimizing costs.	1.1; 1.5; 1.6
1.1.8		O	Information kiosks in public institutions that provide information to citizens and publicize standard fees for service and complaint mechanisms. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.				
1.1.9		O	Newsletters detailing the work of the provincial government and assembly, outlining the progress on provincial development plan, etc. See 1.1.1-4				
1.1.10		O	"How-to" access guides detailing how to access public services or describing civic rights Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.				
1.2 IMPROVED MECHANISMS FOR DIALOGUE							
1.2.1		R	Dialogue Forums: Ongoing roundtable discussions among elected officials, CSOs and other stakeholders on issues from the Assembly or of public interest				
1.2.1 - 1	All 4 Prov x2	R	SA 1: Implement at least 8 audiences publiques forums (APFs) to orient public discussion to a specific service delivery topic and the development of action items and follow-on activities	15-Apr-10	30-Sep-10	Completed on schedule	
1.2.1 - 2	All 4 Prov	R	12 Dialogue pour l'Action forums implemented at the Assembly level	1-Nov-12	30-Aug-13	DPAs organized for the benefit of Assembly members	1.4
1.2.1 - 3	All 4 Prov	R	Feedback mechanisms following DPA recommendations	1-Dec-12	30-Sep-13	Assistance in tracking actions resulting in recommendations identified in DPAs	1.2
1.2.1 - 4	All 4 Prov	R H	Continuation of Dialogue pour l'Action forums implemented at the Assembly level	1-Oct-13	31-May-14	DPAs organized for the benefit of Assembly members, following Year 4's DPAs	1.2; 1.4; 1.5
1.2.2		R	Constituent outreach activity: MPs and Senators travel to their constituencies to explain their roles and events at the Assembly or Senate level				

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FROM THE AMERICAN PEOPLE

YEAR FIVE – FY 2014
PBG WORKPLAN

Contract No. DFD-I-00-08-00071-00
Task Order No. DFD-I-01-0800071-00
USAID Project Office: USAID/EA/RAAO

1.2.2 - 1	All 4 Prov x2	R	At least 12 Dialogue pour l'Action forums at the ETDs	1-Jan-13	30-Sep-13	Link the DPAs to public works projects in collaboration with IR3	1.4	
1.2.2 - 2	All 4 Prov x2	R	At least 4 Dialogue pour l'Action at the provincial level	1-Mar-13	30-Sep-13	One DPA per province focusing on budget questions	1.4	
1.2.2 - 3	All 4 Prov x2	R	Determine dates and locations for legislators to interact with their constituent base in the provinces.	1-Oct-12	30-Sep-13	As this activity was planned for the newly elected provincial assembly members, the sessions did not take place due to the postponement of local elections.	1.2	
1.2.2 - 4	All 4 Prov x2	R	At least 5 parliamentary supervisory visits to the sites.	1-Oct-12	30-Sep-13	As this activity was planned for the newly elected provincial assembly members, the sessions did not take place due to the postponement of local elections. In collaboration with IR 2: 2.5.4 -7	2.12	
1.2.2-5	All 4 Prov	R H	Continuation of Dialogue pour l'Action forums at both the ETD and provincial level	1-Oct-13	31-May-14	Continuation of 1.2.2-1/2	1.2; 1.4; 1.5	
1.2.3		R	A web-based platform (called a "list serve" in the Task Order) to link the provincial parliamentary staff and MPs to each other and to disseminate copies of laws					
1.2.3 - 1	KIN	R	Collect information of interest to provincial assembly members, staff and public to feed into new website	1-Jan-10	31-May-14	Website is operational. Will continue under 1.1.1 -3 & 4 in collaboration with IR2.		
1.2.3 - 2	KIN	R	Develop a website offering information primarily for provincial assembly members, staff and the public (some sections will be specific for each province).	1-Jan-10	1-Feb-11	Website is operational. Will continue under 1.1.1 -3 & 4 in collaboration with IR2.	2.12	
1.2.3 - 3	KIN	R	Train government representatives and CSOs in use of website	1-Jun-10	30-Sep-10	Completed on schedule (Website trainings completed in Aug 2010 & input on the website in Sep 2010)	2.11	



1.2.4							R	Strengthening the capacity of provincial institutions to reach out to stakeholders and to central government, such as forum to bring together Senators and Provincial Government	
1.2.4 - 1	BAN	R	SA 1: One pilot in Bandundu Provincial Assembly to host in person inter-governmental forums on the Finance Law (BAN)	1-Feb-10	15-Mar-10	Completed on schedule		1.2	
1.2.5							R	Building the capacity of CSOs to monitor, engage and debate with elected leaders on such substantive topics as the development of local government budget or related to current legislation	
1.2.5 - 1	BAN	R	SA 1: CSO training course on the budget process and on budget analysis in each province	15-Aug-10	30-Mar-13	This is to be on-going process involving a series of activities from the initial planning at the end of year evaluation workshop to data-gathering to inform positions on budgets, to analyzing gap between existing and desired allocations, etc. Experiential workshops will include topics on budget process, gender issues in advocacy work, decentralization, networking, corruption. See also 1.1.1-1 SA 3.		1.1; 1.5; 1.7	
1.2.6							R	Public Relations training for government officials	
1.2.6 - 1	All 4 Prov	R	SA 1: One workshop in each province (4 total) to train selected government officials on public outreach	15-Jun-10	30-Aug-10	Completed on schedule. Combined with 1.3.4		Ind 1.1	
1.2.6 - 2	All 4 Prov	R	SA : TA on public outreach activities	1-Aug-10	30-Sep-11	Completed on schedule. Combined with 1.3.4		1.2	
1.2.7							R	Tribunes d'Expression Populaires or Audience Publiques to bring together citizens and local authorities in an open exchange of views on key reforms and current events This activity takes place in large part under Activity R 1.2.1.	



1.2.8	R	Mobile government - bringing provincial officials into communities located far away from the provincial capital for sector discussions, site visits and town hall meetings. This activity will be combined with Activities 1.2.2. and 1.2.4.
1.2.9	O	Parliament Watchdog Groups, CSO partners attend and report on national and provincial assembly meetings. Summary compiled for use in grassroots education. The good governance website and database developed under Activity 1.2.3. is essentially the foundation for watchdog and grassroots education activity.
1.2.10	O	Citizen questionnaires to determine what they would like to know relating to "current issues" and CSO-sponsored grassroots information sessions to address such issues. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.
1.2.11	O	Citizen led advocacy initiatives <i>vis-à-vis</i> legislative representative(s). Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.
1.2.12	O	Dissemination of legislative calendar to CSOs in preparation for advocacy on pending laws and public hearing Efforts under this activity begin under Activity R 2.1.4 and will likely continue throughout the life of project.

1.3 IMPROVED CAPACITY FOR ADVOCACY AND OVERSIGHT

1.3.1	R	Institutional, managerial and stakeholder assessment of pilot provincial governments in such areas as health, agriculture, education and water. This activity will have been combined into Activity R 3.2.1
1.3.2	R	Small grants to local CSOs for budget monitoring Grant support for budget monitoring and advocacy is provided under Activity 1.1.3.
1.3.3	R	Community gatherings to prioritize needs of the community This activity takes place under the Audience Publiques programmed under Activities 1.2.1 and 1.2.2. as well as under stakeholder action planning workshops under Activity 3.2.1.



1.3.4 R Community preparation for face-to-face meeting(s) with elected leaders and senators, facilitated by NGO leaders This activity takes be fulfilled as part of the technical assistance delivered under Activity 1.1.3.							Ind 1.1
1.3.5 O Study tours to provide exposure to different experiences in fiscal transfers (especially for investment) such as the Mali experience. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.							
1.3.6 O Media training and media campaigns for CSOs							
1.3.6 - 1	all 4 prov	O	SA 1: One module focused on the development of communication strategies and effective means of message development and dissemination. Conducted in conjunction with organizational development training in four provinces (combined with 1.1.1-1).	5-Jan-10	28-Feb-10	Completed on schedule (See 1.1.1-1).	
1.3.6 - 2	all 4 prov	O	SA 2: Debriefing sessions with CSOs on implementation of communication strategies. Implemented after information management and advocacy training.	1-Sep-10	30-Mar-13		



IR2 – SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

As PBG enters its fifth and final year of the program, the work of the IR2 component will focus on building on the achievements of all activities organized since the beginning of the program, in order to ensure sustainability and effective ownership by the beneficiaries.

The IR2 component will also aim to reach the indicators assigned as per the PMP, with a particular focus on law-making at the national and provincial level. In this regard, the aim will be to extract and then build upon the information learned from the Round Tables on legislative initiatives organized during the 4th year in the four provinces.

Also, IR2 will strive to build on the achievements from the trainings organized during the 4th year on the function of representation and media coverage of parliamentary activities. Further technical assistance in these two areas is planned for Year 5 and will consist in following up the recommendations of these trainings and trying to set up sustainable mechanisms, especially concerning the development of communication plans for the Provincial Assemblies that will continue to inform assembly members on their representative functions and the role of media in governance.

Another aspect that IR2 will focus on during the 5th year is the capacity building of the Assemblies' *bureaux d'études* and the Commissions' support staff through workshops aimed at sharing of experiences and training courses with the corresponding services of the National Assembly.

Lastly, final participatory evaluation sessions will be organized in the five partner Assemblies to allow for comparison of the level of legislative capacities between the beginning and the end of PBG. One particularity to note is that the national MPs installed in 2012 have not yet completed their self-evaluations. PBG is hopeful to have these completed before the end of this year, but due to the current focus on the National Dialogues, these evaluations have been put on the back-burner.

Some activities planned for the 5th year were already planned in the previous two years, but their implementation has been delayed due to the disruption of the agenda of the National Assembly, specifically the ECOFIN and PAJ Commission, caused especially by the events that have surrounded the implementation of the current management team of the CENI (Independent National Electoral Commission) and the preparations for the National Dialogues. Given the uncertainty surrounding the timing of these consultations and the guidance that will result from them, it is likely that some of the planned activities, especially at the national level, will not take place before the May 31st, 2014 (working deadline for the implementation of the program activities).

Coordination of donors' aid to the Assemblies remains a consistent priority in the implementation of PBG. IR2 will continue with the momentum already gained in the first four years of the program by organizing meetings with other donors to promote a common and coordinated response in the context of

interventions in capacity building for the Assemblies. During the 5th year, the experience gained from this coordination at the national level will be extended and intensified in the provinces, with the help of the PBG technical team.

The IR2 activities for year 5 are as follows:

2.1 - INTERNAL MANAGEMENT AND SUPPORT SERVICES STRENGTHENED

2.1.1 Assess current functions and capacity of parliamentary staff and develop a training plan to improve their skills

2.1.1-11 Develop a training plan validated by each Provincial Assembly

This activity, repeated for each parliamentary session, will be implemented with the current *Bureaux* of the provincial assemblies. The aim will be to identify with these *Bureaux*, and in collaboration with the Assemblies' Directors of Administrations, the priorities in terms of capacity building of the provincial MPs and assemblies concerned.

Targeted Participants: staff and members of the provincial assemblies

Outputs: an approved training plan that meets the needs of staff and members of the Provincial Assemblies

2.1.1-12 Develop a training plan validated by the National Assembly

As was done for Year 4, a response plan will be developed in collaboration with the General Secretary and the Office of the First Vice-President of the National Assembly. It will include the training, technical assistance and, if necessary, logistical support activities.

This plan will consider the interventions of various donors to promote synergies and avoid duplication.

Targeted Participants: staff and members of the National Assembly

Outputs: an approved training plan that meets the needs of the staff and members of the National Assembly

2.1.1-13 Participatory self-assessment of the National Assembly

This activity, planned for the newly elected national MPs, was rescheduled to Year 4 but unfortunately did not take place due to difficulties with political will and changes made to the ECOFIN and PAJ agendas during the March 2013 parliamentary session. The activity is now rescheduled for Year 5.



Targeted Participants: National MPs of ECOFIN and PAJ

Outputs: the current strengths and weaknesses of these national MPs are evaluated and their needs and priorities identified.

2.1.1-14 Perform a final participatory self-assessment of the Assemblies

The end of the program justifies the organization of participatory self-assessment of the five partner Assemblies with which to compare the level of competences attained by the provincial Assemblies and the Administration of the National Assembly since Year 1 of the program.

Regarding the national MPs installed in 2012, the self-evaluation intends to highlight the competences level they will have reached at the end of the PBG.

Targeted Participants: the elected officials and staff of the five assemblies (only the PAJ and ECOFIN commissions for the National Assembly)

Outputs: the current strengths and weaknesses of the assemblies are evaluated in comparison with the level they were at respectively in 2009 (provincial MPs and staff of all the assemblies) and 2013 (national MPs)

2.1.2 Develop an information management system for sharing draft laws for input and adopted laws for future reference (perhaps via codification)

2.1.2-8 Technical and/or material assistance in preparation of the introduction of a Bulletin officiel

The lack of publication of legislative acts, including edicts, encourages legal uncertainty and gives the citizens a sense of arbitrary rule, as they are obliged to follow rules for which they have no knowledge of. The introduction of a *Bulletin officiel* will centralize in a single location the information on the edicts promulgated in a given province and facilitate and increase knowledge among citizens.

Article 12 of Law No. 08 /016, published on October 7, 2008, addressing the ETD composition, organization and functioning, provides that decisions made by the Urban Council should be published in the province's *Bulletin officiel*. Articles 51 and 72 of the same law also require that decisions made by the municipal council and sector/chiefdom leadership be similarly published. In provinces with a *Bulletin officiel* (such as North Kivu), the edicts are published exclusively via this mechanism; but those provinces that do not yet have one officially installed continue to publish edicts in the national *Journal officiel*, which is not readily accessible to the provincial populations. The advantage of the *Bulletin officiel* is the ease it provides citizens to access edicts and decisions adopted by the provincial assemblies and legislative bodies of ETDs, and the acts and regulations of provincial and local executives.

The activity for the furnishing of IT equipment at the Provincial Assemblies (2.1.2-6) has been removed due to non-organization of provincial elections, as the handing over of equipment to assembly members who may not be reelected is not a sustainable option for PBG. This activity will thus be replaced in



part by promoting the installation of *Bulletins officiels* in each PBG province, with the provision of the minimum equipment for its operation when appropriate.

Targeted Participants: provincial institutions of the four PBG provinces

Outputs: The relevance and interest of creating an Official Bulletin are recognized in each of the 4 provinces.

2.1.2-9 Technical and material assistance with IT support to the national Assembly's legislative and management functions

Following the evaluation of the IT system of the National Assembly conducted by the UNDP and then the PBG, and after consultation with the First Vice President of the National Assembly, PBG proceeded with the installation of an intranet network. Concretely, the work involved the rehabilitation of wiring damaged by the Francophonie Conference in October 2012, the installation of the necessary software for the operation of servers, the provision of an Internet subscription for five months and the training of the five major IT officers of the National Assembly. In compliance with the Memorandum of Understanding signed between the National Assembly and PBG, training on inventory and stock management was organized in September for the staff to manage the hardware installed.

In Year 5, the official handover ceremony of the installed equipment will take place.

Targeted Participants: the National Assembly

Outputs: the National Assembly's IT system rehabilitated by PBG is functional and officially handed over.

2.1.2-10 Training on the use and maintenance of IT equipment

In order to ensure the durability of the material provided, the IT division and political offices will be strengthened in their capacity of utilization and maintenance of the IT equipment

Targeted Participants: the IT officers of the divisions and political offices of the National Assembly

Outputs: efficiency and durability of the material provided

2.1.3 Provide technical assistance to develop a realistic internal budget reflecting actual needs and priorities

2.1.3-7 Technical Assistance to MPs and their staff on internal budget development



This low priority activity did not take place as planned in Year 4 due to the difficulties faced by these assemblies in achieving true financial independence; they still rely in practice on subsidies from provincial governments.

However, in view of its relevance and importance for the functioning of these assemblies, this activity is scheduled for Year 5

Targeted Participants: four Provincial Assemblies

Outputs: A workshop on the development of the internal budgets is held in each province

2.1.4 Support the development of a legislative calendar dictated by Parliament and not by the Executive

2.1.4 -4 Technical Assistance on Legislative Calendars

This activity, also scheduled for the 2nd and 3rd program years, has been postponed due to a lack of political will at the assembly's *Bureaux* level. These calendars exist, but challenges remain with regard to their frequency, updating and accessibility to the public. The programmed assistance will consist in providing support to the management and staff of the Assemblies to help them complete, update and disseminate the parliamentary session's calendars. Since the 3rd year, these calendars have been made available via the *Gouvernance Pour Tous* website. The PBG provincial teams will continue their efforts to obtain the calendars established by the assemblies and ensure their translation into local languages (Lingala, Kikongo and Swahili) and distribution through community radio programs with the help of Internews or partner CSOs.

Targeted Participants: the management and staff of the five Assemblies

Outputs:

- improved quality and value of the calendars in the five Assemblies;
- translation into local languages and distribution of the calendars;
- civil society is informed of the Assemblies' activities and can organize interventions to influence the legislative process.

2.1.5 Assist in the development of an action plan for technical and material assistance and a coordination system to better manage donor assistance

2.1.5-3 Technical Assistance on Donor Coordination for the National Assembly

The PBG technical assistance provided in previous years to coordinate donor assistance to the National Assembly will continue during the fifth year of the program.



The activities requiring a pooling of donor efforts will be discussed at regular coordination meetings between the donors, but also during other meetings and discussions at PBG's initiative.

Targeted participants: the National Assembly

Outputs: clear donor support plans used as required by the National Assembly

2.1.5-4 Technical Assistance on Donor Coordination for Provincial Assemblies

The technical assistance provided by PBG in previous years to coordinate the different donors' assistance to the Assemblies, especially in the context of the reconstruction of the Assemblies' buildings meetings (CTB in Maniema and Bandundu, World Bank in South Kivu) and logistical support to the *Reseau Congolais du Personnel des Parlements (RCPP)*'s initiatives (Westminster Foundation for Democracy, UNDP, DFID), will continue during the fifth year of the program.

The activities requiring a pooling of the efforts of donors represented in the provinces will be discussed at regular coordination meetings between the donors, but also during other meetings and discussions at PBG's initiative.

Targeted Participants: the five Assemblies

Outputs: clear donor support plans used as required by the Assemblies

2.1.6. Organizing activities that decentralize power within the institutions, including reform of rules and regulations

2.1.6-7 Technical assistance to assemblies in developing administrative procedures manuals

This support, which has already been provided in Bandundu and South Kivu under 2.1.6-4, will continue in Maniema and Katanga during Year 5. The development of manuals will aid in the simplification and standardization of procedures essential to helping the management and staff of the Assemblies to establish clear administrative and financial procedures. Specifically, support will be given on standardized financial regulations.

Targeted Participants: management and staff of the Maniema and Katanga assemblies

Outputs: financial regulations are developed

2.1.9 Continued technical assistance to key committees for Political, Administrative and Judicial Affairs (PAJ) and on Economics and Finance (ECONFIN) at the National Assembly



2.1.9-3 Technical assistance on PBG related deliberations

This activity is in line with previous activities which provided technical and logistical support to the National Assembly for the law on public finances and the VAT. PBG will provide the necessary support to the National Assembly in order to encourage the creation and adoption of new laws. The requests will mainly come from the PAJ and ECOFIN commissions for other proposals or bills, although it is possible to seek interest in other commissions.

This assistance remains an important part of the PBG's involvement at the National Assembly with the advantage of having a high visibility. Its implementation depends on the requests made by the partner commissions.

Targeted Participants: National Assembly's PAJ and ECOFIN commissions

Outputs: technical assistance responses to the main commissions

2.1.15 Basic management and planning training

2.1.15-10 Training of Bureaux on results based management (GAR)

After having organized this training for the administrations of the provincial assemblies and staff of the National Assembly in order to enable them to improve their performance as support services to the elected officials, in Year 5, the elected officials members of commissions and National Assembly's *Bureaux* will be formed on the GAR.

Targeted Participants: the National Assembly and Commissions' *Bureaux*

Outputs: training in results based management; the members of the National Assembly and Commissions' *Bureaux* are strengthened in their ability to organize work to be results obtained in order to improve the overall parliamentary work.

2.1.15- 11 Training on parliamentary leadership

As representatives of the people, the national MPs are expected to become leaders and opinion makers both within their respective bases and at the level of the National Assembly. The training on parliamentary leadership will enable them to develop their talents and learn appropriate methods, techniques and strategies to strengthen their role as leaders and to perform effectively the tasks assigned to them by the Constitution.



Targeted Participants: national MPs

Outputs: capacity building of the national MPs in leadership

2.1.15-12 Training on Administration's role in an Assembly

The provincial Assemblies' staffs are in their first working experience with elected officials and will be required, after the next provincial election, to become the in-house knowledge of their institutions. The training on the role of the Administration in an Assembly will make the administrative officers aware of their tasks and how to follow through on them.

Targeted Participants: partner provincial Assemblies' staff

Outputs: the Provincial Assemblies' staffs understand their role and are prepared to welcome the newly elected officials

2.1.16 Capacity-building of the *Bureaux d'Etudes* to support parliamentary committees

2.1.16- 6 Monitoring mechanisms for the sustainability of the Policy Research Network

The Research Networks on public policies linked to PBG's sectors (agriculture, education, health, gender and fight against corruption) will base itself in particular on the development of an action plan for the creation of policy research and its possible inclusion in the regional networks. The CRD and the website of good governance provide opportunities to promote exchanges between network members who receive ongoing technical assistance.

Targeted Participants: interested university representatives and law-maker (executive and legislative)

Outputs: a long term Policy Research Network is sustained

*2.1.16- 7 Technical Assistance to the *Bureaux d'études* and Commissions' support staff*

This technical assistance will consist mainly of an exchange of experiences between different *Bureaux d'études* and / or commissions' support staff of the various partner Assemblies.

Should activity 3.2.3-9, which is known as "Plan A" for the use of project funds originally destined for 2.1.2-6, not evolve before the deadline of December 31, 2013, PBG will implement "Plan B" as a supplement to activity 2.1.16-7. Plan B will consist of organizing training courses at the National Assembly's *Bureau d'études* for our national level partners. For provincial level partners, PBG will support inter-provincial exchange of experience trips for members of provincial *Bureaux d'études* in order to help standardize the roles and practices of these offices across the country.



Targeted Participants: the Bureaux d'études and/or commissions' support staff

Outputs: the structural and functional capacities of the *Bureaux d'études* are reinforced

2.2 IMPROVED LAW-MAKING

2.2.1 Technical assistance to result in the drafting and adoption of: Law on the national budget/annually; provincial budget/annually; three edicts; and at least 4 DG laws

2.2.1-9 Training in legislative drafting for the national MPs

This training has already taken place in the provinces with the *Bureaux d'études* and support staff of the provincial Assemblies during Year 4. During Year 5, it will be provided to national MPs to help write clear, methodic and accurate laws easily understandable by the citizens.

Targeted Participants: the national MPs

Outputs: training in legislative drafting provided to elected officials thus their capacities strengthened

2.2.1-10 Technical Assistance to the Assemblies to address issues through edict preparation

This ongoing activity will consist on the one hand of providing the provincial assemblies with experts in legislative drafting, so that they are able to translate what has been prioritized into draft edicts ready for review/adoption, and secondly to provide them with logistical support to organize work sessions for the preparation of edicts. This activity is extended to all four target provinces.

Targeted Participants: the members of each of the provincial Assemblies and their respective staff

Outputs: promotion of the preparation of edicts

2.2.1-11 Technical Assistance to the national Assembly to address issues through law preparation

This ongoing activity will consist on the one hand to provide the national Assembly with experts in legislative drafting and also to provide them with logistical support to organize work sessions for the preparation of laws.

Targeted Participants: the national Assembly

Outputs: promotion of the preparation of laws



2.2.1- 12 Monitoring of Round Tables on legislative initiatives

Several edicts were initiated over the course of last year, largely thanks to advocacy programs run through PBG-supported CSOs and endorsed by provincial MPs. These edicts will be followed to give status updates on where they are in the legislative process in order to possibly identify new strategies for their adoption by the Assemblies

Targeted Participants: CSOs, provincial MPs and partners

Outputs: promotion of the initiative and adoption of the edicts

2.3-PARLIAMENT OVERSIGHT OF GOVERNMENT INSTITUTIONS INCREASED

2.3.1. Strengthening committees to oversee the executive, especially regarding budget and financial management

2.3.1-5 Introductory workshop on Constitutional Supervision Mechanisms

This activity, which follows the activity 2.3.1- 3, was originally planned for the 4th year, but had to be postponed to the beginning of Year 5 at the request of the Bandundu Provincial Assembly on the grounds that provincial MPs were on recess and not available on-site to attend the workshop. Concretely, it will aim to provide the provincial MPs and the *bureau d'études* tools to ensure a better control of the government action.

Targeted Participants: the Bandundu provincial Assembly

Outputs: the Bandundu provincial elected officials are strengthened in their ability to effectively control the provincial government

2.3.1-9 Technical assistance to at least 1 committee in the 4 provincial assemblies

Through this activity, PBG will continue to provide, through its sector specialists or other experts, technical and material assistance to the parliamentary commissions, especially those dealing with the program's thematic sectors (agriculture, health, education, etc.). This assistance will consist in organizing work sessions with the parliamentary commissions and other stakeholders (government, CSOs, development partners, etc.), public hearings (DPA), briefings, etc.

Targeted Participants: members and staff of the parliamentary commissions

Outputs: technical and / or logistical support to the parliamentary committees in each province



2.3.5-10 Legislative hearings to reinforce national MPs in their representative and oversight functions

The successful experience of organizing basic training on legislative hearings in the four provinces will facilitate the implementation of this training at the national level. Commission hearings are one of the constitutional mechanisms for parliamentary oversight in the DRC. The idea is to extend this practice to the process of law-making and representation in order to generalize access to commissions, experts or other groups of people that can usefully inform the commissions during the review of the issues submitted to them.

However, currently it appears that the Assemblies do not often hold hearings because of their lack of preparation in this area, thus reinforcing the need for a training session to inform the Assembly on the actual holding of a parliamentary hearing, in particular through scenarios and role plays.

As in the provinces, this training will be carried out in synergy with IR1 and will see the participation of civil society actors previously identified.

Targeted Participants: the National Assembly (PAJ and ECOFIN commissions)

Outputs: the national MPs and commissions' support staff strengthened in their ability to interview the experts and other representatives of the civil society that can inform them.

2.4 - INCREASED ACCOUNTABILITY TO CITIZENS

2.4.4 Develop public relations trainings

2.4.4-3 Promotion of meetings between national and provincial MPs

This activity aims to bring together national and provincial MPs (of all political persuasions) who share the same electoral base in order to discuss issues affecting their constituencies at the local, provincial and national levels.

Targeted participants: the provincial and national MPs

Outputs: the national and provincial MPs share their experiences, concerns and solutions on issues affecting the interests of their common bases.

2.4.5 Assist in establishment and public dissemination of a legislative calendar

2.4.5-4 Media coverage of the legislative calendars in local languages



This activity follows the technical assistance previously provided under 2.1.4-1 (contribute to the development of legislative calendars) and the experiences of the PBG provincial teams in translating the legislative calendar into local languages.

In Year 5, the aim will be to encourage the generalization and systematization of this practice, using, where appropriate, community radios.

Targeted Participants: the communication offices and units of the provincial assemblies

Outputs: the legislative calendars are translated into local languages and, if appropriate, distributed through community radios.

2.4.5-5 Follow-up to the workshop on parliamentary activities media coverage

During Year 4, PBG organized in the four provinces workshops on the media coverage of the parliamentary activities. In Year 5, IR 2 intends to facilitate the implementation of recommendations resulting from these workshops and try to develop mechanisms for sustainability, which will consist in the development of communication plans for the provincial Assemblies.

Targeted Participants: the four provincial Assemblies

Outputs: improved media coverage of the parliamentary activities

2.5 - IMPROVED LINKAGES BETWEEN DIFFERENT LEGISLATURES

2.5.1 Develop a bulletin of national parliamentary affairs to circulate information relevant to internal management challenges and best practices for better administration.

2.5.1-2 Development and online distribution of a regular bulletin on best practices

This activity will continue to be implemented through the website "*gouvernancepour tous*" (in collaboration with IR1).

Targeted Participants: CSOs and partner Assemblies

Outputs: a bulletin on best practice is regularly distributed

2.5.2 Support an online database of laws

2.5.2-6 Inclusion of key laws, decrees and ordinances on the website



This is an ongoing activity that will continue to be implemented on the website "*gouvernancepourtous*" managed by the CENADEP (see activities 1.1.1-3/4)

Targeted Participants: partner Assemblies

Outputs: the main laws and edicts are widely distributed and publicly accessible

2.5.3 Communication networks to educate provincial law-makers about the intent of national legislation

2.5.3-2 Technical assistance to assemblies to promote a two-way communications mechanism between the national and provincial legislatures

These mechanisms involve exchanges between members of the provincial assemblies and the national Assembly for a sustained multi-level interaction. New mechanisms will be explored, particularly at the level of the exchange of experiences between the *Bureaux d'études* of the Assemblies and meetings between national and provincial MPs around themes relevant to their common bases.

Targeted Participants: members of the five Assemblies (*Bureaux d'études* and elected officials)

Outputs: promotion of the exchanges between the *bureaux d'études* and meetings between national and provincial MPs sharing the same base (see 2.4.4-3)

2.5.5 Develop mechanisms to solicit provincial and sub-provincial input pending national legislation

2.5.5-4 Intensification of the collaboration with the CTAD

Given the number of laws on decentralization to be developed and passed by the Parliament, delays and slowness in the process of decentralization have had a debilitating effect on governance in this country. An increased collaboration with the CTAD to monitor or boost the advancement of the legal framework on decentralization is planned in collaboration with IR3.

Targeted Participants: the CTAD and the National Assembly's permanent commissions, especially the PAJ and ECOFIN

Outputs: updated information on the process of decentralization



IR 2 - SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

2.1	Number of national legislators and legislative staff attending USG-sponsored training or educational events
2.2	Number of provincial legislators and legislative staff attending USG-sponsored training or educational events
2.3	Number of draft laws accompanied by technical analysis and subject to review by legislative committees receiving USG assistance
2.4	Number of laws or amendments promoting decentralization drafted with USG assistance
2.5	Number of provincial edicts accompanied by technical analysis and subject to review by legislative committees receiving USG assistance
2.6	Number of executive oversight actions undertaken by national legislatures receiving USG assistance
2.7	Number of executive oversight actions undertaken by provincial legislatures receiving USG assistance
2.8	Number of public forums resulting from USG assistance in which national legislators and members of the public interact
2.9	Number of public forums resulting from USG assistance in which provincial legislators and members of the public interact
2.10	Increase in average score of Matrix of Legislative Processes and Capabilities
2.11	Frequency of access by Assembly staff to the website developed with USG assistance
2.12	Number of structured mechanisms to promote exchanges between different legislatures supported by USG.

ACTIVITIES & SUB-ACTIVITIES			START DATE	Due Date	STATUS & COMMENTS	INDICATORS	
2.1 - INTERNAL MANAGEMENT AND SUPPORT SERVICES STRENGTHENED							
2.1.1	R	Assess current functions and capacity of parliamentary staff and develop a training plan to improve their skills					
2.1.1 - 1	1 NA, 4 prov	R	SA 1: One participatory self assessment for each provincial assembly and one at the national level	2-Feb-10	30-Jun-10	Completed	
2.1.1 - 2	KIN	R	SA 2: Conduct a separate review of the movement of legislation and communication between the National Assembly and Senate and identify any roadblocks or delays to legislation.	1-Apr-10	30-Jun-10	Completed on schedule.	
2.1.1 - 3	1 NA 4 prov	R	SA 3: Five institutional development and staff training plans	1-Jul-10	31-Dec-10	Completed	
2.1.1 - 4	KAT	R	SA 4: Participatory self assessment in the Katanga provincial assembly	1-Oct-10	30-Oct-10	Completed	
2.1.1 - 5	KAT	R	SA 4: Institutional development plan for Katanga	1-Nov-10	30-Dec-10	Completed	

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2.1.1 - 6	All 4 prov	R	SA 5: PBG training schedule validated by each Provincial Assembly	1-Jan-12	30-Sep-13	On going in all provinces. Permanent activity	
2.1.1 - 7	KIN	R	SA 6: PBG training schedule validated by the National Assembly	1-Jan-12	30-Sep-13	Is being developed in collaboration with the office of the First Vice-President of the National Assembly. Permanent activity	
2.1.1 - 8	All 4 prov	R	SA 8 Assessment of assembly staff capacities	15-Oct-11	15-Jun-12	Evaluation will be conducted using same methodology as first assessment. Completed	
2.1.1-9	SUK	R	SA 9 Workshop evaluation of first legislature	1-Oct-11	15-Oct-11	Completed	
2.1.1-10	Kin	R	SA 10: Self-evaluation of National Assembly members	1-Oct-12	30-Jun-13	Activity originally programmed under Year 4, but not yet implemented due to the many changes made to the PAJ and ECOFIN agendas during the March 2013 session. Becomes 2.1.1-13 in Year 5.	
2.1.1 - 11	All 4 prov	R H	SA 11: PBG training schedule validated by each Provincial Assembly	1-Oct-13	31-May-14	On going in all provinces. Permanent activity	2.2
2.1.1 - 12	KIN	R H	SA 12: PBG training schedule validated by the National Assembly	1-Oct-13	31-May-14	Permanent activity, being developed in collaboration with the office of the First Vice-President of the National Assembly	2.1
2.1.1 - 13	KIN	R H	SA 13: Self-evaluation of National Assembly members	1-Oct-13	31-May-14	This activity, planned for the newly elected national MPs, was rescheduled to Year 4 but unfortunately did not take place due to difficulties with political will and changes made to the ECOFIN and PAJ agendas during the March 2013 parliamentary session. The activity is now rescheduled for Year 5.	2.10
2.1.1 - 14	KIN and the 4 prov	R H	SA 14: Participatory final self-evaluation for all assemblies	1-Oct-13	31-May-14	This self-evaluation will be completed on two levels: for the elected officials and for the staff members of all 5 Assemblies.	2.10
2.1.2		R	Develop an information management system for sharing draft laws for input and adopted laws for future reference (perhaps via codification)				
2.1.2 - 1	KIN	R	SA 1: New edition of the " Les Annuaire " Journal in collaboration with "Le Journal Officiel"	1-Mar-10	Year 2	Becomes 2.1.2- 4 in Year 2	



2.1.2 - 2	All 4 prov	R	SA 2: Depending on assessment results and needs, will procure and hand-over necessary equipment & temporary internet access for online research and communication for all four provincial assemblies. Handover of computers will require the prior establishment of an inventory management system. Note: will also serve the capacity of the Bureaus d'Etudes (activity 2.1.16)	1-Apr-10	Early in Year 2 for all four provinces but Bandundu	Becomes 2.1.2 - 5 in Year 2 below. Assessment complete, but due to the non-organization of local elections, procurement activity funds will be reprogrammed (see 2.1.2-8/11)	
2.1.2 - 3	1 NA, 4 prov	R	SA 3: Training for staff of all legislatures, representatives, journalists and CSO on the use of the website .	8-Jan-09	Year 2	This activity along with 2.4.5-2 will be implemented in Year 2 under 2.5.2 - 2 ("Improve website for National Parliament")	2.1; 2.2; 2.11
2.1.2 - 4	KIN	R	SA 4: Technical assistance on the content and distribution of the " Tables Alphabetiques des Orateurs " replaced by support to Journal Officiel	1-Oct-11	30-Mar-13	The first phase was started in 2012 with the establishment of a status report on the management of the archives at the Journal Officiel. TA will follow after analysis of these results. Completed	
2.1.2 - 5	All 4 prov	R	SA 5: Conduct an assessment of technical, material & IT management for all four provincial assemblies with the support of an international consultant	11-Jan-11	30-Apr-11	Completed ahead of schedule (see report)	
2.1.2 - 6	All 4 prov	R	SA 6: TA and material assistance to permit computer and internet support to management and legislative function.	1-May-12	30-Sep-13	Activity impossible to implement due to the delay in provincial and local elections. Funds to be redirected towards 3.2.3-9 (plan A) or 2.1.16-7 (plan B)	2.11
2.1.2-7	KIN	R	SA 7: TA and material assistance to permit computer and internet support to management and legislative function.	1-Jun-12	30-Sep-13	Discussions with the National Assembly identified the month of March 2013 as target date for procurement of IT material. To be follow-up with by inventory/stock management training and the official handover of equipment.	
2.1.2 - 8	All 4 prov	O H	SA 8: Technical and/or material assistance to encourage the implementation of the <i>Bulletin Officiel</i>	1-Oct-13	31-May-14	With the impossibility of activity 2.1.2-6 due to the non-organization of local elections, funds will be redirected in part towards promotion for the installation of a <i>bulletin officiel</i> in each PBG province so as to publish edicts as required by law.	
2.1.2-9	KIN	R H	SA 9: TA and material assistance to permit computer and internet support to management and legislative function.	1-Oct-13	15-Dec-13	Official handover of IT equipment to the National Assembly	



2.1.2-10	KIN	R M	SA 10: Training on the use and maintenance of IT equipment	1-Oct-13	15-Dec-13	Extension of the IT training to other divisions and political offices.	2.1	
2.1.3		R	Provide technical assistance to develop a realistic internal budget reflecting actual needs and priorities (Required in all 5 legislatures)					
2.1.3 - 1	All 4 prov	R	SA 1: Course in budget preparation and analysis conducted in four (4) provincial legislatures. This training will be complemented by TA to committees and parliamentary staff in all four (4) provinces to help them analyze executive and ministerial budgets.	1-Feb-10	4/10/2010 BAN&SK; Aug. MAN	Completed in BAN SUK & MAN (as of 16 August 2010). KAT schedule for Quarter 2 Year 2 (Jan-March 2011) - see 2.1.3 - 2. This activity complemented by a follow-on TA under 2.1.3-4 & - Combined w/ 2.2.1-1	2.1; 2.2; 2.10	
2.1.3 - 2	KAT	R	SA-2: Course in budget preparation and analysis conducted in Katanga. (This activity follows 2.1.3.-1 above)	1-Jan-11	31-Mar-11	Completed ahead of schedule in February 2011	2.2	
2.1.3 - 3	All 4 prov	R	SA 3: One workshop per province on the financial and legislative autonomy within the constitutional framework of decentralization	1-Feb-11	30-Sep-11	Completed on schedule	2.2	
2.1.3 - 4	All 4 prov	R	SA 4: TA to the "Bureaux" of the Assemblies, Secretaries General, and their staff on their internal budget cycles .	1-Mar-11	30-Sep-11	Completed on schedule		
2.1.3 - 5	MAN/ BAN	R	SA 5: Training to reinforce the ability to control the budget process for MPs and staff. Training based on 2.1.3-1 activity and conducted with the Belgian Technical Cooperation (CTB). USAID material and USAID trainer was used to improve the capacity of the Assemblies.	1-Feb-11	15-Oct-11	Added Activity - Completed in Bandundu. Will be implemented in Maniema before the end of current session. To be coordinated with CTB		
2.1.3 - 6	All 4 prov	R	SA 6: Technical assistance to MPs and staff for drafting provincial budgets	1-Jul-12	30-Sep-13	This low priority activity could not take place because of the difficulties faced by provincial assemblies in reaching true financial independence; their operations still depending in practice on subsidies from provincial governments	2.2	
2.1.3-7	All 4 prov	R L	SA 7: TA to MPs and their staff on internal budget elaboration	1-Oct-13	31-May-14	This low priority activity did not take place as planned in Year 4 due to the difficulties faced by these assemblies in achieving true financial independence; they still rely in practice on from provincial governments. However, in view of its	2.2	



						relevance and importance for the functioning of these assemblies, this activity is scheduled for Year 5		
2.1.4		R	Support the development of a legislative calendar dictated by Parliament and not by the Executive (Required in all 5 legislatures)					
2.1.4 - 1	1 NA, 4 prov	R	SA 1: TA to legislative staff of all five legislatures to develop and implement the legislative calendar . PBG will also focus on the publication of the legislative calendar in the local language (Act 2.4.5)	5-Apr-10	Year 2	Becomes 2.1.4 - 3 in Year 2.	2.3; 2.4; 2.9	
2.1.4 - 2	1 NA, 4 prov	R	SA 2: Calendar distributed to legislators, media and civil society	1-Aug-10	Year 2	Becomes 2.1.4 - 3 in Year 2.		
2.1.4 - 3	1 NA, 4 prov	R	SA 3: TA to legislative staff of all five legislatures to develop and implement the legislative calendar . Translation into provincial languages, distribution and broadcast through radio and other media outlets.	10-Jan-12	30-Sep-13	Permanent TA. Potential collaboration with Internews media partners.		
2.1.4 - 4	1 NA, 4 prov	R M	SA 4: TA to legislative staff of all five legislatures to develop and implement the legislative calendar . Translation into provincial languages, distribution and broadcast through radio and other media outlets.	1-Oct-13	31-May-14	Permanent TA, to be implemented via the website www.gouvernancepourtous.cd as well		
2.1.5		R	Assist in the development of an action plan for technical and material assistance and a coordination system to better manage donor assistance (Required in all 5 legislatures)					
2.1.5 - 1	KIN	R	SA 1: TA to support <u>donor coordination</u> in the National Assembly	1-Oct-12	30-Sep-13	Permanent TA		
2.1.5 - 2	All 4 prov	R	SA 2: TA to support <u>donor coordination</u> in the Provincial Assemblies	1-Oct-12	30-Sep-13	Permanent TA		
2.1.5 - 3	KIN	R H	SA 3: TA to support <u>donor coordination</u> in the National Assembly	1-Oct-13	31-May-14	Permanent TA		
2.1.5 - 4	All 4 prov	R H	SA 4: TA to support <u>donor coordination</u> in the Provincial Assemblies	1-Oct-13	31-May-14	Permanent TA. Coordination at the provincial level must be intensified, especially following a number of recurrent initiatives including the provincial		



						Ministries of Planning holding donors accountable for their actions in the provinces.	
2.1.6	R	Organizing activities that decentralize power within the institutions, including reform of rules and regulations (Required in all 5 legislatures)					
2.1.6 - 1	MAN	R	SA 1: Review each assembly's internal procedures and help to develop manuals for one of the provincial assemblies (<u>Maniema</u>)	1-Dec-09	30-Aug-10	Completed on schedule. Follow on TA will be provided to encourage the finalization of the official manual.	2.6
2.1.6 - 2	BAN	R	SA 2: Review the assembly's internal procedures and help to develop manuals for one of the provincial assemblies (Bandundu)	1-Oct-10	1-Dec-10	ADDED ACTIVITY - Completed on schedule. Follow on TA will be provided to encourage the finalization of the official manual. Follow on TA will be provided to encourage the finalization of the official manual	2.6
2.1.6 - 3	SUK KAT	R	SA 3: Review each assembly's internal procedures and help to develop manuals for provincial assemblies (SUK & KAT)	1-Oct-11	30-Sep-12	Completed in SUK and KAT	2.6
2.1.6 - 4	All 4 prov	R	SA 4: TA to the 4 Assemblies to develop manual of administrative procedures	1-Oct-11	30-Sep-12	Completed in SUK and in BAN	
2.1.6 - 5	KIN	R	SA 5: Training to National Assembly staff in procedures for improving flow of legislation	1-Feb-11	30-Sep-11	Completed (Lode Vanhoost report)	
2.1.6-6	MAN KAT	R	SA 6: TA to the 4 Assemblies to develop manual of administrative procedures	1-Oct-12	30-Sep-13	Follow on to 2.1.6-4: TA for Maniema and Katanga	
2.1.6-7	MAN KAT	R H	SA 7: TA to Provincial Assemblies to develop manual of administrative procedures	1-Oct-13	31-May-14	This activity will consist of TA for the creation of a Finance Manual in Maniema and Katanga	2.2
2.1.7	R -	Support to internal management practices, development and implementation of parliamentary budget, budget for committees (Required in all 5 legislatures) To be covered under 2.1.3-3. Completed in all 4 provinces. For the NA it is dependent on political will.					
2.1.7-1	All 4 prov	R	SA 1: Training workshop on conflicts resolution for administrative staff	Jul-12	30-Sep-12	Completed	2.6
2.1.7-2	All 4 prov	R	SA 2: Training workshop on conflicts resolution for Assembly members	1-Apr-13	30-Sep-13	As the provincial elections have not yet been held, this activity was not able to take place.	



2.1.8		R	Support to internal oversight functions (Note that there are no permanent internal reform committees in these institutions) (Required in all 5 legislatures) - Groundwork for this is laid in Activity R 2.1.6 and is also covered under 2.3.				
2.1.9		R	Continued technical assistance to key committees for Political, Administrative and Judicial Affairs (PAJ) and on Economics and Finance (ECOFIN) at the National Assembly (Required in all 5 legislatures)				
2.1.9 - 1	KIN	R	SA 1: TA responses to key committees on PBG related deliberations.	3-Dec-09	30-Sep-10	Completed on schedule (ECOFIN on the Public Finance Law) Ongoing	2.3; 2.4
2.1.9 - 2	KIN	R	SA 2: TA responses to key committees on PBG related deliberations.	1-Oct-11	30-Sep-13	Permanent TA	
2.1.9 - 3	KIN	R H	SA 3: TA responses to key committees on PBG related deliberations.	1-Oct-13	31-May-14	Permanent TA	2.3; 2.4
2.1.10		O	Providing a full-time resident advisor to assist parliaments with identifying and adopting a reform agenda that is owned by the institutions and their elected representatives and staff that considers regulatory and procedural blocks to institutional performance - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities				
2.1.11		O	Mechanisms for internal institutional communication such as procedures committees, etc. that involve stakeholders interacting with the institution and its committees - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities				
2.1.12		O	Organizing study tours to expose participants to the reform agenda and best practices for basic management				
2.1.12 - 1	All 5 Assb	O	SA 1: One study tour to Benin or Burkina Faso for legislative reform and internal management practices/ Replace by in-country study tour	1-May-12	30-Sep-12	Cancelled Activity (meeting USAID).	
2.1.13		O	Study tour focused on staff-deputy relations, internal budget development for support services, and bill drafting and legal codification - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities				



2.1.14		R	Technical and material assistance to institutions and committees on legislative process, representation and oversight				
2.1.14 - 1	All 4 prov	R	SA 1: Training activities and TA carried out based on assessment findings and resulting training plan that needs to be developed in close coordination with the Assembly (combined w/ 2.1.15-1)	1-Apr-10	30-Sep-10	Completed in MAN, KAT, SUK and BAN on schedule (Archiving). Will be enhanced with a follow up workshop in year 2 (2.1.14-3)	2.1; 2.2; 2.6
2.1.14 - 2	SUK	R	SA 2: TA to help parliamentarians understand legal tools and procedures for executive oversight , rather than resorting to no-confidence votes.	N/A	N/A	Completed, as new activity added to the work plan to take advantage of a target of opportunity with the visit of a Belgian Parliamentarian to the SK provincial assembly (Previously labeled as 2.3.3-2)	2.6; 2.10
2.1.14 - 3	All 4 prov	R	SA 3: Reinforcement Workshop on Archiving skills and techniques with provincial assembly staff	1-Apr-10	31-May-11	Completed ahead of schedule	
2.1.14 - 4	BAN		SA 4: TA to create archiving and classification plan		30-Sep-11	ADDED ACTIVITY: conducted by local team. This activity is a follow on to activity 2.1.14-3 in the BAN Assembly. IR2 will try and implement it in the other provinces. Completed in SUK, BAN, KAT, MAN	2.1; 2.2; 2.6
2.1.15		R	Basic Management and planning training (See 2.1.14)				
2.1.15 - 1	All 4 prov	R	SA 1: Training activities and TA carried out based on assessment findings and resulting training plan that needs to be developed in close coordination with the Assembly (combined w/ 2.1.14-1)	1-Apr-10	30-Sep-10	Combined with 2.1.14-1. Completed.	2.1; 2.2; 2.6
2.1.15 - 2	All 4 Prov + Kin		SA 2: Training of Assembly staff on computer skills (Word, Excel, electronic mail and the internet)		30-Sep-11	Completed using the CRD	
2.1.15 - 3	All 4 prov		SA 3: Training on human resources management	15-Juin-11	30-Sep-11	Added Activity -Completed	
2.1.15 - 4	BAN MAN KAT		SA 4: Workshop on inventory and stock management	15-Juin-11	15-Juin-11	Added Activity -Completed	
2.1.15 - 5	SUK		SA 5: Training and TA on Monitoring and Evaluation	1-Juil-11	30- Juil-11	Added Activity -Completed	
2.1.15 - 6	BAN MAN KAT		SA 6: Training workshop on strategic planning	1-Oct-11	30-Sep-12	Completed	

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2.1.15 - 7	1 NA, 4 prov		SA 7: Training activities on network maintenance et management	1-May-12	30-Sep-12	Completed		
2.1.15 - 8	All 4 Prov		SA 8: Training workshop on management focused on results to staff	1-Oct-11	30-Mars-12	Completed		
2.1.15 - 9	KIN	R	SA 9: Workshop on Results Based Management for Assembly staff	1-Oct-12	30-Jun-13	Organized for the staff of the National Assembly		
2.1.15 - 10	KIN	R M	SA 10: Workshop on Results Based Management for Assembly staff	1-Oct-13	31-May-2014	For the elected officials: Members of commission offices and members of the Office of the National Assembly	2.1; 2.10	
2.1.15 - 11	KIN	R H	SA 11: Training on parliamentary leadership	1-Oct-13	31-May-2014		2.1; 2.10	
2.1.15 - 12	All 4 Prov	R H	SA 12: Training on the role of Administration of an Assembly	1-Oct-13	31-May-2014	This activity will aim to prepare the administrative staff to welcome the newly elected provincial officials.	2.2; 2.10	
2.1.16		R -	Capacity-building of the Bureaux d'Etudes to support parliamentary committees					2.1; 2.2; 2.10
2.1.16 - 1	All 4 prov	R	SA 1: Policy research access seminars in all four provinces (4 provinces) and establishment of policy research network .	1-Apr-10	30-Sep-10	Becomes 2.1.16-3 (seminars) and 2.1.16-4 (network) in Year 2 (upon the request of provincial assemblies). Trainer/expert will also conduct Activity 2.1.17-1/2 for key legislators while on-site.	2.1; 2.2; 2.10	
2.1.16 - 2	All 4 prov	R	SA 2: Courses in preparation to legislative memos and minute-taking for committees (4 provinces)		30-Sep-11	Completed cover under activity with RCPP 2.5.4-4 and 2.5.4-5		
2.1.16 - 3	MAN KAT	R	SA 3: Policy research access seminars . Expert will also conduct Activity 2.1.17 for key legislators while on-site.		30-Sep-11	Completed		
2.1.16 - 4	1 NA, 4 prov	R	SA 4: Establishment of a policy research network and changes its scope from provincial to national level.	1-Apr-12	30-Sep-13	In progress (see activities 2.3.5-1 and 3.5.2)		
2.1.16 - 5	All 4 prov	R	SA 5: Extension of the policy research network to the provincial level	1-Oct-12	30-Sep-13	Work with the Bureaux d'Etudes and use of the website Bonne Gouvernance (see activities 2.3.5-1 and 3.5.2)		
2.1.16 - 6	1 NA, 4 prov	R H	SA 6: Monitoring mechanisms for the sustainability of the policy research network	1-Oct-13	31-May-14	Permanent TA with the website "gouvernancepourtous"		



2.1.16 - 7	1 NA, 4 prov	R H	SA 7: TA to support staff of Commissions and the <i>Bureaux d'études</i> . PLAN B: As a supplement to the above activity, training courses of two to four weeks will be organized at the National Assembly's Bureau d'études for national level partners. For provincial level partners, PBG will support inter-provincial exchange of experience trips for members of provincial Bureaux d'études in order to help standardize the roles and practices of these offices across the country.	1-Oct-13	31-May-14	This TA would take the form of an exchange of experience between the <i>Bureaux d'études</i> and/or the support staff of Commissions Plan B will only be executed if Plan A (found under activity 3.2.3-9) does not come to fruition before December 31, 2013. If Plan A reaches this deadline without an implementation plan, PBG will move forward with the execution of Plan B in order to use funds currently allocated for Plan A.	
2.1.17		R	Training on report writing and note-taking				2.1; 2.2; 2.10
2.1.17 - 1	All 4 prov	R	SA 1: Train key legislators in all four (4) provinces in the use of research reports to fulfill their various functions as legislators	1-Apr-10	30-Sep-10	Becomes 2.1.17- 2 in Year 2. Expert will also conduct Activity 2.1.16.	2.1; 2.2; 2.11
2.1.17 - 2	MAN KAT	R	SA 2: Train key legislators in all four (4) provinces in the use of research reports to fulfill their various functions as legislators		30-Sep-10	Completed	
2.2 IMPROVED LAW-MAKING CAPACITY							
2.2.1		R	Technical assistance to result in the drafting and adoption of: Law on the national budget/annually; Provincial budget/annually; three edicts; and at least 4 DG laws -				2.3/4/5/10
2.2.1 - 1	1 NA + 4 prov	R	SA 1: TA activities for members and staff to be able to explain budgets to other legislators, civil society, the media and citizens and constituents.	1-Apr-10	30-Sep-10	Combined with 2.1.3-1 and supported by follow on TA conducted by IR 2 Team Leader in each province. Still to be completed in KAT & NA - see 2.2.1- 3	2.3/4/5/10
2.2.1 - 2	1 NA + 4 prov	R	SA 2: TA as needed to help assemblies address issues on which they should pass laws.	1-Jan-10	30-Sep-10	Completed on schedule in MAN & SUK; All required steps accomplished w/ the National Assembly but awaiting green light from Pres. Of the National Assembly to proceed. Still to be completed in KAT & BAN in Year 2 - see 2.2.1-4	2.3/4/5/10



2.2.1 - 3	KAT + NA	R	SA 3: TA activities for members and staff to be able to <u>explain budgets</u> to other legislators, civil society, the media and citizens and constituents.	1-Apr-12	30-Sep-12	Combined with 2.1.3-1. Completed in the four provinces but pending political will for NA.	2.3/4/5/10
2.2.1 - 4	All 4 prov	R	SA 4: TA as needed to help assemblies address <u>issues on which they should pass laws</u> (includes edicts)	1-Oct-10	30-Sep-13	The identification of experts was accomplished in all of the 4 provinces. The activity was initially planned for Katanga and Bandundu but has been extended to all four of the target provinces.	2.3/4/5/10
2.2.1 - 5	NA	R	SA 4: TA as needed to help assemblies address <u>issues on which they should pass laws</u>	1-Oct-10	30-Sep-13	Permanent activity	
2.2.1 - 6	BAN SUK	R	SA 6: TA on the budget execution and training on how to communicate with constituencies and medias on budget matters for members and staff	15-Jul-12	30-Sep-13	This low priority activity was not implemented because it had to be proceeded first by the training on public relations/representative function (2.4.4-1) and the workshop on media coverage (2.4.5-2)	2.1; 2.2; 2.5; 2.10
2.2.1 - 7	1 NA, 4 Prov		SA 7: Training to help the necessary legislation with ROCCIPI method for members and staff	1-May-12	30-Sep-12	Cancelled	
2.2.1 - 8	1 NA, 4 Prov	R	SA 8: Training workshop in legislative drafting for members and staff	1-Mar-12	30-Sep-12	Implemented for the <i>Bureaux d'études</i> and the support staff of the Commissions	
2.2.1 - 9	NA	R H	SA 9: Training workshop in legislative drafting for national MPs	1-Mar-13	31-May-14		2.1; 2.3; 2.4; 2.10
2.2.1 - 10	All 4 prov	R H	SA 10: TA as needed to help assemblies address <u>issues on which they should pass laws</u> (includes edicts)	1-Oct-13	31-May-14	Permanent TA	2.10
2.2.1 - 11	NA	R H	SA 11: TA as needed to help assembly address <u>issues on which they should pass laws</u>	1-Oct-13	31-May-14	Permanent TA	2.3; 2.4
2.2.1 - 12	All 4 prov	R H	SA 12: Follow-up on Round Tables on legislative initiatives	1-Oct-13	31-May-14	Permanent TA	2.5
2.2.1 - 13	BDD and SUK	R L	SA 13: TA on the budget execution and training on how to communicate with constituencies and medias on budget matters for members and staff	1-Oct-13	31-May-14	This activity follows the training on public relations/representative function (2.4.4-1) and the workshop on media coverage (2.4.5-2) that took place in Year 4.	2.10



2.2.2		R	Technical assistance to key committees to increase staff, MPs and senators' skills to analyze the need for, draft and review primary laws accompanying enabling legislation				
2.2.2 - 1	SUK	R	SA 1: Training course and TA (1) to SUK assembly's PAJ and ECOFIN legislators and staff on legislative drafting and analysis and assuring constitutional conformity	1-Apr-10	30-Sep-10	Completed on schedule (Sep 2010) Note : the training also included members of the Commission on Health.	2.1; 2.2; 2.5; 2.10
2.2.2 - 2	KIN	R	SA 2: Sharing of the review of movement of legislation and communication with parliament members, staff and CSO. When requested, PBG will provide technical assistance to smooth the passage of legislation.	1-Apr-10	30-Sep-10	Completed ahead of schedule (see report)	
2.2.2 - 3	BAN MAN KAT	R	SA 3: Training course and TA (1) to SUK assembly's PAJ and ECOFIN legislators, members of one other parliamentary Commission, and staff on legislative drafting and analysis and assuring constitutional conformity	1-Oct-10	30-Apr-11	ADDED ACTIVITY - Completed	
2.2.2 - 4	SUK	R	SA 4: Workshop to analyze and discuss on reforms in favor of decentralization for member and bureaux d'études	15-May-12	30-Sep-12	Completed	2.1; 2.2; 2.7
2.3 - PARLIAMENT OVERSIGHT OF GOVERNMENT INSTITUTIONS INCREASED							2.1; 2.2; 2.7
2.3.1		R	Strengthening committees to oversee the executive, especially regarding budget and financial management (Required in all 5 legislatures)				
2.3.1.-1	KIN	R	SA 1: One introductory workshop on Constitutional oversight mechanisms for members of the Assembly.	1-May-10	30-Sep-10	Becomes 2.3.1 - 2 in Year 2 below	
2.3.1.-2	KIN	R	SA 2: (Activity moved fully to Year 2 from 2.3.1.-1 above) One introductory workshop on Constitutional oversight mechanisms for members of the Assembly.	1-Mar-12	30-Sep-12	Completed during the <i>Journées Parlementaires d'Information</i>	
2.3.1-3	All 4 Prov		SA3: Introductory workshop on Constitutional oversight mechanisms for members and staff	1-Mar-11	30-Sep-11	Completed except for Bandundu	

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2.3.1-4	BAN	R	SA4: Introductory workshop on Constitutional oversight mechanisms for members and staff	1-Mar-11	30-Sep-13	Rescheduled to Year 5 under 2.3.1-5	
2.3.1-5	BAN	R H	SA5: Introductory workshop on Constitutional oversight mechanisms for members and staff	1-Oct-13	31-May-14	Initially scheduled for Year 4, this activity was rescheduled for the beginning of Year 5 at the request of the Provincial Assembly's office given that the provincial MPs are still on parliamentary leave but want to attend this workshop.	2.7
2.3.2		R	Technical and material assistance to institution and committees on legislative process, representation and oversight (Required in all 5 legislatures) - COVERED UNDER 2.1.14				
2.3.3		O	Develop and deliver ad-hoc activities that strengthen oversight - Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities				2.6; 2.7; 2.10
2.3.4		O	Technical assistance to compare standing orders (<i>règlement intérieur</i>) to strengthen capacity to oversee government and to engage civil society - COVERED UNDER 2.1.6				
2.3.5		R	Support strategically selected sub-committees to oversee and monitor public policy, e.g. on justice, security, social services, and fiscal oversight				
2.3.5 - 1	All 4 prov	R	SA 1: TA to at least one committee in all four Provincial Assemblies	1-Feb-10	30-Sep-10	Activity initiated and covered under 2.2.1-2 (TA on laws) with the identification of sector and legal experts at the local level.	
2.3.5 - 2	All 4 Prov	R	SA 2: TA to at least one committee in all four Provincial Assemblies	1-Oct-11	30-Sep-13	TA is on-going with the support of PBG Sector Specialists & local sector / legal experts. Specific work was completed in the Health sector in SUK. Permanent Activity.	
2.3.5-3	BAN		TA: Support Natural Resources group to better understand issues related to water distribution and in drafting related laws		31-Oct-11	ADDED ACTIVITY: Conducted by local team . Completed	
2.3.5-4	SUK		TA: Audience Publique with actors in the health sector to include Government, Assembly and Civil Society.		28-Feb-11	ADDED ACTIVITY: Conducted by the local team with major input by the sector specialist in health	



2.3.5-5	SUK		TA: Seminar on the organization of health cooperatives: Preparation of an edict organizing the health cooperatives		28-Feb-11	ADDED ACTIVITY: Conducted by the local team with major input by the sector specialist in health	
2.3.5-6	SUK BAN		Legislative hearings to reinforce MPs in their oversight and representation functions	1-Sep-11	30-Sep-11	Added Activity conducted in collaboration with IR1. Completed for SUK BAN	
2.3.5-7	All 4 Prov		Legislative hearings to reinforce MPs in their oversight and representation functions	15-May-12	30-Sep-12	Added Activity conducted in collaboration with IR1	
2.3.5-8	KIN	R	Legislative hearings to reinforce National MPs in their oversight and representation functions	1-Oct-12	30-Apr-13	Kinshasa's civil society actors will participate in this introductory training. Collaboration with IR1	
2.3.5-9	All 4 Prov	R H	SA 9: TA to at least one committee in each of the 4 Provincial Assemblies	1-Oct-13	31-May-14	TA is on-going with the support of PBG Sector Specialists & local sector / legal experts. Specific work was completed in the Health sector in SUK. Permanent Activity.	
2.3.5-10	KIN	R L	SA 10: Legislative hearings to reinforce the National Assembly Commissions in their functions of representation, control and legislation production.	1-Oct-13	31-May-14	In collaboration with IR 1 (specifically civil society's themed sectors)	2.6
2.3.6		R	Support special initiatives as defined in Action Plans: such as setting up ad-hoc committees or hearings to investigate corruption in health and education services - Covered under 2.3.5-2 and 2.3.5-5.				2.8-2.9
2.4 - INCREASED ACCOUNTABILITY TO CITIZENS							2.8-2.9
2.4.1		R	Develop tools to allow institutional outreach (outreach by committees and special hearings etc. to constituencies, civil society and citizens for and feedback on government policy delivery) (Required in all 5 legislatures)				
2.4.1 - 1	KIN	R	SA 1: TA to encourage the establishment of a model civil society liaison office within the national legislature (1)	2-Feb-10	30-Sep-10	N/A, Per the approved Quarter 2 work plan revision, this activity has been subsumed into Activity 2.1.6 - 1, where PBG is ensuring the institutionalization of civil society input into legislation by incorporating this requirement	



						(public vetting of draft laws through hearings and other mechanisms) in the internal procedures being developed in all five legislative bodies under PBG. National Assembly covered under new input-mechanisms such as interprovincial forums, inter-governmental working groups and other events such as public audiences with the participation of members of parliament.		
2.4.1 - 2	All 4 prov	R	SA 2: TA on the mechanism on how to solicit citizen input into legislative deliberations. TA will result in the execution of at least one mechanism (1).	1-Jul-10	30-Sep-10	Completed in MAN, BAN, SUK under 2.1.6 - 1 (Revision of internal procedures) KAT to be completed under 2.4.1 - 3 in Year 3. Follow on TA may also occur in MAN		
2.4.1 - 3	All 4 prov	R	SA 3: Follow-on TA to sub activities 1 and 2 under this activity (2.4.1.) Emphasis will be on SUK and KAT in Year 2, with follow-TA for MAN and BAN (NB: The contract calls for this activity to be conducted at the National level but this is not planned for Year 2).	1-Jul-11	31-Oct-11	Completed in MAN, BAN, SUK, KAT		
2.4.2		R	Assist assemblies and/or individual members with development of mechanisms for members to receive input/feedback from constituents to fight corruption - perhaps inviting reports of public service delivery quality or of waste, fraud or abuse - and to inform public policy (Required in all 5 legislatures) -Potential synergy with IR1.					
2.4.2-1	SUK, KAT	R	Public Forum on anticorruption and budget expenses	1-May-12	30-Sep-12	Completed in Katanga		
2.4.2-2	SUK MAN	R	Public Forum on anticorruption and budget expenses	1-Oct-12	30-Sep-13	Implemented under IR 1 activity 1.1.3-5 SA 4		
2.4.3		O	Developing general constituency services, independent of a constituency office, to facilitate representation and outreach to constituents. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities					2.1; 2.2; 2.11
2.4.4		R	Develop public relations training					

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2.4.4-1	All 4 prov	R	Training on public relations	1-May-12	30-Sep-12	Completed in Bandundu and Katanga	
2.4.4-2	MAN and SUK	R	Training on public relations	1-Oct-12	30-Sep-13	Completed	
2.4.4-3	All 4 prov	R M	Promote meetings between national and provincial MPs in the presences of their constituents	15-Jan-13	15-Mar-14	TA (see 2.5.3-2)	2.12
2.4.5		R	Assist in establishment and public dissemination of a legislative calendar (Required for all legislatures)				
2.4.5 -1	All 4 prov	R	SA 1: Media coverage of legislative calendars in local languages. This will follow the TA conducted under Act.2.1.4 - 1 (developing & implementing leg calendar)	30-May-09	Year 2 & 3	This activity was moved to Year 2 (becoming 2.4.5 - 3 below) since it depended on the implementation of 2.1.4-1 that was moved to Year 2 (becoming 2.1.4-3).	
2.4.5 - 2	All 4 prov	R	SA 2: One workshop per province for media coverage of assembly affairs. This workshop will be conducted in conjunction with Act 2.1.2 - SA 3 (training on the use of the website)	1-Mar-10	30-Sep-13	Although completed under IR1 (1.2.6.1) new parliamentarians will learn to keep the public informed on the affairs of their offices. Activity 2.5.2 -5 below will help parliamentarians learn how to use the website to inform the media and the public.	
2.4.5 - 3	All 4 prov	R	SA 3: Media coverage of legislative calendars in local languages. This will follow the TA conducted under Act.2.1.4 - 1 (developing & implementing leg calendar)	1-Oct-11	30-Sep-13	Legislative calendars have been developed and were published on the website (Act. 2.1.4 - 3) Media coverage will be implemented with IR1 and possible collaboration with INTERNEWS	
2.4.5 - 4	All 4 prov	R L	SA 4: Media coverage of legislative calendars in local languages. This will follow the TA conducted under Act.2.1.4 - 1 (developing & implementing legislative calendar)	1-Oct-13	31-May-14	Permanent activity	
2.4.5 - 5	All 4 prov	R H	SA 5: TA following the workshop on media coverage of parliamentary activities	1-Oct-13	31-May-14	This particular activity may lead to the development of a communication plan for each of the Provincial Assemblies	



2.4.6	O	Support exchanges between provincial assembly personnel and their counterparts in the Senate Covered under 2.5.4-2,3,4. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities					2.12
2.5 - IMPROVED LINKAGES BETWEEN DIFFERENT LEGISLATURES							
2.5.1	R	Develop a bulletin of national parliamentary affairs to circulate information relevant to internal management challenges and best practices for better administration.					2.12
2.5.1 - 1	KIN	R	SA 1: Development and regular <u>online distribution of best practices bulletin.</u>	1-Jul-10	30-Sep-13	Is being implemented in collaboration with the civil society website under IR 1 Activity 1.1.1-3 and 1.1.1-4 in order to increase sustainability and interconnectivity between civil society and parliament (permanent activity)	
2.5.1 - 2	KIN	R M	SA 2: Development and regular <u>online distribution of best practices bulletin.</u>	1-Oct-13	31-May-14	Permanent activity to be carried out via the website www.gouvernancepourtous.cd	
2.5.2	R	Support an online database of laws (To be considered after elections)					2.11
2.5.2 - 1	KIN	R	SA 1: Inclusion of key laws, decrees and arrets in the Assembly's newly developed <u>website.</u>	1-May-10	31-May-14	To be implemented in collaboration with CENADEP "Gouvernance pour tous" website to ensure sustainability. Continuous activity	2.11
2.5.2-2	KIN	R	SA 2: Conduct an assessment of technical, material & IT needs and their management for the National Parliament (National Assembly / Senate) with the support of an international consultant	1-Sep-11	30-Sep-11	ADDED ACTIVITY: Completed in conjunction with provincial assembly assessments under 2.1.2-5	
2.5.2-3	KIN	R	SA 3: TA and material assistance to permit computer and internet support to management and legislative function.	1-May-11	30-Sep-13	ADDED ACTIVITY. Conducted in conjunction with provincial assembly assessments under 2.1.2-7. IT equipment will be procured for the National Assembly (see 2.1.2-8).	
2.5.2-4	KIN	R	SA 4: Improve website of the National Parliament (National Assembly / Senate)	1-May-12	30-Sep-12	Activity suppressed: There is a lack of political will. Legislative issues are being posted on the website organized by CENADEP under activity 1.1.1-3	2.12



2.5.2-5	KIN	R	SA 5: Train National Parliament staff and members on the use and access the improved website. Replaced by a training on use of website "Gouvernance pour tous"	15-Mar-12	30-Sep-12	To be postponed until after elections and new parliamentary members and staff are installed in coordination with activity 1.1.1-3.		
2.5.2 – 6	KIN	R M	SA 6: Inclusion of key laws, decrees and arretes in the Assembly's newly developed <u>website</u> .	1-Oct-13	31-May-14	Permanent activity to be carried out via the website www.gouvernancepourtous.cd	2.11	
2.5.3		R	Communication networks to educate provincial law-makers about the intent of national legislation					2.12
2.5.3 - 1	1 NA + 4 prov	R	SA 1: TA to assemblies to promote a <u>two-way communications mechanism</u> between the national and provincial legislatures	1-Apr-10	30-Sep-13	Covered under activities conducted in collaboration with IR1 (Inter-governmental forums Act 1.2.4 -1) and with IR 3 (Intergovernmental thematic working groups Act 3.1.7 -1), mechanisms involving the presence of national and /or provincial legislators for a sustainable and multiple level exchange. Best to discuss with new parliamentary members after elections. New mechanisms will be explored with the Bureaux d'Etudes and the political research network (2.1.16-4 and 2.1.16-5)	2.12	
2.5.3 - 2	1 NA + 4 prov	R M	SA 2: TA to assemblies to promote a <u>two-way communications mechanism</u> between the national and provincial legislatures	1-Oct-13	31-May-14	Permanent activity. This year the exchanges will concern among others the <i>Bureaux d'études</i> of the Provincial Assemblies and that of the National Assembly, as well as National and Provincial MPs sharing the same electoral base (see 2.4.4-3)	2.12	
2.5.4		R	Provide technical assistance to inter-parliamentary association of provincial assemblies					2.12
2.5.4.-1	KIN	R	SA 1: Start of TA to the inter-parliamentary association for provincial assemblies.	1-Aug-10	30-Sep-12	See 2.5.4-7 to include the 4 provinces		

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2.5.4 -2	KIN	R	SA 2: (Follows on to 2.5.4. 1 above) TA to the ' Association du Personnel du Parlement Congolais ' for provincial assemblies.	1-Oct-10	30-Sep-11	Completed		
2.5.4 -3	KIN	R	SA 3: Training for members of the "Association du Personnel du Parlement Congolais" and staff of provincial assemblies on Staff-MP Relations at the national and provincial levels (conducted in collaboration with the Westminster Foundation for Democracy)	1-Oct-10	15-Feb-11	ADDED ACTIVITY: Completed in January 2011		
2.5.4-4		R	SA 4: Training of member of the RCPP on technology use and on using adult learning and training techniques.	1-May-11	15-Jun-11	Completed		
2.5.4-5		R	SA 5: Organize work experience placement of provincial staff in the National Assembly. This will be implemented in collaboration with the Westminster Foundation for Democracy.	15-Apr-11	15-Jun-11	Completed		
2.5.4-6	All 4 prov.	R	SA 6: Restitution in the 4 provinces in collaboration with CTB and DAI Europe	15-Apr-11	15-Jun-11	Completed Added activity		
2.5.4-7	4 prov + Kin	R	SA 7: Start of TA to the inter-parliamentary association for provincial assemblies. RCPP	1-Oct-11	30-Sep-13	This activity will be modified to shift PBG assistance to the "Association du Personnel du Parlement Congolais", Rather than the "Inter-Pal. Association". Some TA was provided in Year 1 to the Association du Personnel du Parlement Congolais and will continue into Year 4.		
2.5.4-8	4 prov + Kin	R M	SA 8: TA to the <i>Reseau Congolais des Personnels des Parlements</i> (RCPP)	1-Oct-13	31-May-14	This TA will be continued in Year 5.		
2.5.5		R	Develop mechanisms to solicit provincial and sub-provincial input pending national legislation					
2.5.5.-1	KIN	R	SA 1: Inter-parliamentary Forum on the draft national Loi de Finance	1-Sep-10	30-Sep-10	ADDED ACTIVITY in support of ECOFIN and a consultative drafting process for Congo's Public Finance law (with the participation of Provincial MPs) completed		

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2.5.5.-2	4 prov + Kin	R	SA 2: Inter-parliamentary Forum on reform options supporting decentralization	1-May-12	30-Sep-12	Completed with the validation workshop at the National Workshop for the transfer of competencies CTAD (3.1.8-2)	
2.5.5.-3	All 4 Prov	R	SA 3: Follow up workshop after the National Conference on the transfer of competencies CTAD	1-Oct-12	30-Sep-13	In collaboration with IR3	
2.5.5.-4	KIN	R M	SA 4: Increased collaboration with the CTAD on the legal framework of decentralization	1-Oct-13	31-May-14	Follow the evolution of the decentralization legal framework, in collaboration with IR 3	2.4



IR 3 – LAWS, POLICIES AND PROCEDURES FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED

While the four years of implementation of PBG have seen enormous results, it must be recognized that much still remains to be done. Among these achievements, of note is the validation by the relevant ministries of the national strategy for the transfer of competences and resources to the provinces and *ETDs* implementation roadmap; the increase in the *ETDs*' income through the participatory development of management and transparency tools for local finances; the private sector participation in financing the *ETDs* basic infrastructures under public-private partnerships; and finally, civil society involvement in the implementation and execution of development programs at the *ETD* level by establishing a framework of partnership between different actors.

The consolidation of these results involves not only the capitalization on good practices, but also a better management and coordination of the decentralization reform implementation process. The involvement of the *Cellule Technique d'Appui à la Décentralisation (CTAD)* in this process has led to a better understanding of the issues related to the coordination and management of the reform process. The preparation of guides on citizen participation, transparency in the management of local finances and on the evaluation of basic public services by civil society illustrates this dynamic of capitalization of experiences in the program implementation.

The pilot evaluation of some basic public services such as health, education, environment, etc. launched by civil society in some *ETDs* not only helped initiate the process of accountability of the authorities, but also helped to prepare civil society to play the monitoring role of the development activities carried out by the authorities of the *ETDs*.

The validation of the roadmap for the implementation of the national strategy for the transfer of skills and resources to the provinces and *ETDs*, as well as the promulgation by the President of the Republic of the law on the classification of provincial and *ETD* taxes, royalties and revenues and their modalities of distribution represent a significant step forward in the effectiveness of the transfer of skills.

The fifth year of the program takes place in a context characterized by: (i) the establishment of the National Independent Electoral Commission (CENI) Office which will be responsible for the preparation of the provincial and local elections, (ii) the signing of the February 24th, 2013 Framework Agreement on Peace, Security and Cooperation in the Democratic Republic of Congo (DRC) and the Sub-Region, which renews the request to the DRC to press on the decentralization process and (iii) the signing of the Memorandum of Understanding on the investment funds' terms of use in the areas of provincial exclusive competences, which constitutes a start of the implementation of the recommendations of the Conference of Governors held on March 18th and 19th 2013 in Kananga.

Taking the achievements and current context into account, the aim for this last year of execution will be to develop and implement, with the concerned stakeholders, a system to ensure the sustainability of the achievements as well as mechanisms of ownership by this system's relevant actors.

In this context, two areas of intervention are selected for this last phase of the program:

- Improving the reform's institutional and legal frameworks;
- Consolidation of the achievements to date.

3.1 ADOPTED LEGAL FRAMEWORK FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED

3.1.1 Provide technical assistance to the Technical Unit (CTAD) to complete the legal and regulatory framework and put in place the *Cadre Stratégique* for the overall coordination and implementation of the reform process

3.1.1-5 Technical assistance to the entities responsible for drafting, reviewing and implementing legislation on decentralization

The need for coordination and effective management of the decentralization reform process has become more and more necessary. As a result, the project will continue to provide support to the CTAD in synergy with other donors that support the CTAD.

Participant: CTAD

Outputs:

- The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical assistance as needed and requested.
- TA reports provided

3.1.3 Study and roll-out activities for implementing the proposed Development Equalization Fund in the provinces

3.1.3-5 Policy-Option Training Event at the national level for DRC decision-makers

Although progress has been observed in the production of laws, such as on the law on public finances and the classification of provincial and ETD taxes royalties and revenues, the law on equalization is not forthcoming. The Memorandum of Understanding on the terms of use of the investment funds in the areas of exclusive provincial competences, derived from the Conference of Governors held on March 18th and 19th 2013 in Kananga and which lays the foundation for the establishment of the equalization fund, represents a breakthrough in this area. Project support in this area aims to better prepare the establishment of the fund and its application measures. This preparation should involve all stakeholders.



In anticipation of future legislation, this activity, which could not be performed during the first four years, will be scheduled for the fifth year.

Targeted participant: CTAD

Outputs:

- One training event at the national level for relevant DRC decision makers.
- A follow-up TA session to provide feedback on policy proposals.

3.1.5 Provide technical assistance to the Ministry responsible for decentralization and other line ministries as appropriate (e.g. Health, Education, Mining) to help draft remaining laws for decentralization and reconcile old and new legislation to eliminate any discrepancies and streamline authorities

3.1.5-5 Assist CTAD with implementing the road map for the Transfer of Competences and resources strategy to provinces and ETDs.

Help develop support to render operational the roadmap for the transfer of competences and resources as requested by the CTAD. This support may also involve the relevant ministries charged with the implementation of this roadmap. This support will mainly focus on the 2013-2014 roadmap on the transfer of competences and resources.

Targeted participants: provincial governments and the CTAD

Outputs: reports as requested by the CTAD

3.1.6 Assistance to the Ministry responsible for decentralization and Parliament in order to draft, review and adopt organic laws pertaining to decentralization

3.1.6-9 TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.

This activity will be carried out at the request of the CTAD. It will build on the work undertaken under IR 3.1.1, 3.1.3 and 3.1.5, and will focus on the laws that will be required. With the promulgation of the law on the classification of provincial and ETD taxes, royalties and revenues, the law on public finances and others that are under discussion, including the General Rules of Public Accounting, support will be needed to prepare the decrees for the implementation of these laws.

Targeted participants: National Government and Parliament

Outputs: consultant reports on the work done and results obtained



3.1.7 Assistance to provincial institutions - the Governor's Office, De-concentrated Services, Provincial Assemblies - to contribute to pending legislation, understand the implications of existing and recently promulgated laws and to recognize their role in implementing these at the local level

3.1.7-10 Support to the Union des Villes, Communes et Territoires du Congo

The appointment of a permanent secretary for the “*Union des Villes, Communes et Territoires*” offers once again the opportunity to support this structure. But the PBG support will only be provided upon request by the CTAD and as it relates to the program objectives.

Targeted participants: CTAD, ETDs in the participating provinces

Outputs: reports on activities as required.

3.1.8 Support for the creation of new mechanisms and procedures, clarifying roles and functions between decentralized and de-concentrated levels (particularly regarding management services and human resources)

3.1.8-7 Technical assistance to identify key issues of coordination and collaboration at the provincial level in order to determine the requirements for legislative reform

The PBG assistance provided to the CTAD (activities 3.1.1 and 3.1.5) provides the opportunity to identify the bottlenecks in the implementation of the reform. With the impending local elections, it is necessary to conduct an overall reflection on how to transfer human resources. This reflection could be organized by the CTAD through a meeting at the national level with the participation of the concerned structures and institutions.

Targeted participants: provincial governments and the CTAD

Outputs: Report, and possibly workshop report

3.1.8-8 Dissemination of draft laws on decentralization for review and discussion by stakeholders

In connection with the activities 3.1.3, 3.1.6 and 3.1.9 and in collaboration with IR2, PBG will support the dissemination of the texts that are / will be adopted by all the reform’s stakeholders. Support will only be offered upon request by the CTAD and as it regards the PBG objectives.

Targeted participants: provincial governments and the CTAD

Outputs: Recommendations and comments on draft laws



3.1.8-9 Reflect on the development of a private expertise in training on decentralization

There can be no effective ownership of the decentralization reform without a perfect and proven mastery of the process by local expertise. After a decade of implementation of the reform process driven by public structures, it is necessary and indispensable to involve more private structures in the implementation of the reform, mainly in the field of training. The involvement of the private sector in this implementation has the advantage to not only render the reform funding more efficient, but also to diversify the sources of funding for the reform. In order to support the initial reflection on the possibility of this private expertise development, PBG will launch a study on its real potential in the implementation of the reform, specifically in the field of decentralization training. This assistance will be provided on request by the CTAD.

Targeted participants: provincial governments and the CTAD

Outputs: recommendations and comments on draft laws

3.1.9 Short-term technical assistance to the CTAD for two specific and complex studies: (i) on local finances, and (ii) on the feasibility of a national local development fund for local investment

3.1.9-6 & 7 Technical assistance on local finances and the feasibility of a national fund for local development

With the promulgation of the law on the classification of provincial and ETD taxes, royalties and revenues, this technical support will be directed towards the development of decrees aimed at the implementation of this law. It will be carried out in tandem with activity 3.1.6. Regarding the implementation of the national development fund, its implementation is closely related to the work on the Equalization Fund. Once the legislation in this area is acted upon, the technical support will be provided to support the CTAD, per request, in the fund's implementation.

Targeted participants: CTAD

Outputs: consultants' reports

3.1.9-8 Support to provincial assemblies for the development of Provincial laws on public financial management (in collaboration with IR2)

The promulgation of the laws on public finances and the classification of provincial and ETD taxes, royalties and revenues, and the signing of the memorandum of understanding on the investment funds' terms of use on exclusive provincial competences have not yet been rendered operational due to the absence of implementing decrees. Regulatory texts and provincial edicts must be developed and adopted in order to complete the legal arsenal necessary for their effective implementation. This technical support will therefore help in the preparation of these decrees upon CTAD request.

Targeted participants: provincial assemblies, the CTAD

Outputs: technical report or draft edicts specifying the principle elements to be incorporated in the legislation

3.2 INCREASED INSTITUTIONAL CAPACITY OF SELECTED PROVINCIAL AND LOCAL ENTITIES

3.2.1 Institutional and managerial assessment of the pilot provincial governments' abilities to deliver services in health education and natural resource management

3.2.1-8 Assessment of ETDs' financial management capacities, especially in the field of generating and tracking their own income

Monitor and evaluate the ETDs' performances in the management and transparency of finances, and in improving their own resources.

Targeted participants: ETDs

Outputs: report on the results to date and recommendations for further work

3.2.1-9 Exchange of experiences on the process of services evaluation between the Alunguli, Bukavu and Katuba ETDs

The pilot workshops on the civil society's public services evaluations in the three ETDs - Alunguli, Bukavu and Katuba - demonstrated the relevance and importance of holding authorities accountable to their citizens. These workshops also helped develop, with the actors of each ETD, a methodology for evaluating public services. This methodology needs to be harmonized in order to be duplicated in other ETDs. This experience sharing activity among representatives of civil society in the three ETDs will aim to validate a harmonized methodology and assessment tools for public services. It is hoped that this experience sharing will result in greater local ownership of the methodology. The activity will be implemented in synergy with IR 2 through MP participation.

Targeted participants: ETDs

Outputs: report on the results to date and recommendations for further work

3.2.1-10 Civil society evaluation of the public services of the Kadutu, Likasi and Kikwit ETDs

Based on the harmonized methodology and assessment tools for public services developed under 3.2.1-9, this activity will work to assess the public services of the Kadutu, Likasi and Kikwit ETDs. These ETDs were selected based on the close collaboration between the civil society representatives and authorities in these locals.



Targeted participants: ETDs

Outputs: report on the results to date and recommendations for further work

3.2.2 Training programs in planning and financial and administrative management for the provincial governments' administrations

3.2.2-4 Training in cost chain management in Maniema

Despite the numerous efforts made to coordinate with the World Bank's Project for Capacity Building in Governance (PRCG) in the implementation of this activity, communication has been difficult and the activity has been delayed. The various documents requested by IR 3, including the training modules as well as the Terms of Reference, have not been made available, and PRCG has had funding issues. PBG thus plans to reschedule its support of this activity to Year 5, provided that the necessary information is made available by the PRCG.

Targeted participants: Ministry of Finance and other ministries (if appropriate) in Maniema

Outputs: training in costs chain management offered to the provincial finance staff in Maniema

3.2.3 Develop a program to discourage corruption through education about roles and responsibilities of new officials, installation of management, communication and budgeting systems and collaboration with judicial authorities

3.2.3-6 Continuation of Bukavu's development of a taxpayers' data base, aiding in the transparent management of local finances

The completion of Bukavu city's taxpayers' database has not been effected in the fourth year due to changes made to the grant's mechanism. This activity is rescheduled to the fifth year.

Targeted participants: Bukavu

Outputs: civil society and local government working together more harmoniously in resolving issues of taxes and corruption.

3.2.3-7 Technical improvement of the taxpayers' database within a transparent management of local finances

The promulgation of the Ordinance-Law No. 13/001 of the 23rd of February 2013, establishing the classification and distribution of provincial and ETD taxes, royalties and revenues, now requires an adaptation of the taxpayers' database to the legal context. This change / update to the database must be accompanied by the development of a training manual.



Targeted participants: Bukavu

Outputs: civil society and local government working together more harmoniously in resolving issues of taxes and corruption.

3.2.3-8 Implementation of a taxpayers' database in Kadutu

After the implementation of the taxpayers' database in the town of Alunguli during the fourth year based on the experience gained in the city of Bukavu, PBG plans to develop a similar database in Kadutu during the fifth year of the program.

Targeted participants: Kadutu (Sud Kivu)

Outputs: database and transparent tax records available

3.2.3-9 Technical assistance to the Prime Minister's office

This activity is known as the "Plan A" for the use of project funds originally destined for 2.1.2-6. The consultant will provide expert advice on anti-corruption and transparency reform as well as decision-making chains within the decentralized government structure. This activity will depend on the openness of the Prime Minister's office to an embedded consultant. If Plan A does not have a clearly defined implementation strategy and timeline before December 31, 2013, PBG will initiate plans for the implementation of Plan B, found under activity 2.1.16-7.

Targeted participants: Prime Minister's office

Outputs: recommendations made on anti-corruption reforms and increasing governmental transparency

3.2.7 Design a training program for the ETDs, such as short-term Technical Assistance or On-the-Job Training, to help them develop monitoring and evaluation systems

3.2.7-6 Adaptation of the monitoring and evaluation systems as a means to increase transparency and enable citizen participation

During PBG's first four years, tools and instruments for M&E, transparency and management have been developed. PBG will then capitalize on best practices and work to strengthen the ownership of these tools and instruments. This will be carried out in collaboration with 3.2.1-8.

Targeted participants: ETDs

Outputs: technical assistance in all the ETDs, with a particular focus on transparency to enable civil society to monitor the public budgets, revenues and expenditures

3.2.8 Develop ETD public relations capacities with activities such as town-hall meetings, public audiences between civil society and local officials and the publication of local budgets in prominent places in the community

3.2.8-2 Work with local officials to encourage participatory budget process and budget dissemination (see also 3.2.1 – 9/3.2.1-10)

Building off of the gains already made in the citizen participatory budget process and in citizen demand for accountability. Technical assistance will be provided to ETDs actors for the implementation of this activity.

Targeted participants: all the ETDs

Outputs: workshops report

3.2.9 Training programs in planning and basic administrative and financial management

3.2.9-7 Exchange of experiences on Financial Management and citizen participation in the ETDs budget process in each province

Technical assistance provided to the ETDs during the first four years on management and local finance transparency has produced satisfactory results, but not on a consistent scale. Through exchange meetings and the sharing of best practices and failures, stakeholders will formulate their own recommendations on these processes. These exchanges will be an opportunity to harmonize the methods and tools used in the training and the monitoring and evaluation of the local finances. This activity will be carried out in synergy with IR 1 and IR 2.

Targeted participants: all the ETDs

Outputs: Technical assistance and training in financial management and budgeting for all the ETDs

3.2.9- 8 Capitalization of experience with the CTAD on financial management and citizen participation in the ETDs budget process in the Katanga provinces

Begun during the fourth year in Maniema and South Kivu, the CTAD capitalization experiences will continue in the fifth year in Katanga as was projected in the fourth year work plan. This mission will allow the CTAD experts to take ownership of the methodological approach and as to capitalize on best practices. This activity will be carried out simultaneously with the activity 3.2.10-11

Targeted participants: Katuba and Likasi ETDs

Outputs: activity report



3.2.10 Support for enhancing accountability and public participation at the local level through new mechanisms for civil society and public-private sector organizations to act as implementing agents

3.2.10-10 Signing of the PPP agreements in Katanga

During the fourth year, two public-private partnership contracts between the town of Katuba and two private companies have been signed and are being implemented. PPP actions will be continued during the fifth year in other Katanga ETDs, including Likasi and Kolwezi, in order to promote the benefit of private sector participation in ETD financial development.

Targeted participants: Katanga ETDs

Outputs: PPP contract documents completed

3.2.10-11 Study tour of South Kivu, Maniema and Bandundu selected ETD representatives to Katanga to study the PPP process and its potentiality in their respective ETDs

The Katuba successes in the implementation of public-private partnerships will be shared with other actors in other provinces through study tours.

Targeted participants: South Kivu, Maniema and Bandundu ETDs

Outputs: report on the study tour results

3.2.10-12 Capitalization of the CTAD experts' experience in Katanga to decide whether there is a potential to create their own PPPs within their ETDs

In order to allow the CTAD to own the public-private partnership process, an experience capitalization mission on this process will be organized. This mission will be coupled with the activity 3.2.9-8. Note that this mission was scheduled for the fourth year, but could not be realized due to the CTAD's overloaded schedule.

Targeted participants: South Kivu, Maniema and Bandundu ETDs

Outputs: report on the study tours results

3.2.12 Action Plans developed and signed

3.2.12-13 Finalize the ETDs' proposals for direct assistance funding



The ETDs' proposals in Bandundu and Katanga are completed or in progress. Those of the Maniema province have been identified. At this time, only the proposals of the South Kivu province are remaining. Year 5 will be dedicated to the implementation of the ETDs projects in the provinces of South Kivu and Maniema.

Targeted participants: selected ETDs

Outputs: the selected ETDs' officers gain the experience of applying management techniques acquired during PBG capacity building trainings.

3.2.12-14 Introduction of mechanisms to ensure cross-sector monitoring of local development

A review of action plans organized in the fourth year gave the Monitoring Committees the opportunity to evaluate their work thus far in the implementation of the action plans. These committees, composed of members of civil society and the ETD in question, took shape within the institutional framework of the ETD. During this review, the committees were evaluated by the different actors that helped to shape them, and resulted in recommendations for their restructuring and the reformulation of their missions. These recommendations will be monitored during the update of the action plans under point 3.2.12-15

Targeted participants: all the ETDs

Outputs : report from each ETD ensuring a monitoring of donor funded development projects in each area, organizing, equalizing and coordinating the projects by sector

3.2.12-15 Action plans review and update

The second generation of action plans, which were issued following the review workshops during the fourth year, reemphasized the importance of this tool, which serves as an instrument of coherence and dialogue between the ETDs and the development partners. Status updates on the implementation of these action plans also took place at this time, and will allow for better coordination among the donors, of which include USAID, UNDP, UNICEF, FAO, CTB, MONUSCO. This activity will be repeated during the fifth year.

Targeted participants: ETDs

Outputs: report from each ETD regarding their action plans updates

3.4 MORE EFFECTIVE FINANCIAL MANAGEMENT AND BUDGETING

3.4.1 Basic training in public financial management



This is discussed under activity 3.2 9

3.4.4 Support for local development planning and budgeting, including the tracking of donor-funded development projects in each area, scheduling, balancing and coordinating projects by sector

3.4.4-2 In connection with the public finances management and participatory budgeting, track other donor-funded activities

The review of the action plans is among one of the mechanisms for donor coordination at the ETD level. This monitoring activity will be carried out in connection with the 3.2.1-9 and 3.2.12-15 activities.

Targeted participants: ETD

Outputs: report from each ETD

3.5 IMPROVED LINKAGES BETWEEN NATIONAL, PROVINCIAL AND SUB-PROVINCIAL (ETD) AUTHORITIES

3.5.3 Classification of role and responsibilities between branches of government in general and vertically between national, provincial and ETD authorities

3.5.3-3 Support to the Conference of Governors if it is held

The Conference of Governors has not regularly been organized as required by law. Despite this shortfall, the conference represents a relevant framework for the coordination and coherence of the decentralization reform between the Government and the provinces. The support for the Conference of Governors is required and will be done in conjunction with other donors.

3.5.3-8 Continue support to the network “Femmes Leaders du Secteur Public” (Public Sector Women Leaders)

The four years of PBG support to the Public Sector Women Leaders Round Table had as results: the establishment of a national coordination unit, the creation of provincial synergies for female leaders in the public sector, the conception of their action plan and the validation of the network's statutes. During the fifth year, the support to the network could continue on the basis of a formal request. This support could be done in collaboration with other donors so that they can take over at the end of the program.

Targeted participants: female public administrators in the PBG provinces

Outputs: Support to the local government women leaders' round table and a minimum of 2 round tables held



3.6 IMPROVED LINKAGES BETWEEN PARLIAMENT AND THE EXECUTIVE AND JUDICIAL BRANCHES OF GOVERNMENT

3.6.1 Establish *Cadres de concertation* between various government agencies on key policies

3.6.1-2 Determine the difficult decentralization issues within the executive branch of government

The cross-cutting nature of the decentralization reform requires a better coordination among the various government structures and institutions of the Republic. This cross-cutting nature makes decentralization's implementation both complex and time-consuming. In order to ensure a more efficient implementation, a series of meetings could be held with a number of structures, including the legislature's *Bureau d'Etudes*, the Parliamentary Committee on Justice and the High Council of Magistrate, to discuss the issues of common interest in decentralization. These meetings, which could not be scheduled last year, have thus been rescheduled for Year 5. They will be held under the auspices of the CTAD.

Targeted participants: Bureau d'Etudes, Parliamentary Committee on Justice, and High Council of Magistrate

Outputs: Workshop report

3.6.2 Educative sessions between judicial personnel, ministry representatives and law-makers on the intent of newly adopted laws

3.6.2-1 Following the needs assessment conducted under 3.6.1 -2, educative sessions will be held in conjunction with IR 2

We will work with the CTAD to hold meetings to gather national MPs, central government personnel and judicial representatives for a discussion on the intent and effect of the decentralization laws. The sessions will be organized in collaboration with IR2.

Targeted participants: Members of the National Assembly, ministerial staff, CTAD staff and representatives of the High Council of Magistrate

Outputs: Workshop report



Year 3 Work Plan IR 3 - LAWS, POLICIES AND PROCEDURES FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED

3.1	Number of sub-national government entities receiving USG assistance to improve their performance
3.2	Number of local governments/ETDs with support by USG assistance that develop service improvement action plans or implement investment
3.3	Number of sub-national government entities receiving USG assistance to increase their annual own-source revenues
3.4	Number of activities supported by USG to improve government entity performance
3.5	Number of individuals who received USG-assisted training , including management skills and fiscal management to strengthen local government and/or decentralization.
3.6	Change in average score on ETD budget review Matrix
3.7	Number of mechanisms supported by USG to promote exchanges between national, provincial and sub-provincial authorities

ACTIVITIES & SUB-ACTIVITIES				Start Date	Due Date	STATUS & COMMENTS	INDICATORS	
3.1 - ADOPTED LEGAL FRAMEWORK FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED								
3.1.1	R	Provide technical assistance to the Technical Unit to complete the legal and regulatory framework and put in place the <i>Cadre Stratégique</i> for the overall coordination and implementation of the reform process						
3.1.1 - 1	KIN	R	SA 1: The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical advisory as needed and requested.	1-Oct-09	29-Sep-10	Satisfactorily completed in Year 1, but this form of TA will be needed throughout the LOP.	N/A	
3.1.1 - 2	KIN	R	SA 2: (Repeats SA 1 in Year 2) The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical advisory as needed and requested.	1-Oct-10	30-Sep-11		N/A	
3.1.1 - 3	KIN	R	SA 3: (Repeats SA 2 in Year 3) The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical advisory as needed and requested.	1-Oct-11	30-Sep-12		N/A	
3.1.1 - 4	KIN	R	SA 4: (Repeats SA 3 in Year 4) The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical advisory as needed and requested.	1-Oct-12	30-Sep-13		N/A	



3.1.1 - 5	KIN	R M	SA 5: (Repeats SA 4 in Year 5) The Technical Unit and other DRC entities involved in advancing decentralization legislation receive ongoing technical advisory as needed and requested.	1-Oct-13	31-May-14		
3.1.2 R Assist in the establishment of a database/library for all decentralization related training modules and a plan to standardize future materials							
3.1.2 - 1	KIN	R	SA 1: Provide material and technical support to the Cellule in establishing a library and database for decentralization literature and training modules.	1-Dec-09	15-Mar-10	Completed on schedule.	N/A
3.1.2 - 2	KIN	R	SA 2: Develop a website to access decentralization laws and policies in coordination with UNDP. Information will also include training modules on decentralization.	5-Jan-10	30-Jun-10	As approved in Quarter 2 work plan, the UNDP is developing this website and PBG will contribute significant information (as in from Activity 3.1.2. above) to the website each year. PBG is also planning in Year 2 to take over the website development from PNUD if they do not progress sufficiently on the site by the end of 2010 (See 3.1.2.3.)	N/A
3.1.2 - 3	KIN	R	SA 3: (Repeats some of SA 2 in Year 1) Develop a website to access decentralization laws and policies in coordination with UNDP. Information will also include training modules on decentralization.	1-Nov-10	28-Feb-11	As cited in Year 1, PBG will either heavily contribute to UNDP efforts on this site, or fully take over the development of the site.	N/A
3.1.2 - 4	KIN	R	SA 4: CTAD given TA to manage the site and data base unaided	1-Oct-12	30-Sep-13	The website has been totally transferred to the CTAD, who is now in charge of its updating. The CTAD is currently making resources available for this task, and they are soliciting funding for the hosting of the Decentralization Website	
3.1.3 R Study and roll-out activities for implementing the proposed Development Equalization Fund in the provinces							
3.1.3 - 1	KIN	R	SA 1: One policy-option training event at the national level (1) for relevant DRC decision-makers	1-Mar-10	Year 2	CTAD has requested that we delay providing this assistance until the Equalization law passes.	3.5
3.1.3 - 2	KIN	R	SA 2: Help the Unit establish an easy-to-use database on local finance.	1-Apr-10	Year 2 or later	Will likely be programmed in Year 3 or later because it is more effectively accomplished when remittances are made.	N/A
3.1.3 - 3	KIN	R	SA 3: (Repeats SA 1 in some regards in Year 2) Policy-option training event at the national level (1) for relevant DRC decision-makers	1-Feb-11	28-Feb-11	This is moved forward from Year 1 since CTAD requested a delay in this activity.	3.5

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3.1.3 - 4	KIN	R	SA 4: Policy-option training event at the national level (1) for relevant DRC decision-makers	1-Oct-12	30-Sep-13	This is moved forward from Year 1 since CTAD requested a delay in this activity.		
3.1.3-5	Kin	R L	SA 5: Policy-option training event at the national level (1) for relevant DRC decision-makers	1-Oct-13	31-May-14		3.4; 3.5	
3.1.4		R	Assist the Ministry responsible for decentralization to analyze the need for and draft enabling legislation for key laws					
3.1.4 - 1	KIN	R	SA 1: Review the legal framework for decentralization	1-Feb-10	26-Feb-10	Completed on schedule.	N/A	
3.1.5		R	Provide technical assistance to the Ministry responsible for decentralization and other line ministries as appropriate (e.g. Health, Education, Mining) to help draft remaining laws for decentralization and reconcile old and new legislation to eliminate any discrepancies and streamline authorities					
3.1.5 - 1	KIN	R	SA 1: Develop the initial outlines of a legal map of the decentralization process.	1-Jun-10	30-Sep-10	Completed on schedule.	N/A	
3.1.5 - 2	KIN	R	SA-2: Supplement work of the World Bank and other donors in the field as requested by CTAD.	1-Mar-11	30-Sep-11	Study undertaken on Transfert des Competences	N/A	
3.1.5 - 3	KIN	R	SA-3: Work with CTAD and UADS on Transfert des competences and other issues as required by CTAD.	1-Oct-11	30-Sep-12			
3.1.5 - 4	KIN	R	SA-4: Work with CTAD on implementing the road map for the Transfert de competences and other issues as required by CTAD.	1-Oct-12	30-Sep-13	During year 4, the road map for the implementation of the national strategy for the transfer of competencies and resources was elaborated and validated.		
3.1.5.5	Kin	R H	SA-5: Work with CTAD on making operational the road map for the Transfert de competences and other issues as required by the CTAD	1-Oct-13	31-May-14			
3.1.6		R	Assistance to the Ministry responsible for Decentralization and Parliament in order to draft, review and adopt organic laws pertaining to decentralization					
3.1.6 - 1	KIN	R	SA 1: TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Apr-10	30-Jun-10	Completed on schedule.	N/A	
3.1.6 - 2	KIN	R	SA 2: Study tour to Mali to expose a small group of officials to experiences with fiscal transfers in other decentralized countries.	16-Jun-10	10-Jul-10	Completed on schedule.	3.5; 3.6	
3.1.6 - 3	KIN	R	SA 3: Study tour report back through meetings and media.	1-Jul-10	30-Jul-10	Completed on schedule.	N/A	

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3.1.6 - 4	KIN	R	SA 4: Bi-monthly meetings of members of the study group to discuss challenges in implementing decentralization.	1-Jul-10	30-Sep-10	Completed on schedule.	N/A	
3.1.6 - 5	KIN	R	SA 5: (Continues in Year 2 from SA 1) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-10	30-Sep-11		3.4	
3.1.6 - 6	KIN	R	SA 6: (Continues in Year 2 from SA 4) Bi-monthly meetings of members of the study group to discuss challenges in implementing decentralization.	1-Oct-10	30-Mar-11		3.4	
3.1.6 - 7	KIN	R	SA 7: (Continues in Year 3 from SA 5) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-11	30-Sep-12			
3.1.6 - 8	KIN	R	SA 8: (Continues in Year 4 from SA 7) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-12	30-Sep-13	Legislation will be selected after consultation meetings between the National Assembly and USAID.		
3.1.6 - 8	KIN	R L	SA 9: (Continues in Year 5 from SA 8) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-13	31-May-14	Legislation will be selected after consultation meetings between the National Assembly and USAID.	3.4	
3.1.7		R	Assistance to provincial institutions - the Governor's Office, Deconcentrated Services, Provincial Assemblies - to contribute to pending legislation, understand the implications of existing and recently promulgated laws and to recognize their role in implementing these at the local level					
3.1.7 - 1	All 4 prov	R	SA 1: Facilitate bi-monthly inter-governmental thematic working groups . Likely focus on input on decentralization legislation.	1-Mar-10	30-Sep-10	Completed on schedule.	N/A	
3.1.7 - 2	All 4 prov	R	SA 2: Promote discussion of decentralization through the media with at least one national and four provincial radio events w/participation of government officials	1-May-10	30-Sep-10	Completed on schedule.	N/A	
3.1.7 - 3	All 4 prov	R	SA 3: (Continues in Year 2 from SA 1) Facilitate bi-monthly inter-governmental thematic working groups . Likely focus on input on decentralization legislation.	1-Oct-10	30-Jun-11		3.4	
3.1.7 - 4	All 4 prov	R	SA 4: (Continues in Year 2 from SA 2) Promote discussion of decentralization through the media with at least one national and four provincial radio events w/participation of government officials	1-Oct-10	30-Sep-11	Delayed due to risk analysis regarding emphasis on decentralization in early part of year, and CTAD	3.4	
3.1.7 - 5	All 4 prov	O	SA 5: Support to the Union des Villes, Communes et Territoires du Congo	1-Oct-10	30-Dec-10			

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3.1.7 - 6	All 4 prov	R	SA 6: (Continues in Year 3 from SA 3) Facilitate bi-monthly inter-governmental thematic working groups . Likely focus on input on decentralization legislation.	1-Oct-10	30-Sep-11			
3.1.7 - 7	All 4 prov	R	SA 7: (Continues in Year 3 from SA 4) Promote discussion of decentralization through the media with at least one national and four provincial radio events w/participation of government officials	1-Oct-11	30-Sep-12			
3.1.7 - 8	All 4 prov	O	SA 8: Support to the <i>Union des Villes, Communes et Territoires du Congo</i> as requested by CTAD	1-Oct 11	30-Sep-12			
3.1.7 - 9	All 4 prov	O	SA 9: Support to the <i>Union des Villes, Communes et Territoires du Congo</i> as requested by CTAD	1-Oct 12	30-Sep-13			
3.1.7 – 10	All 4 prov	O L	SA 10: Support to the <i>Union des Villes, Communes et Territoires du Congo</i> as requested by CTAD	1-Oct 13	31-May-14			
3.1.8		R	Support for the creation of the new mechanisms and procedures, clarifying roles and functions between decentralized and deconcentrated levels (services and human resources management in particular)					
3.1.8 - 1	TBD	R	SA 1: Two (2 total) work sessions (one for each of two provinces) to recommend changes in the roles and authorities of the directors de provinces, governors and cabinets	1-Jul-10	31-Aug-10	Completed on schedule.	N/A	
3.1.8 - 2	All 4 prov	R	SA 2: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Feb-11	10-Mar-11		3.4	
3.1.8 - 3	Kin	R	SA 3: Dissemination of laws relating to decentralization for study by stakeholders	1-Oct-10	30-Mar-11			
3.1.8 - 4	All 4 prov	R	SA 4: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Oct-11	30-Sep-12			

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3.1.8 – 5	All 4 prov	R	SA 5: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Oct-12	30-Sep-13		
3.1.8 - 6	All 4 prov	R	SA 6: Dissemination of draft laws on decentralization for review by stakeholders	1-Oct-12	30-Sep-13		
3.1.8 – 7	All 4 prov	R L	SA 7: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Oct-13	31-May-14		3.7
3.1.8 – 8	All 4 prov	R L	SA 8: Dissemination of draft laws on decentralization for review by stakeholders	1-Oct-13	31-May-14		
3.1.8 – 9	All 4 prov	R M	SA 9: Facilitate discussion on the development of a local, privately supported expertise in the domain of decentralization training	1-Oct-13	31-May-14		
3.1.9 O Short-term technical assistance to assist the Cellule for two specific and complex studies: (i) on local finances, and (ii) on the feasibility of a national local development fund for local investment							
3.1.9 - 1	KIN	O	SA 1: Study on Local Finances (Nomenclature of taxes)	1-Mar-11	30-Sep-11	Delayed at request of CTAD	N/A
3.1.9 – 2	KIN	O	SA 2: Study of feasibility of national local development fund for local investment (to be undertaken in conjunction with study of Caisse de Péréquation)	1-Mar-11	30-Sep-11	Delayed at request of CTAD	N/A
3.1.9 - 3	KIN	O	SA 3: Study on Local Finances (Nomenclature of taxes)	1-Oct-12	30-Sep-13	To be undertaken when requested by CTAD. As this activity is connected to that of the “Transfert de compétences,” it could be undertaken at the same time.	
3.1.9 – 4	KIN	O	SA 4: Feasibility study on national local development fund for local investment (to be undertaken in conjunction with study of Caisse de Péréquation)	1-Oct-12	30-Sep-13	Scheduled for Year 5 as request for study has not yet been made by CTAD	

3.1.9 - 5	KIN	O	SA 5: Support for the development of Provincial laws on public financial management	1-Oct-12	30-Sep-13	Scheduled for Year 5 as request for support has not yet been made by CTAD	
3.1.9 - 6	KIN	O H	SA 6: Preparation of decrees for implementation of taxes and revenues nomenclature in the provinces and the ETDs as well as their classification methods	1-Oct-12	30-Sep-13	To be undertaken per request by CTAD. As this activity is connected to that of the “Transfert de competences,” it could be undertaken at the same time.	
3.1.9 - 7	KIN	O M	SA 4: Feasibility study on national local development fund for local investment (to be undertaken in conjunction with study of Caisse de Péréquation)	1-Oct-13	31-May-14	To be undertaken per request of CTAD	
3.1.9 - 8	KIN	O L	SA 5: Support for the development of Provincial laws on public financial management	1-Oct-13	31-May-14	To be undertaken per request of CTAD	

3.1.10 O Study tours for a few central-level senior officials to expose them to the experiences of other African countries for such an equalization fund. Mali, for example, with the assistance of the donors, has essentially solved this problem. This review should also examine constitutional authorities for, any law or policy-making need for and/or practical implementation challenges for decentralized revenue sources & collections beyond the 60/40 general revenue sharing - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities. The study tour undertaken in Year 1, under Activity 3.1.6, sub2, however, addressed much of this activity.

3.2 - INCREASED INSTITUTIONAL CAPACITY OF SELECTED PROVINCIAL AND LOCAL ENTITIES

3.2.1		R	Institutional and managerial assessment of the ability of pilot provincial governments to deliver services in health education and natural resource management				
3.2.1 - 1	All 4 prov	R	SA 1: Institutional and managerial assessments of key national provincial and ETD institutional and service delivery capacity.	3-Dec-09	31-Mar-10	Completed on schedule.	3.1 : 3.2
3.2.1 - 2	BAN	R	SA 2: Three (3) multi-stakeholder workshops to discuss results and develop recommendations in Bandundu (action plans)	1-Apr-10	30-Jun-10	Completed on schedule. (Q3 report incorrectly stated that these workshops were postponed for Maniema, South Kivu, and Katanga. They had not, in fact, been scheduled under Year 2.)	3.1 : 3.2
3.2.1 - 3	MAN SUK KAT	R	SA 3: Nine (9) multi-stakeholder workshops to discuss results and develop recommendations (action plans)	1-Oct-10	28-Feb-11		3.4 : 3.5
3.2.1 - 4	All 4 prov	R	SA 4: Review of financial management and revenue collection performance of ETDs	1-Oct11	30-Sep-12		

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3.2.1 – 5	All 4 prov	R	SA 5: Review of financial management and revenue collection performance of ETDs	1-Oct-12	30-Sep-13		
3.2.1 – 6	All 4 prov	R	SA 6: Introduction of participatory budgeting and monitoring of ETD financial management	1-Oct-12	30-Sep-13		
3.2.1 – 7	All 4 prov	R	SA 7: Development of system of Citizen Report Cards	1-Oct-12	30-Sep-13		
3.2.1 – 8	All 4 prov	R H	SA 8: Review of financial management and revenue collection performance of ETDs	1-Oct-13	31-May-14		3.6
3.2.1 – 9	MAN SUK KAT	R H	SA 9: Exchange of experience on the evaluation of public services between the ETDs of Alunguli, Bukavu and Katuba.	1-Oct-13	31-May-14		3.4; 3.6
3.2.1 – 10	SUK KAT BAN	R H	SA 10: Civil society evaluation of basic services of the ETDs of Kadutu, Likasi and Kikwit	1-Oct-13	31-May-14		3.6
3.2.2 R Training programs in planning and basic administration and financial management for the provincial government administration.							
3.2.2 – 1	All 4 prov	R	SA 1: One provincial-level training course on Planning, Administration & Management	3-May-10	31-Aug-10	Completed in Year 1.	3.1 : 3.5
3.2.2 - 2	All 4 prov	R	SA 2: One provincial-level training course per province (4 total) in Financial Management	3-May-10	31-Aug-10	Completed in Year 1.	3.3 - 4 -5
3.2.2 - 3	BAN	R	SA 3: Special inter-governmental planning sessions between provincial level and ETD officials in Bandundu (likely locus on the role & responsibilities of ETDs)	2-Aug-10	30-Sep-10	Completed in Year 1.	3.1; 3.2
3.2.2 - 4	MAN	R	SA 4: Workshop on the Chaine de Depenses	1-Apr-11	30-Jun-11	Systems not ready by end of FY 2011	3.4 : 3.5
3.2.2 – 5	MAN	R	SA 5: Workshop on the Chaine de Depenses	1-Oct-11	30-Jun-12	Carried over from year 2	
3.2.2 – 6	MAN	R	SA 6: Workshop on the Chaine de Depenses	1-Oct-12	30-Jun-13	The World Bank's governmental capacity reinforcement program was not able to make	



						available the elements necessary for the implementation of this activity despite the multiple meetings held with the WB.	
3.2.2 – 7	MAN	R H	SA 7: Workshop on the Chaine de Depenses	1-Oct-13	31-May-14		3.4 : 3.5
3.2.3 R Develop a program to discourage corruption through education about roles and responsibilities of new officials, installation of management, communication and budgeting systems and collaboration with judicial authorities							
3.2.3 – 1	Any of 4 prov	R	SA 1: Selection of pilot 2-4 ETDs engage in the cross-sectoral anti-corruption drive.	1-Mar-11	30-Apr-11		3.4
3.2.3 – 2	Any of 4 prov	R	SA 2: Establishment of multi-sectoral working groups on local taxation to reduce conflict and recommend and implement anti-corruption activities.	1-Apr-11	30-Sep-11		3.4
3.2.3 – 3	Any of 4 prov	R	SA 3: Support for existing and establishment of new multi-sectoral working groups on local taxation to reduce conflict and recommend and implement anti-corruption activities.	1-Oct-11	30-Sep-12		
3.2.3 – 4	Any of 4 prov	R	SA 4: Support for existing and establishment of new multi-sectoral working groups on local taxation to reduce conflict and recommend and implement anti-corruption activities.	1-Oct-12	30-Sep-13		
3.2.3 – 5	SUK	R	SA 5: Continuation of Bukavu’s development of data base of taxpayers, addressing transparent management of local finances	1-Oct-12	30-Sep-13	The development of Bukavu’s tax payers’ data base was not implemented during this year due to administrative issues. This activity will be rescheduled for Year 5. The implementation of the data base in Alunguli was implemented however.	
3.2.3 – 6	SUK	R H	SA 6: Continuation of Bukavu’s development of a tax payers’ data base, addressing transparent management of local finances	1-Oct-13	31-May-14		3.6
3.2.3 – 7	SUK	R H	SA 7: Technical improvement of tax payers’ data base, addressing transparent management of local finances	1-Oct-13	31-May-14		3.6



3.2.3 – 8	SUK	R H	SA 8: Implementation of the data base in Kadutu	1-Oct-13	31-May-14		3.6
3.2.3-9	KIN	R H	SA 9: Technical assistance through an expatriate consultant to the Prime Minister's office	15-Nov-13	31-May-14	PLAN A: This activity constitutes the first option for the project's use of funds originally destined for the procurement of IT equipment for the Provincial Assemblies, which has since been cancelled. The consultant will provide expert advice on anti-corruption and transparency reform as well as decision-making chains within the decentralized government structure. This activity will depend on the openness of the Prime Minister's office to an embedded consultant. If Plan A does not have a clearly defined implementation strategy and timeline before December 31, 2013, PBG will initiate plans for the implementation of Plan B, found under activity 2.1.16-7.	
3.2.4		R	Develop public relations mechanisms This is addressed under Activity R 1.2.6 (PR training for government officials). Additional input can be programmed later if necessary.				
3.2.5		R	Study tours in the region for a small group at the central level to be exposed to different experiences in fiscal transfers (especially for investment) such as the Mali experience. This activity was undertaken in Year 1 - see Activity 3.1.6 -2.				
3.2.6		R	Assessment of the management capacity of a number of ETDs in the pilot provinces				
3.2.6 - 1	BAN	R	SA 1: Report on Bandundu ETD <u>technical and material needs.</u>	1-Jan-10	30-Mar-10	Completed on schedule.	3.1; 3.2
3.2.7		R	Design of a training program for the ETDs, such as short-term Technical Assistance (TA) and On-the-Job Training (OJT) to both levels to help them develop monitoring and evaluation systems				



3.2.7 - 1	BAN	R	SA 1: TA on M&E systems adapted to capacity and conditions in each of the three selected Bandundu ETDs.	1-Jun-10	30 Sept. except for 1 ETD	This training course conducted jointly with 3.2.9.-1 at the end of Year 1, with the exception of Bukanga Lonzo, which was completed by October 7, 2010.	3.1/2	
3.2.7 - 2	BAN	R	SA 2: Selected Bandundu ETDs receive direct assistance to conduct project related activities (including M&E and implementation of Action Plans)	1-Jul-10	30-Sep-10	Completed on schedule.	3.1/2	
3.2.7 - 3	MAN SUK KAT	R	SA 3: TA on M&E systems adapted to capacity and conditions in each of the three selected ETDs in Maniema, South Kivu, and Katanga.	1-Feb-11	30-Mar-11		3.4	
3.2.7 - 4	All 4 prov	R	SA 4: TA on M&E systems adapted to capacity and conditions in all ETDs	1-Oct-11	30-Oct-12			
3.2.7 - 5	All 4 prov	R	SA 5: TA on M&E systems adapted to capacity and conditions in all ETDs	1-Oct-12	30-Sep-13			
3.2.7 - 6	All 4 prov	R M	SA 6: TA on M&E systems adapted to capacity and conditions in all ETDs	1-Oct-13	31-May-14		3.6	
3.2.8		R	Develop a public relations for ETDs with activities such as town-hall meetings, public audiences between civil society and local officials, publication of local budgets in prominent places in the community This will be started once Local Council elections have been held, as part of the development of an individual identity of the ETDs. Meanwhile the ground is being laid for this activity under 3.2.1-6 and 3.2.1-7 concerning participatory budgeting and citizen report cards.					
3.2.8 - 1	All 4 prov	R	SA 1: Work with local officials to solicit participation in budget process and disseminate budget (see also 3.2.1 – 6)	1-Oct-12	30-Sep-13			
3.2.8 - 2	All 4 prov	R H	SA 2: Work with local officials to solicit participation in budget process and disseminate budget (see also 3.2.1 – 9/3.2.1-10)	1-Oct-13	31-May-14			
3.2.9		R	Training programs in planning and basic administration and financial management for the provincial government administration.					

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3.2.9 - 1	BAN	R	SA 1: Financial Management training for each of the three ETDs in Bandundu (3 workshops total)	1-Sep-10	7-Oct-10	This training course was conducted jointly with 3.2.7.-1 at the end of Year 1, with the exception of Bukangalonzo, which was completed by October 7, 2010.	3.3/4/5
3.2.9 - 2	BAN	R	SA 2: Budgeting process training for each of the three (3) ETDs in Bandundu.	1-Sep-10	Year 2 or later	Completed in Year 2	3.3/4/5/6
3.2.9 - 3	MAN SUK KAT	R	SA 3: Financial Management training for each of the three ETDs in Maniema, South Kivu, and Katanga (9 workshops total)	1-Nov-10	30-Apr-11		3.4 - 3.4
3.2.9 - 4	MAN SUK KAT	R	SA 4: Budgeting process training for each of the three (3) ETDs in Maniema, South Kivu, and Katanga.	1-Nov-10	30-Apr-11		3.4 - 3.5
3.2.9 - 5	All 4 prov	R	SA 4: Financial Management and Budgeting process training for all ETDs	1-Oct-11	30-Sep-12		
3.2.9 - 6	All 4 prov	R	SA 6: Financial Management and Budgeting process training for all ETDs	1-Oct-12	30-Sep-13		
3.2.9 - 7	All 4 prov	R H	SA 7: Exchange of experience on Financial Management and citizen participation in the budget process in the ETDs of all four provinces	1-Oct-13	31-May-14		3.4; 3.6
3.2.9 - 8	KAT	R H	SA 8: Capitalize on the experiences with the CTAD on Financial Management and citizen participation in the budget process in the ETDs of Katanga	1-Oct-13	31-May-14		3.4; 3.7
3.2.10	<p>Support for enhancing accountability and public participation at the local level through new mechanisms for civil society and public-private sector organizations to act as implementing agents</p> <p>This will be started once Local Council elections have been held, as part of the development of the systems of the new ETDs</p>						
3.2.10 - 1	KAT	R	SA 1: Identification of possible ETD and private sector partner	1-Oct-10	15-Jan-11		



3.2.10 - 2	KAT	R	SA-2: Project identification and feasibility study	15-Jan-11	30-Jun-11		
3.2.10 - 3	KAT	R	SA-3: Preparation of contract documents	1-Jul-11	30-Sep-11	Delayed by implementation of 3.2.10 – 7	
3.2.10 - 4	KAT	R	SA-4: Contract signature and start of implementation	1-Sep-11	30-Sep-11	Delayed by implementation of 3.2.10 – 7	
3.2.10 - 5	MAN	O	SA-5: Drafting of manual for community-based partnerships	1-Dec-11	30-Sep-11	Not to be undertaken	
3.2.10 - 6	All	O	SA-6: Study of the role of the private sector in service delivery	1 Nov-10	30-Mar-11		
3.2.10 – 7	KAT	R	SA-7: PPP contract documents completed	1-Oct-11	30-Sep-12		
3.2.10 – 8	KAT	R	SA-8: PPP contract(s) signed	1-Oct-12	30-Sep-13	During Year 4, two PPP contracts were signed between Katuba Commune and construction companies ATLAS and SAMPALIQUE. The total amount of investments comes to approximately \$678,000, and will result in the rehabilitation of the Katuba Market and the Katuba multipurpose room. Both contracts will run 15 years.	
3.2.10 – 9	SUK, MAN, BAN	R	SA-9: Study tour of Katanga PPP projects	1-Oct-12	30-Sep-13	Initially programmed for Year 4, this activity did not take place as planned due to the delayed start of the PPP signed with ATLAS. The study tours will now benefit from the lesson learned from the experience with ATLAS, and the difficulties in launching these types of contracts.	
3.2.10 – 10	KAT	R H	SA-10: Signing of new PPP contract(s) in Likasi and Kolwezi	1-Oct-13	31-May-14		
3.2.10 – 11	SUK, MAN, BAN	R H	SA-11: Study tour of Katanga PPP projects with representatives of provincial stakeholders	1-Oct-13	31-May-14		
3.2.10 – 12	SUK, MAN, BAN	R H	SA-12: Capitalize on the PPP process experience in Katanga with experts from the CTAD	1-Oct-13	31-May-14		3.7

Assessment of current situation at startup with stakeholders
3.2.11 R This was undertaken in Year 1 under the institutional managerial and stakeholder assessment (1.3.1) and the Provincial and ETD assessments to be undertaken under 3.2.1 and 3.2.6.



3.2.12 R Action Plans developed and signed (all levels)							
3.2.12 – 1	BAN	R	SA 1: One action plan completed in each ETDs in Bandundu (3 action plans)	1-Apr-10	30-Aug-10	Completed on schedule.	3.1/2
3.2.12 – 2	BAN	R	SA 2: Memorandum of Understanding signed between one of the ETDs and the provincial government of Bandundu	1-Sep-10	30-Sep-10	Completed on schedule.	3.1 / 2
3.2.12 – 3	BAN	R	SA 3: One action plan completed in each ETD in Maniema, South Kivu, and Katanga (9 action plans)	1-Nov-11	30-Mar-11		3.2 - 3.4
3.2.12 – 4	BAN	O	SA 4: Memorandum of Understanding signed between each of the ETDs and the provincial governments of Maniema, South Kivu, and Katanga.	1-Dec-10	30-Jun-11	Concept not accepted by local authorities	
3.2.12 – 5	BAN	R	SA 5: Solicit proposals from ETDs for grant funding	1-Dec-10	30-Jun-11		3.2 - 3.4
3.2.12 – 6	BAN	R	SA 6: Establish mechanisms to track local development cross sectorally	1-Dec-10	30-Jun-11		3.2 - 3.4
3.2.12 – 7	All 4 prov	R	SA 7: Solicit proposals from ETDs for grant funding	1-Oct-11	30-Sep-12		
3.2.12 – 8	All 4 prov	R	SA 8: Establish mechanisms to track local development cross sectorally	1-Oct-11	30-Sep-12		
3.2.12 – 9	All 4 prov	R	SA 9: Action plans reviewed in all ETDs	1-Oct-11	30-Sep-12		3.2 - 3.4
3.2.12 – 10	All 4 prov	R	SA 10: Finalize remaining proposals from ETDs for grant funding	1-Oct-12	30-Sep-13		
3.2.12 – 11	All 4 prov	R	SA 11: Support mechanisms to track local development cross sectorally	1-Oct-12	30-Sep-13		
3.2.12 – 12	All 4 prov	R	SA 12: Action plans reviewed	1-Oct-12	30-Sep-13		
3.2.12 – 13	All 4 prov	R H	SA 13: Finalize remaining ETD proposals for direct assistance funding	1-Oct-13	31-May-14		3.6



3.2.12 – 14	All 4 prov	R L	SA 14: Support <u>mechanisms to track local development on a cross sector basis</u>	1-Oct-13	31-May-14		
3.2.12 – 15	All 4 prov	R H	SA 15: Update Action Plans	1-Oct-13	31-May-14		3.4; 3.6

3.2.13	O	Activities to strengthen their access to information about ongoing reforms - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.14	O	Training to clarify each ETD authority's role in the new local government structure - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.15	O	Basic management and planning training - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.16	O	Public relations training - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.17	O	Basic Training for local councils local development plans process and monitoring and evaluation - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.18	O	Provide logistics and basic equipment for the efficient functioning of local councils - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.2.19	O	Short-term training for local councils on various aspects of the decentralization reform (legal, financial, etc). This would include awareness-raising activities in the form of a two-to-three day annual workshop in the four pilot provinces - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

3.3 - IMPROVED PUBLIC SERVICE DELIVERY

3.3.1	O	Assistance at the central level in the implementation of the law regarding the reform of civil service and the restructuring of the State <i>services déconcentrés</i>, especially in the difficult area of the geographical re-distribution of civil servants among the new 26 provinces - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
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3.3.2	O	Assessment of the overall HR situation in the health and education sectors in the four pilot provinces - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.3.3	O	Assistance for the development of annual staff redeployment plans (numbers, types of jobs to be transferred, budgetary implications, timetables, etc.) to ensure the effective and timely transfer of specialized personnel to both the province governments and the ETDs in the four pilot provinces - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.3.4	O	Assessment of training resulting from these transfers to adjust and upgrade the skills of transferred personnel to their new functions - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
3.3.5	O	Support for investment programming and maintenance of infrastructure - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

3.4 - MORE EFFECTIVE FINANCIAL MANAGEMENT AND BUDGETING

3.4.1	R	Basic training in public financial management - Activities being conducted at the provincial level under Activity 3.2.2 and at the ETD level under Activity 3.2.9
3.4.2	R	Activities to support the devolution of funds - These activities will be started when the necessary Finance Law and Perequation Law have been enacted, as there is currently no system for the devolution of funds.
3.4.3	R	Activities for monitoring fund expenditures - This is dependant on the ETD having powers and funds under proposed legislation and cannot be started until legislation has been enacted.
3.4.4	R	Support for local development planning and budgeting, including the tracking of donor-funded development projects in each area, scheduling, balancing and coordinating projects by sector

3.4.4 -1	All 4 prov	R	SA-1: In connection with public financial management training and participatory budgeting, track other donor-funded activities (see also 3.2.1 – 6)	1-Oct-12	30-Sep-13	
3.4.4 -2	All 4 prov	R L	SA-2: In connection with public financial management training and participatory budgeting, track other donor-funded activities (see also 3.2.1 – 6)	1-Oct-13	31-May-14	



3.4.5 O **Support for local revenue mobilization** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

3.5 – IMPROVED LINKAGES BETWEEN NATIONAL, PROVINCIAL AND SUB-PROVINCIAL (ETD) AUTHORITIES

3.5.1 R **Support cross-provincial and ETD exchanges based on key policy issues on basic functions**
The first of these tours, concerning PPPs, is to take place under 3.2.10 -7

3.5.2 R **Develop communication networks between the Senate and National Assembly *Bureaux d'etudes* and their counterparts at the provincial level** - This will take place when the capacity at Senate and National Assembly, and Provincial Assemblies, has been developed to a sufficient level for it to be effective.

3.5.3 R **Classification of role and responsibilities between branches of government in general and vertically between national, provincial and ETD authorities**

3.5.3 – 1	KIN	R	SA 1: Provide speakers to present PBG-prepared discussion paper for July session of the Conference of Governors . Paper relevant to discussions on roles & responsibilities of government officials at different levels.	1-Jul-10	Year 2	The GDRC has decided not to hold this conference this year. Is now 3.5.3.3. for Year 2.	3.7
3.5.3 – 2	KIN	R	SA 2: Establish and conduct first Round Table of Women Leaders .	1-Jun-10	August	Held August 25 and 26 in Kinshasa.	3.7
3.5.3 – 3	KIN	R	SA 3: (Repeats in Year 2 the effort attempted under SA 1) Provide speakers to present PBG-prepared discussion paper for the Conference of Governors . Paper relevant to discussions on roles & responsibilities of government officials at different levels.	1-Dec-10	31-Jul-11	Postponed indefinitely	3.4
3.5.3 – 4	KIN	R	SA 4: Continued support to the Round Table of Women Leaders .	1-Feb-11	31-Jul-11		N/A
3.5.3 – 5	MAN	R	SA 5: Develop new links between local communities, ETDs and Provincial authorities for environmental management	1-Feb-11	31-Jul-11	Cancelled	3.4

3.5.3 – 6	MAN	R	SA 6: Report on process used as guideline for community involvement in legislative frameworks	1-Feb-11	31-Jul-11	Cancelled	3.4
3.5.3 – 7	Kin	R	SA 7: Continued support to the <u>Round Table of Women Leaders.</u>	1-Oct-11	30-Sep-12		
3.5.3 – 8	Kin + 4 prov	R	SA 8: Continued support to the <u>Round Table of Women Leaders. and engage with Women’s Circles</u>	1-Oct-12	30-Sep-13		
3.5.3 – 9	Kin + 4 prov	R H	SA 9: Continued support to the <u>Round Table of Women Leaders. and engage with Women’s Circles</u>	1-Oct-13	31-May-14	The third Round Table of Women Leaders was held from the 11 th -13 th of February. The main issue of this meeting was to ensure that the statutes and internal policies of the organization were validated. The 2013-2015 action plan was adopted and the national coordination of the Network of Women Leaders in the Public Sector was put in place.	3.7

- 3.5.4 **Support to the establishment and functioning of the conference of Governors** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
- 3.5.5 **List-serv or email network among Bureaux et Directeurs d'administration for various provincial assemblies**
Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
- 3.5.6 **Newsletters, internet, document reproduction, civic education workshops** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.
- 3.5.7 **Information kiosks in government offices provide citizens with access information** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

3.6 – IMPROVED LINKAGES BETWEEN PARLIAMENTARY, EXECUTIVE AND JUDICIAL BRANCHES OF GOVERNMENT

- 3.6.1 **Establish Cadres de concertation between various government agencies on key policies**

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3.6.1 - 1	KIN	R	SA 1: Two (2) meetings/events to possibly include the <u>Bureaux d'etudes, the PAJ, and the Supreme Council</u> of the Magistrature to address issues in implementation of decentralization policy.	5-May-10	30-Sep-10	Completed on schedule.	3.7
3.6.1 - 2	KIN	R	SA 2: Two (2) meetings/events to possibly include the <u>Bureaux d'etudes, the PAJ, and the Supreme Council</u> of the Magistrature to address issues in implementation of decentralization policy.	1-Oct-12	30-Sep-13		3.7
3.6.1 - 3	KIN	R L	SA 3: Two (2) meetings/events to possibly include the <u>Bureaux d'etudes, the PAJ, and the Supreme Council</u> of the Magistrature to address issues in implementation of decentralization policy.	1-Oct-13	31-May-14		3.7
3.6.2	R	Educative sessions between judicial personnel, ministry representatives and law-makers on the intent of newly adopted laws - Efforts to be pursued once relevant laws are adopted. Activity will likely include scenario planning activities, helping to contextualize the application of the law.					
3.6.2 - 1	KIN	R	SA 1: Subsequent to the needs assessment following meetings conducted under 3.6.1 -2, sessions will be held in conjunction with IR 2		1-Oct-12	30-Sep-13	
3.6.2 - 2	KIN	R L	SA 2: Subsequent to the needs assessment following meetings conducted under 3.6.1 -2, sessions will be held in conjunction with IR 2		1-Oct-13	31-May-14	