

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



USAID
FROM THE AMERICAN PEOPLE

YEAR TWO – FY 2010
PBG WORKPLAN

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ANNUAL WORK PLAN 2

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

PROGRAMME DE BONNE GOUVERNANCE (PBG)



USAID
FROM THE AMERICAN PEOPLE

DEMOCRATIC REPUBLIC OF CONGO

FY 2011

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INTRODUCTION

The Year 2 work plan for *Programme de Bonne Gouvernance* builds on the successes of Year 1 and incorporates key findings from the assessments conducted among all program counterpart institutions. Moreover, the program capitalizes on lessons learned over the first year's implementation experience.

The Work Plan Development Process

The Year 2 work plan was developed through a three phase process:

- 1) June 16-21 work planning session: The three lead technical staff from each of the four PBG field offices joined all technical staff from PBG Kinshasa offices, including representatives of all PBG sub-contracting partners, for five days of planning for Year 2. Through a series full group and small group discussions, the PBG technical team examined technical approaches that had worked well in Year 1 and others that called for adjustments. The team discussed potential Year 2 activities against the near – and mid-term political context, such as the delays in local elections and the dynamics that will surround the upcoming election campaigns expected to begin in July of 2011. Opportunities for synergies across Intermediate results and for incorporating the programs three cross-cutting themes were identified.

Finally, participants developed an underlying strategy for the full program: To conduct PBG activities in a manner that builds within Congolese society a strong counterweight to elite interests that block Rule of Law reform. This constituency-building effort will occur by strengthening existing, and creating new, horizontal (across sectors) and vertical (grassroots to national levels) linkages among NGOs and Community-Based Organizations (CBOs).

- 2) IR Team Leader work plan drafting, with COP review. Team Leaders met individually with the COP to discuss the programmatic rationale of each proposed activity and extent to which their draft work plans support activities under other IRs. Draft work plans underwent revisions at this point, to incorporated decisions made in these review sessions.
- 3) PBG technical team review. IR Team Leaders presented their work plans to the Kinshasa-based technical team for a critical analysis of programmatic rationale. Team members paid particular attention during this review to the extent to which work plans incorporated views expressed during the June work planning session. IR Team Leaders revised for their work plans a final time to address comments made in this review session.



Lessons Learned from Year 1

Key lessons learned identified in the work planning session follow:

- *Importance of transferring perceived ownership of Audiences Publiques (APs) from PBG to CSOs and government officials:* The bulk of implementation effort has been provided directly by PBG staff in consultation with CSOs and government officials. This process has left the impression among AP participants that the event was a PBG initiative and, as such, participants would look to PBG to lead follow-on actions to the APs.

To reverse this sense of misplaced ownership, Year 2 APs will gradually be conducted more by CSOs, in collaboration with local government officials, than by PBG staff. By the second half of Year 2, many of these will occur with little PBG involvement.

- *Need to balance between Audiences Publiques objectives between those with local interest and those that can inform higher level policy reform initiatives:* Lengthy discussions at the work planning session uncovered the need for two separate kinds of Audience Publiques:
 - One held at the ETD level that addresses issues of immediate local concern for which local solutions can be identified and carried out. This form of AP can be implemented with little preparatory or follow-up work from PBG, but yields results with limited scope in terms policy reform.
 - A second form, held largely at the level of provincial capitals, that addresses issues of provincial or national impact. This issues need to be selected for their ability to advance significant social, economic, or democratic policy reform and require extensive follow-up to build consensus and raise these policy issues in the venues necessary, such as provincial or national parliamentary hearings.
- *Sensitive nature of Executive oversight:* Much of the political turmoil seen in provincial and national parliamentary sessions during Year 1 demonstrated an insufficient understanding of constitutional mechanisms for executive oversight. Rather than use these mechanisms as a constructive means of holding the Executive branch accountable, parliamentarians often used them as clubs for exacting political benefit. This has required a cautious approach to capacity-building and increased the need for follow-on TA under this component of the program.
- *Delays in the conduct of local elections directly impact programming under IR 3.* Year 1 saw several postponements of the date planned for local elections. The latest revised date is 2013, which will likely leave no time at all under PBG for activities that target local councils. This has been factored into Year 2 programming.
- *Transport constraints:* PBG faced during Year 1 ever-increasing constraints in securing MONUC and UNHAS flights in a timely fashion. This has involved the simple lack of seats, even with requests made well in advance, last minute bumping of PBG passengers from flights, and flight cancellations that leave passengers stranded. The risks associated with rental vehicles have limited intra-provincial travel to PBG owned vehicles. All of these constraints have resulted in many activities having to be postponed or cancelled at the last minute, with costly consequences to project resources.

Incorporation of Cross-cutting Approaches

Gender considerations will be advanced through Popular Tribunals that largely target woman to increase their participation in program activities. Additionally, select civic education radio programs will feature only woman who have been successful in certain public or private endeavors to advance an image of women's



capacities to influence and be successful. Women public servants will continue in Year 2 to be supported in their efforts to elevate the role of women in good governance across IRs.

Conflict mitigation will inputs will continue through Search for Common Ground public awareness campaigns as well as through much of the training to CSOs in organizational development and advocacy campaigns. CSOs will receive a particular emphasis on collaborative advocacy techniques. CSOs and elected officials alike will hear underlying themes in much of their training courses on how to use political and institutional processes as a means of mitigating against and resolving conflict.

Anti-corruption underpins almost all activities under PBG as each 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 provision. Much of the IR 2 work surrounding executive oversight addresses corruption issues, as do the activities that invite public vetting of pending legislation.

Addressing the PBG strategy of Constituency Building for Justice Reform

This strategy is woven throughout the Year 2 work plan to conduct activities in a manner that maximizes opportunities for NGOs, CBOs, and government officials to build social capital among themselves. As only a few examples:

- RFAs for grants to CSOs will award extra points for proposals that require collaboration among organizations that are just beginning to build relationships;
- Capacity-building workshops across IRs will endeavor to include participants from a wide range of CSOs, as well as government officials to afford spontaneous relationship building.
- Communication tools will be developed in the Democracy Resource Centers (CRDs) to permit easy and frequent communication among CSOs at all levels, and across provinces.

Critical Assumptions

1) The electoral campaign period currently expected to begin in July of 2011 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) Although PBG neither has nor expects formal concurrence from the National Assembly for continued collaboration with the program, we have been able to resume implementation with this body in recent months. The work plan assumes a continuation of this degree of collaboration.



IR1 – CITIZENS DEMAND ACCOUNTABILITY

While several significant milestones were achieved for IR1 in Year 1 of PBG, much of Year 1 implementation was spent laying the foundation for a full menu of civil society advocacy strengthening strategies in Year 2 where a greater emphasis will be placed on providing technical support to the active application of formal learning.

In the design of the Year 2 IR1 implementation program, the team has taken important Year 1 lessons and observed on-ground realities into account. In particular, the formal evaluation of PBG partner organizations selected during Year 1 for intensive intervention and support, revealed particular technical assistance needs. Intervention strategies have thus been tailored accordingly.

On the whole, for example, the tendency of local civil society organizations to work collaboratively in networks presents a particular opportunity to PBG to lend support to network strengthening and to support PBG partners as network leaders rather than as single organizations operating without reference to the efforts of peer organizations.

The Year 2 IR1 program design also ensures greater ownership of program implementation at field level since it affords greater program planning flexibility to enable greater responsiveness to events and individual provincially defined priorities. IR1 Team leaders at field level (Capacity-building specialists) will be required to submit detailed activity plans based on the overall Year 2 work plan for IR1 before the start of Year 2.¹

Highlights of IR1 implementation strategies for Year 2 based on Year 1 analyses include:

1. Provide special support for women centered and/or women-led organizations to improve competencies in outreach, constituency building, issue and legal framework analysis;
2. Provide support to network leaders and networks on long-term planning and organizational capacity development;
3. Improve links between provincially-based advocacy efforts and national CSO advocacy;
4. Improve CSO relationships with decision-makers and influential actors at all levels of government and society;
5. Support the deepening of specialized skills such as organizing Audiences Publique, Grassroots Education, Basic Data Collection and Relationship Building with influential actors;
6. Promote long-term efforts to put foundations in place as well as repeat rather than once-off activities to better entrench advocacy and participatory governance practices;
7. Provide overall support to the strengthening of civil society capacity to monitor government and legislative decisions, actions and movement through the establishment of information and monitoring infrastructure at provincial and national levels as well as systems of information verification that will produce reliable data on which to base critiques of government/legislative performance;

¹ This will enable partner CSOs in each province to work at their own pace and implement activities that are specific to the needs of their individual provinces.



8. Emphasize peer learning; and
9. Emphasize Sustainability.

The PBG IR1 small grants program will also be launched in Year 2 as a key driver of the experiential learning aspect of the civil society strengthening program. However, during the course of Year 1, the PBG team noted the tendency of many organizations to attribute their inability to organize and develop constituencies around particular advocacy issues exclusively to their lack of financial resources. Certainly, PBG continues to try and deepen its understanding of the hard realities faced by these organizations which include among other challenges, lack of communications infrastructure, lack of access to transport, the overall poor state of roadway and transport infrastructure in DRC and lack of access to regularly organized training programs.² However, there is also clearly a need to enhance the creative capacity of CSOs through which they may develop innovative ways of overcoming these persistent challenges. This reinforces even further the need for PBG to emphasize network strengthening as opposed to individual organizational strengthening as leveraging networks may provide one of the key solutions to overcoming logistical and resource related problems.

One of the recent additions to the PBG staff is a DRC native who spent 6 years in South Africa where he noted that other immigrant groups in South Africa appeared to rely less than the DRC groups on outside donations to support advocacy efforts aimed at political transformation in their home countries and more on creatively leveraging internal resources. Thus an important “soft” objective of PBG is to broaden the perspectives of PBG partners enough to enable them to make the mental shift away from an exclusive focus on financial resources. Many Congolese organizations already have a strong tradition of collecting membership fees. PBG will thus build on this existing practice by helping partners to also recognize the value of in-kind resources that various members of networks can bring such as knowledge, physical location, constituency coverage, etc. Because of the nature of the donor environment, there is clearly variability in terms of resource flows to the different provinces. For example, PBG has noted during the course of Year 1 implementation the existence of a higher level of sophistication among civil society organizations based in provinces where there are the most resources. For example, given the on-going conflict in the east of DRC, the organizations selected as PBG partners in South Kivu tend to be better resourced and better equipped to undertake sophisticated advocacy work. Such organizations may be well-positioned to engage in peer and cross-provincial organizational exchange and learning in Year 2.

Equally, as DRC is still a democracy in its infancy, CSOs still lack comprehensive understanding of how democratic systems of governance work which in turn hampers CSO ability to mount advocacy campaigns whose effectiveness is wholly dependent on an in-depth knowledge of the most opportune moments to intervene in political processes.

A distance learning program that was still in the development stages at the end of Year 1 will seek to bring CSO partners to the point of “total internalization” of the knowledge of political processes. As a result, for partner CSOs, such knowledge as when to intervene in the budget cycle, becomes “second nature” to budget advocates who know the cycle “inside and out.” For general legislative advocates, knowing thoroughly when to

² The evaluations and SWOT Analyses conducted during Year 1 have been extremely helpful in shedding light on these challenges.



encourage legislators to exercise one of their 5 constitutionally mandated legislative control privileges will automatically help to increase that practice.

All of the above mentioned initiatives undertaken as a continuation of PBG IR1 will aim to maximize the sustainability of the activity. This emphasis, for example, has already led to a planned overhaul of the implementation of Audiences Publiques. Previously, under the BRDG program and during the first year of PBG, the Audiences Publiques were implemented in a non-sustainable manner where BRDG/PBG staff members were both initiators and implementers of the activity. Going forward, PBG will instead encourage greater ownership of these activities among civil society and government actors alike wherein we will promote APs as a collaborative activity between the two at the local level and provincial levels. As the APs will be far less costly when held at the ETD level, there will be a greater likelihood of their continuing even after the cessation of PBG. And for those held at provincial level, given that input will be drawn from local levels, there will be less of a need for participants to travel from other places.³ Thus, all PBG IR1 activities will be carefully scrutinized through a sustainability lens.

In view of the above-mentioned priorities, during year 2 IR1 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

In Year 1, PBG introduced the need for systematically collected and verifiable information as the foundation for credible civil society advocacy. Building on that foundation, PBG will now seek to deepen that understanding by supporting CSO partner organizations to put information infrastructure in place that will enable regular monitoring of government actions such as policy development budget development and execution and law-making processes. Armed with this new ability to closely monitor government policy initiatives, CSOs will in turn be positioned to construct more effective civil society advocacy campaigns, especially in terms of knowing when and how to intervene during these processes.

Uncoordinated donor support of civil society has, in part, led to uncoordinated civil society advocacy in which support for data collection and information infrastructure development remains largely unleveraged and not made more widely available within diverse civil society networks. PBG seeks to thus forge greater seamlessness within and among civil society information networks and to promote professionalization of the information management efforts that support civil society advocacy.

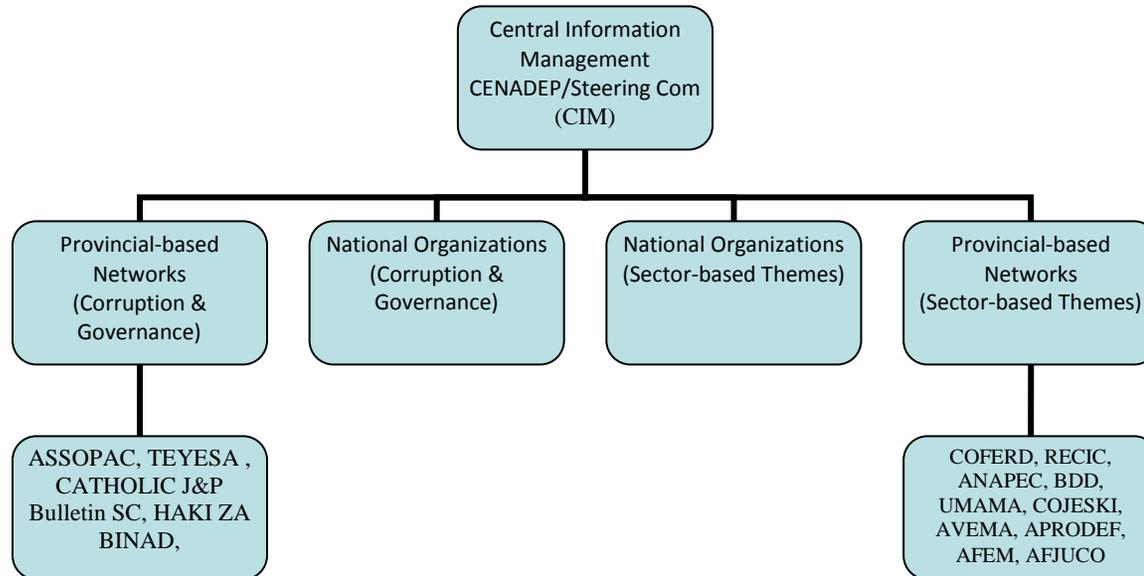
A national information network, initially starting with the four targeted provinces and nationally-based CSOs, will be piloted in which participating civil society organizations will be tasked with systematically collecting and sharing information in their area of expertise. All information will be compiled in a centrally managed database maintained at the national level and disseminated through a combination of a website and intermediary communication tools. The latter, which will consist of such tools as newsletters, radio and informational meetings, will be used to facilitate access to

³ It is important to note here that this activity be seen as a capacity-building exercise as much as it can be also claimed as a cross-sectoral relationship-building exercise. So while the success of the APs can be judged by the frequency and quality of cross-sectoral interactions, they should also be measured by the increased level of professionalism in their execution and demonstrated sense of ownership on the part of the local organizers.



information by CSO actors based in “low-tech” or “no-tech” rural areas. Specific information can be extracted from the website and disseminated through the newsletter, radio and informational meetings.

A sample diagram of what the information network will look like is featured below.



In particular, the Central Information Management which will be managed by PBG partner CENADEP, a national level civil society organization in partnership with a steering committee of nationally-based civil society organizations. The CIM will actively solicit data and information from national partners whose reach can extend beyond the 4 targeted provinces and from partners based in the 4 targeted provinces. This arrangement will automatically set up a control group in which the national-provincial relationships supported by PBG can be tested against the unsupported relationships in which national-based partners linked to the steering committee but which will have limited support from PBG will nevertheless actively solicit information from provinces other than PBG supported provinces.

The steering committee will be established at the end of Year 1 and will be tasked with defining its own terms of reference as well as the information collection relationships and the information to be collected.

The information highlighted on this website will aid CSOs significantly in knowing when to intervene in policy development and law-making processes. For example, recently the law establishing the Electoral Commission was passed and signed into law by the president. Conspicuously absent from the Commission are members of civil society. A provision requiring the presence of civil society on the commission had been dropped



during the harmonization process. Had the proposed information platform (the website and low-tech mediums) been in place, civil society would have been more informed through the platform regarding the opportunities to advocate for their inclusion in the electoral commission. There is nothing on the current portal website for DRC civil society that addresses this important issue. The proposed new site will monitor legislation like this from its inception and lay out clear points of intervention for civil society.

Additionally, CSOs will receive significant attention towards their organizational development. This must be undertaken because advocacy professionalization among civil society partners cannot be envisioned in the absence of support for CSOs to improve organizationally. For example, the initial organizational assessments revealed that many of the organizations fail to engage regularly in long-term planning. Several also lack basic financial systems that would enable them to qualify for monetary grants from international donors.

Thus, much time will be devoted during Year 2 to address some of these organizational gaps. For example, as part of the grants management process, individualized training will be organized on grant proposal development, grants management, financial management and financial reporting. Capacity-building specialists will also analyze other systems such as human resources systems, with a view towards how these can be strengthened.

Once skills-based networks are functioning well, PBG capacity-building specialists will organize long-term strategic planning sessions that will bring together PBG partner organizations and members of the network they lead as part of their PBG supported advocacy efforts. This will be targeted for the end of Year 2.

Outputs for 1.1.1:

- Information infrastructure consisting of
 - ✓ A nationally-based representative CSO steering committee that oversees data collection, data verification, data maintenance and data dissemination;
 - ✓ A legislative and government action tracking system with recommendations for CSO entry points;
 - ✓ Databases on corruption/governance and sector-based themes;
 - ✓ Website featuring information collected on the above issues⁴;
 - ✓ Information network involving members who actively seek out, collect, manage, maintain and disseminate information; and
 - ✓ Low-tech information dissemination tools, including 4 provincial newsletters, radio announcements and informational meetings.
- National and provincial-based partners more specialized in good governance data and information collection and government/legislature performance monitoring
- Civil Society better informed and consequently better positioned to strategically time advocacy interventions with legislature and government.
- Reports of organizational development training and
- Reports of long-term planning sessions.

⁴ This website can either be counted against IR1.2.3 as a separate website run by civil society or simply as part of 1.1.1. The site envisioned as organized and managed by the legislature is being developed by UNDP in conjunction with the PBG IR2 team and as originally written is more appropriately ascribed to IR2. The IR1 website will feature a link with the official legislative site once it has been established as well as with other relevant government websites.



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

Beyond reforms necessary to implement the constitution, this activity will address specific pieces of draft legislation deemed relevant by participating communities. PBG will structure the civic education aspect of its work to be more responsive to needs as they arise, more directly linked to advocacy of partner organizations and finally to particular gaps that have been identified in Year 1.

First, IR1 will coordinate closely with IR2 to identify the democratic reform related issues that are likely to be taken up by the national legislature around which it might be appropriate to structure civic education campaigns. For instance, if civil society organizations or legislators themselves have encouraged the introduction of key legislative initiatives such as fiscal management reform, or legislation to improve transparency through open government, etc., PBG will work with PBG supported civil society networks to launch civic education campaigns aimed at educating the public and building constituencies for making the proposed reforms a reality.

Second, given the widespread ignorance regarding the representative role of both provincial and national legislatures, it will be appropriate for PBG to support on-going civic education efforts to heighten public knowledge, understanding and appreciation for legislative functions and the enormous potential, particularly in a nascent democracy, for a much more collaborative, working relationship between the legislature and the public. Once again, civic education has the potential to be hugely instrumental in effecting a mental shift among members of the public that will reshape their images of their relationship with deputies away from a vertical and more towards a horizontal construct.

PBG will thus require all partners, through their networks, to engage in civic education on how government works and what their role in good governance can be. Partners will be required to submit their civic education curricula on this topic as part of overall grant proposals.

Third, the civic education work immediately described above, can also include basic information on the budget process. CSO actors will also require a constituency that has a basic understanding of this process to assist them in pushing government for more transparent budget development and implementation processes as well as more equitable budgets.

PBG will also bring civil society partners together with actors trained by SEARCH as well as musicians who demonstrate or express a willingness to use their talents to promote political transformation.

Outputs for 1.1.2

- Civic education programs on reform related legislative initiatives;
- Civic education programs on the political process, including those that involve budget development and budget implementation;
- Civil Society partner organized and implemented civic education programs;
- Sustainable capacity of civil society organizations to organize civic education on an on-going basis, especially on participatory governance; and
- Theatrical pieces and songs and music which promote public reform messages.



1.1.3 Support to CSOs to engage in policy and public issue-related advocacy campaigns (programmatic and grant support)

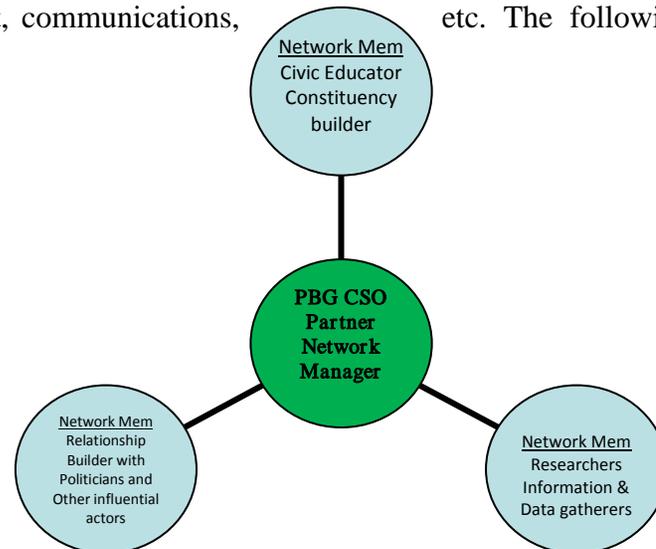
As indicated above, support for advocacy campaign work will be on-going through a small grants program to be initiated in Year 2, technical assistance and distance learning in budget, good governance/political reform and general theme based advocacy.

The good governance information and monitoring network established by PBG will be the centerpiece and foundation of these efforts. However, PBG will also organize special initiatives to support local advocacy. Its approach to grant-making will also especially encourage networks and specialization.

1.1.3- SA3 – Grants program

While there is a sound basis for selecting only 5 partners for intensive support and capacity-building in each of the 4 targeted provinces, it will not be wise to treat each as a single entity operating in a vacuum. Instead, PBG regards the small grants program as an opportunity to encourage strong and well-coordinated networking. In particular, PBG will focus its grants strategy on promoting the “snowflake” model of cause-related networking. This model was widely used as part of the winning grassroots development strategy of US President Barack Obama’s presidential campaign.

Thus, partners selected in Year 1 of PBG will be awarded grants based on their ability to lead and organize “snowflake” networks that distribute specialized tasks among advocacy network members according to which organization is the best suited to the task. Awardees will sub-grant in-kind to members of their network to carry out very specific tasks. In the DRC context, the snowflake model for advocacy is necessary to overcome persistent challenges such as transport, communications, etc. The following illustration shows what a “snowflake” approach to advocacy networking could look like.





In the above example, if the goal is to initiate a process of legislative oversight on the Katanga provincial government's consistent under-spending on school facilities, a network member based in Lubumbashi can be tasked with building relationships with legislative and government actors on this issue. Network members in Likasi and Kolwezi can be tasked with undertaking research on the issue to demonstrate a pattern of under-spending, the results of which can be provided to both those who will speak to influential actors and those who will educate and solicit input from the grassroots on the problem through holding Audiences Publique on this issue or other events. In-kind sub-granting will involve the direct grantee procuring such requirements as transport and airtime through sending airtime to vendors.

Through the grants program, PBG will also encourage partners to take up cross-cutting issues such as decentralization, women or corruption, all of which can be incorporated into grants to projects on any of the three PBG themes, Education, Health and Agriculture. Background information on the cross-cutting issues which will include, for example, the PBG Gender Assessment, will be included in calls for proposals to ensure a strong understanding of these issues among potential grantees.

1.1.3 - SA 4 – Technical Assistance

In Year 1 of PBG, a formal technical assistance program was initiated in which PBG capacity-building specialists in each province have conducted individual meetings with each partner organization to develop individualized plans of intervention. These individual plans for PBG intervention and strategic plans for project implementation by CSOs will guide the technical assistance program for each organization. While partner organizations have been encouraged to seek technical assistance, a reporting system has been put in place to ensure regular contact between partner organizations and PBG. In particular, CBSs will be required to submit periodic (at least twice a month) technical assistance reports in which they will report on partner advocacy activities, advice provided to partners during the course of advocacy activity implementation and any individualized training provided. Based on the initial assessments conducted by PBG, individualized training may include skills transfer related to legal framework analysis, especially for women's groups; strategic planning or relationship-building and when and how to make strategic interventions at different points in law-making and policy-making cycles. Individual sessions may include preparatory sessions for face-to-face meetings with elected officials such as are required until 1.3.4. Technical assistance will also involve systematic monitoring of CSO intervention in government budget development and implementation required under 1.3.2.

Through its on-going distance learning program, PBG will also encourage self-training. On a regular basis, PBG will send questions and instructions that will prompt PBG partners to engage in some level of knowledge seeking that leads to knowledge enhancement. This is in keeping with PBG's emphasis on experiential, active learning over traditional passive learning-based training programs. It is anticipated that this approach will yield better results in terms of such behavioral changes as greater use of the internet for research or more purposeful interaction with elected officials.

1.1.3 - SA 5 – Special Initiatives

Special PBG initiatives will be launched to support general advocacy on the cross-cutting issues of women and anti-corruption.

- a) Tribunes d'Expression Populaires



PBG, justice reform and anti-corruption efforts, will work together with DPK and 1 national organization with links in each of the targeted provinces to organize *Tribunes d'Expression Populaires (TEPs)* in which feedback will be solicited from ordinary citizens on their experiences with the judicial system and other government services. The aim of this exercise is two-fold – 1) to introduce an advocacy tool for amplifying the voices of ordinary citizens regarding how they experience government services. TEPs, when used effectively, help to exert pressure on government to improve levels of government service integrity and professionalism; and 2) to compile data that will enable the PBG supported organizations to identify well functioning judicial districts as well as patterns of dysfunctionality. At least 3 TEPs (1 in each ETD) will be held in each of the 4 targeted provinces.

b) Women Roundtable Broadcasts

Specific support for Gender Advocacy will be provided through the organization of Women's Roundtable discussions broadcast through radio emissions in each of the 4 targeted provinces. Both the gender assessment undertaken in the first half of Year 1 and workshop discussions revealed a widespread perception that women are not as equal to the task of governing as are men. Women thus need a platform that will afford them the exposure necessary to dispel this misperception.

PBG has already begun to identify in each province, intelligent and influential women (including young women) who can participate in these regularly scheduled broadcasts and speak on a wide range of topics that are likely to be of interest to ordinary citizens.

PBG staff will provide the research and coaching necessary to ensure that the women project themselves as credible leaders and attractive alternatives and/or partners to men who are currently in leadership positions.

A group of selected women will be chosen at the beginning of Year 2 and will be linked to one of the provincial-based partners focused on gender advocacy. At least 1 broadcast per month will be held in each province.

c) Youth-Led Democracy

Here it is proposed that the PBG CRDs be established as hubs through which CSOs can hold strategy sessions with different elements of proposed advocacy campaigns. One important constituency that they will be encouraged to involve in their advocacy campaigning will be youth who naturally bring energy, vibrancy and creativity to any undertaking related to citizen mobilization. PBG will use the CSO grant mechanism to formally encourage this interaction.

PBG offices in the provinces will also organize a series of workshops that explore the merger of message promotion and the creative arts, particularly music. An introductory workshop in which participants will be exposed to various means through which messages are incorporated into popular forms of cultural expression such as rap and hip hop will be organized. Then civil society organizations will pair up with youth groups to work on message development after youth song writers have had a chance to interface with advocacy campaign beneficiaries. Youth will be afforded access to studios through which they can record their campaign message songs and these will be played on local radio stations. PBG HQ in Kinshasa will also encourage these pairings at national level, especially in the context of anti-corruption campaigns. Participating civil society groups will be reconvened for a follow-on workshop to explore ways to measure the impact of this form of message dissemination on target populations. It is hoped that this initiative can help to entrench the practice of youth playing an active leadership role in democracy promotion.



d) Enhance Communication among CSOs and between CSOs and PBG

Through the PBG CRDs, PBG will seek to optimize the means through which CSOs can communicate across ETDs and provinces given the enormous infrastructural barriers to communication that prevail in all targeted provinces. For example, PBG will maximize broadband in each of the CRDs in order to enable the use of Skype which together with such technology as the wide-angle FaceVision TouchCam can enable video conferencing with small groups. Thus, initially, groups will be able to communicate across provinces and between provinces and groups working at the national level.

This will also enhance possibilities for distance learning and training through video conferencing. PBG will also continue to explore how communication capacity among CSOs based outside the capital can be improved in order to optimize network efficiency. For example, ahead of a planned meeting with provincial deputies, organizations in Kikwit should be able to meet on-line with their counterparts in Bandunduville (who will represent an entire Bandundu CSO network in face-to-face meetings in the capital) in a virtual strategy session to work on talking points through Google Documents and discuss strategies on Skype. PBG will therefore test these various applications and possibilities for communication between a well-equipped CRD, and a less well equipped CSO. Over the life of the project, PBG will also explore possibilities for establishing satellite CRDs based at universities, high schools or other appropriate local institutions.

Outputs for 1.1.3 (SA 3 through 5)

Calls for proposals for networked advocacy campaigns;

- Grants to at least 15 partners to lead networked advocacy campaigns that incorporate cross cutting issues;
- At least 7 (of 15) well-organized skill-based advocacy networks;
- Enhanced skills in how to lead and manage networks;
- Individual plans for intervention and strategic plans for project implementation;
- Technical assistance reports (at least 2 per month) submitted for each of 20 organizations (5 in each province);
- At least 10 preparatory sessions for face-to-face meetings;
- At least 4 other specialized training programs;
- 48 broadcasts of discussions among influential women on important topics related to development;
- Increased confidence among women leaders in their ability to govern and engage on a wide range of topics;
- Increased acceptance of women as potential political leaders;
- Distance learning reports;
- Message promotion through popular cultural expression workshops (introductory and impact measuring);
- Youth composed songs promoting advocacy campaign messages, including anti-corruption;
- Radio broadcasts of youth produced songs;
- Enhanced communications that result in use of CRDs for video-conferencing or other forms of internet-based networking



1.1.5 Train CSOs to equip them to obtain and maximize the opportunities to testify before public gatherings of elected officials

This activity will be closely coordinated with IR2. Each of the CSOs awarded grants will be required to encourage legislators to hold a public hearing on their topic of choice as part of their advocacy work. They will be given the opportunity in the first 6 months of the year to develop relationships and influence legislators to hold hearings and/or initiate legislation. At the same time, legislators will be encouraged by IR2 to organize hearings on topics they have prioritized at the beginning of their legislative session. One of the greatest challenges associated with transferring skills in this area will be balancing the need to transfer the skills against the need to ensure that PBG remains in sync with the natural flow of the legislative process as much as possible.

Hearings may therefore be scheduled at any time during the legislative sessions programmed to be held during Year 2. Given the need for relationship building to occur ahead of CSO initiated hearings, they may well be scheduled for the legislative sessions that begin in August/September of 2011. So the trainings associated with this activity may only take place at the end of Year 2 and will be timed individually to closely coincide with hearings. However, if the IR2 team is successful in persuading legislators to hold hearings earlier, then IR1 can adjust its schedules accordingly.

CBSs will thus be required to build the flexibility necessary to be responsive to the timing of the political process. Thus if a hearing is scheduled for 15 September 2011, CBSs will organize a training for a partner organization and the members of its network for the week immediately preceding the event. This approach will address the common complaint that formal training programs are often held without reference to when the skill acquired through the training will be needed.

Outputs for 1.1.5

- Organized trainings for at least 10 CSO partners and members of their advocacy network ahead of 10 legislative hearings and
- Reports of trainings and subsequent CSO participation in legislative hearings.

1.1.7 Networking and study tours (Optional)

One international and 3 inter-provincial study tours will be organized during Year 2 under IR1.

1.1.7- SAI – International Virtual Exchanges and Exploration of Possible Study Tours

Given the new emphasis on anti-corruption advocacy by PBG, IR1 will encourage interaction between CSOs based in DRC and those based in other similarly situated countries such as Nigeria for those CSO representatives that have English language facility and francophone countries which have yet to be identified for those that do not have ability to communicate in English.



Although given the linguistic differences, Nigeria is not a natural choice for exchange with DRC, there is a strong affinity between the two countries in almost every other respect. In recent years, Nigeria civil society has registered some important successes in anti-corruption advocacy, including shepherding from legislative introduction to legislative enactment, a law on fiscal transparency and significantly advancing freedom of information legislation.

In addition, there are strong examples to be found in Nigeria of skill-based networking and creative approaches to ensuring CSO sustainability.

Thus, in phase one of this activity, PBG will seek to encourage an Internet-based exchange between groups based in DRC and groups based elsewhere. Based on the level of interaction that results, we will then explore the feasibility of organizing study tours in Phase two which would only occur in Year 3 if a decision is taken to go forward with the tours. PBG will monitor this interaction through its monitoring and evaluation tools.

1.1.7 - SA 2 – Networking/Peer Exchange Visit/Visits to other provinces

During year two, PBG will seek out positive examples of cooperation among the key stakeholders served by PBG and will support exchange visits of a model cooperative group of 1 representative from each stakeholder group, i.e. a civil society member, a deputy and a government representative to one or more of the other three provinces to share their positive experiences with inter-sectoral cooperation to achieve a particular good governance result.

Inter-sectoral workshops will be organized in the visited provinces where the visiting group will be featured.

Outputs for 1.1.7 (SA 1 & SA 2)

- Virtual dialogue and reports of dialogues between DRC-based organizations and organizations based elsewhere on the Continent; Reports of peer exchanges among DRC provinces
- Recommendations regarding feasibility of external study tours.

1.2 IMPROVED MECHANISMS FOR 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 - SA 2 – Audience Publiques at ETD level

Audiences Publiques to address the local manifestation of broad themes such as health, education, water, etc., will also be convened at ETD level (at least 2 per ETD). These are separate and apart from those described in the section below in which provincial officials would participate. However, at the provincial level,



provincial actors will examine the input from the ETDs in the aggregate so that when they address a broad theme such as education, the local nuances can be taken into account.

Just as with the “town meeting” concept in the United States, once the “buy-in” of all stakeholders is secured, APs can be entrenched as a community tradition. At an expense of no more than \$100 per event, there will be a much greater likelihood that these meetings will be continued beyond the termination of PBG.

Outputs for 1.2.1- SA2:

- At least 6 APs per province (total of 24) convened by CSO partner organizations in which provincial officials do not participate but whose outcomes are fed to the provincial level;
- Increased interaction at local level between citizens and government/elected officials.

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

In addition to supporting civil society partners to encourage legislators to exercise their oversight function, they will also be required as part of their relationship-building work to organize constituent outreach activity in conjunction with legislators. PBG is sensitive to the possibility of this activity being exploited by deputies as an electioneering opportunity and will thus program activities in a way that minimizes possibility for election related manipulation. Activities under this sub-IR may involve one of the following:

1.2.2 - SA 1 – Audiences Publiques at ETD Level during legislative breaks

Here, civil society organizations will be encouraged to work directly with legislators and provincial and local government officials to organize *Audiences Publiques*. At least two *Audiences Publiques* will be organized in each targeted ETD when legislators are on legislative break (one per each of the two legislative breaks).

1.2.2 - SA 2- Audiences Publiques at the Provincial level

At least 4 *Audiences Publiques* will also be organized at the provincial level – two that focus exclusively on provincial level policy and two that examine input from *Audiences Publiques* held at the ETD level where provincial representatives have not participated. (see 1.2.1). In both the cases of APs organized at the ETD level and those organized at the provincial level, partner CSOs will be identified to convene them. In the case of APs held at provincial level focused on deliberating on input from ETDs, the organizing CSO based in the provincial capital will be required to coordinate with CSOs based in the ETDs to capture ETD level input. Local partners will have been trained on how to organize *Audiences Publiques* at the end of Year 1. The training emphasized the need to work collaboratively with government and legislative actors to promote citizen/elected official interchange on a regular basis.

Here, civil society organizations will be encouraged to work directly with legislators and provincial and local government officials to organize regularly scheduled *Audiences Publiques*. *Audiences Publiques* that involve legislators will be organized when legislators are on legislative break.



1.2.2 – SA 3 - Designating times and places for legislator/provincial government visits

In a country such as DRC where legislators and government officials do not have the resources to establish district offices, civil society can play an instrumental role in identifying existing sites that can host government/legislator meetings with citizens. PBG will encourage civil society partners to play this liaison role.

1.2.2 - SA 4 – Site Visits

Civil society organizations in DRC must play a more active role in helping legislators to be more diligent in carrying out their oversight and representation functions. Where particular issues arise, a legislator's physical presence in the affected area is necessary in order to truly represent the issue and advocate for intervention by the assembly and government. CSOs will thus be encouraged by PBG to advocate for and facilitate legislator site visits.

This activity also addresses objectives articulated under 1.2.1. – Dialogue Forums: Ongoing roundtable discussions among elected officials, CSOs and other stakeholders on issues from the Assembly or of public interest.

Outputs for 1.2.2 (SA 1 - SA 4)

- At least 6 *Audiences Publiques* in ETDs (total 24), per province level that include legislator and provincial government participation; plus
- At least 4 *Audiences Publiques* at provincial level (total 16);
- Reports of ETD level APs submitted by CSO partners;
- Reports of APs held at provincial level submitted by CSO partners;
- More regular visits to constituencies by legislators and provincial government representatives;
- Designated times and locations for legislative meetings with citizens; and
- At least 5 Oversight/Outreach site visits.



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 per Qtr. 3 work plan review	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	5-Jan-10	28-Feb-10	Completed on schedule	1.1; 1.5; 1.6
1.1.1 - 2	All 4 Prov	R	SA 2: One follow up workshop to review the progress towards objectives related to capacity-building	15-Mar-10	10-Jul-10	completed on schedule	1.6
1.1.1 - 3	Kin	R	SA 3: Establishment of national good governance information network (website)	1-Oct-10	30-Jan-11		
1.1.1 - 4	All 4 Prov	R	SA 4: Information collection, database compilation and website establishment and information dissemination through Internet, newsletter and radio	1-Oct-10	30-Sep-11		
1.1.1 - 5	Kin	R	SA5: Grant proposals and Grants Management Training	1-Oct-10	20-Dec-10		



1.1.1 - 6	All 4 Prov	R	SA 6: Long-Term Planning TA	1-Feb-11	30-Jun-11		
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 - 2	All 4 Prov	R	SA 2: 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.	1.5
1.1.2 - 3	All 4 Prov	R	SA 3: AC (<i>Animateur Communautaire</i>) work with key community leaders to advance civic education work	1-Apr-10	30-Sep-10	To be completed on schedule	1.1; 1.2
1.1.2 - 4	All 4 Prov	R	SA 4: Civic Education on desired transparency legislation	1-Mar-11	30-May-11	N/A	
1.1.2 - 5	All 4 Prov	R	SA 5: Civic Education on role of legislature	30-Nov-10	28-Feb-11	N/A	
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	To be completed on schedule	1.3;
1.1.3 - 2	All 4 Prov	R	SA 2: At least one advocacy training sessions per province	15-Apr-10	31-May-10	Completed on time.	1.1
1.1.3 - 3	All 4 Prov	R	SA 3: Grants Program	1-Jan-11	30-Sep-11	N/A	1.3
1.1.3 - 4	All 4 Prov	R	SA 4: Technical Assistance	1-Oct-10	30-Sep-11	N/A	1.3
1.1.3 - 5	All 4 Prov	R	SA 5: Special Initiatives - Tribunes d'Expression Populaire, Women Roundtable broadcasts, youth programs and support to the CRDs	1-Oct-10	30-Sep-11	N/A	1.3-1.2



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	SA 1: Assist CSOs to prepare for advocacy-focused grants	16-Apr-10	30-Jul-10	Completed on schedule	1.2;
1.1.5 - 2	All 4 Prov	R	SA 2: TA on the implementation of grants for activities focused on advocacy and oversight	1-Jun-10	Yr 2	See Activity 1.1.3.4. in Year 2 work plan	1.2;
1.1.5 - 3	All 4 Prov	R	SA 3: Individualized preparatory training for testifying at legislative hearings	1-Jun-11	30-Sep-11		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	SA 1: Virtual Interactions with CSOs in Nigeria	1-Mar-11	30-Jul-11		
1.1.5 - 2	All 4 Prov	O	SA 2: Networking/Peer Exchange Visits to other provinces	1-Jan-11	28-Feb-11		
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. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.							
1.1.10 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; 1.4; 1.5; 2.8; 2.9
1.2.1 - 1	All 4 Prov x2	R	SA 1: Implement at least 8 audience publique 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	To be completed on schedule	1.2; 1.4; 1.5; 2.8; 2.9
1.2.1 - 2	All 4 Prov	R	SA 2: Implement at least 24 audience publique forums at ETD level	1-Nov-10	30-Sep-11		1.4
1.2.2 R Constituent outreach activity: Deputies and Senators travel to their constituencies to explain their roles and - events at the Assembly or Senate level							
1.2.2 - 1	All 4 Prov x2	R	SA1: At least 24 Audiences Publiques in at ETDs	1-Jan-11	30-Sep-11	N/A	1.4
1.2.2 - 2	All 4 Prov x2	R	SA 2: At least 16 Audiences Publiques in at provincial level	1-Dec-10	28-Feb-11	N/A	1.4
1.2.2 - 3	All 4 Prov x2	R	SA 3: Designating times and places for legislator/provincial government visits	12-Jan-11	30-Sep-11	N/A	1.2
1.2.2 - 4	All 4 Prov x2	R	SA 4: At least 5 Oversight/Outreach site visits	12-Jan-11	30-Sep-11	N/A	2.12
1.2.3 R A web-based platform (called a "list serve" in the Task Order) to link the provincial parliamentary staff and deputies to each other and to disseminate copies of laws							
1.2.3 - 1	KIN	R	SA 1: Collect information of interest to provincial assembly members, staff and public to feed into new website	1-Jan-10	30-Sep-10	To be completed on schedule	
1.2.3 - 2	KIN	R	SA 2: 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	Well under way. Because PBG is using a highly participatory means of developing the website, the actual site will not be fully developed until February of 2011. CSOs are developing a steering committee to design and oversee management of this site. In the Yr 2 work plan, activity now addressed under 1.1.1.3.	2.12



1.2.3 - 3	KIN	R	SA 3: Train government representatives and CSOs in use of website	1-Jun-10	30-Sep-10	To be completed on schedule	2.1	
1.2.4		R	Strengthening the capacity of provincial institutions to reach out to stakeholders and to central government, such as fora 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 time.	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-Sep-10	Completed ahead of schedule.	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	To be completed on schedule	Ind 1.1	
1.2.6 - 2	All 4 Prov	R	SA : TA on public outreach activities	1-Aug-10	30-Sep-10	To be completed on schedule	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 LoP.

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 program 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.

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	This was combined with Activity 1.1.1 and completed on time.	Ind 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-Sep-10	To be completed on schedule	



IR2 – SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

The IR 2 component under Year 2 draws heavily from the parliamentary assessments conducted in February of Year 1, along with rationale generated by the first year's program implementation experience. The parliamentary assessments began with facilitated self-assessments and were followed by feedback sessions with each parliamentary entity to review and build consensus around the assessment findings and recommendations. The assessment of the Katanga assembly had to be postponed until October 2010 because of political turmoil surrounding the assembly's functions during Year 1.

The assessment results are currently being incorporated into a long-term (five-year) institutional development plan for each of the five parliamentary bodies under PBG. This plan will be completed by the end of September for Assemblies assessed thus far, and by the end of November for Katanga. Nonetheless, the assessment findings were sufficient to inform constructive programming of activities during Year 2. The assessments identified a number of basic capacity-building needs common to all Assemblies. It is these activities which PBG has programmed into the Year 2 work plan, ahead the institutional development plan's completion. The institutional development plans will serve as a road map for longer-term support needs.

Year 1 experience found that a number of activities that rely on access to computers and the internet had to be delayed until the Assemblies could physically accommodate computers and ensure their safekeeping through adequate inventory and management systems. Most of these activities are re-programmed into Year 2, with two plans to address the constraints encountered in Year 1:

- PBG plans extensive coordination efforts with other donors to secure support to building renovations where necessary to house and protect the computers;
- Until the computers are in place in the relevant Assemblies, PBG will offer the Year 2 training courses and TA that require computers in the CRDs. All four CRDs should be fully equipped by January, 2011 at the latest. We expect that Assembly staff and members will be willing and able to use the CRD computers both for training and for follow-on application of training inputs.

As such, the Year 2 activities for IR 2 follow.



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 – SA 4 & 5 – Assessment & Institutional Development Plan for Katanga

All sub-activities under this primary activity were completed on schedule in Year 1, with the exception of the assessment and institutional development plan for Katanga. These will now proceed in early Year 2.

Targeted participants: Katanga Provincial Assembly staff and members

Outputs:

- One institutional assessment
- One institutional development plan

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 – SA 4 – Technical Assistance on ‘Les Annuaire’s

This sub-activity will carry out the work planned under 2.1.2.1 in Year 1. This work was postponed to Year 2 because PBG wanted to use the parliamentary assessments to inform on the most effective form of assistance toward *Les Annuaire’s*. Additionally, a parliamentary website, not yet developed in Year 1, would have been the ideal mechanism for expanding publication of *Les Annuaire’s*.

Les Annuaire’s are currently published only by sending emails to interested parties and would greatly benefit from more public distribution. In Year 2, PBG will take over the efforts of the UNDP to establish a website (sub-activity 2.5.2.2. in Year 2) and contents that would permit publication of *Les Annuaire’s* on-line. PBG will work with the University of Kinshasa and the Official Journal in this effort.

Targeted participants: National Assembly

Output: On-line publication of *Les Annuaire’s*

2.1.2 – SA 5 – Computer and Internet Support

This sub-activity follows on to the assistance begun under 2.1.2 - 2 to address material needs of the Assemblies. In Year 1, only Bandundu received the BRDG-purchased computer equipment, since the Assembly could provide adequate physical infrastructure to house the equipment. Under the



supervision of the Secretary General, Bandundu Provincial Assembly staff developed plans for inventory management and proper upkeep of the equipment donated.

As mentioned in the introduction, PBG will coordinate with other donors, (UNDP, Belgian Cooperation, World Bank, and AWEPA) to secure as much assistance as possible to the remodeling of physical infrastructures where necessary to ensure the proper safekeeping and use of the equipment. Once the physical spaces are provided, PBG will provide TA in inventory management and the development of systems to ensure proper maintenance of equipment, and then provide the IT equipment.

Targeted participants: All four Provincial Assemblies

Output: IT equipment for basic parliamentary functions.

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

2.1.3 – SA 2 – Budget Preparation and Analysis

This sub-activity will follow on to sub-activity 2.1.3.-1 from Year 1, during which courses in budget preparation and analysis will have been conducted in Maniema, Bandundu, and South Kivu. Since PBG could not work in Katanga in Year 1, this work remains.

To reinforce the understanding of a realistic internal budget, PBG conducted a “Budget Review” course under Year 1. This training assisted the provincial assemblies to place their provincial and internal budgets within the larger context of the nation’s general budget and to develop realistic projections of budgetary needs.

Targeted participants: Katanga Provincial Assembly

Output: A budget review workshop for Katanga.

2.1.3 – SA 3 – Workshop on financial and legislative autonomy

This sub-activity will provide all four provincial assemblies one workshop on the financial and legislative autonomy within the constitutional framework of decentralization. The provincial assembly assessments confirmed that the Assemblies do not enjoy the financial autonomy guaranteed to them by the constitution and also that internal budget management is weak.

The training sessions will focus on the existing articles of the constitution that mandate these authorities, but which are not being applied.

Targeted participants: Staff and members of all four provincial assemblies

Output: A workshop on legislative budgeting autonomy in all four provincial assemblies.



2.1.3 – SA 4 – Technical Assistance on budget cycles

This sub-activity will provide TA to the "Bureaux" of the Assemblies, Secretaries General, and their staff on their internal budget cycles. This is simply follow-on TA to sub-activity 2.1.3.1. provided in Year 1. Both internal and external budgetary processes were highlighted by all provincial assemblies in the Year 1 assessments as an area of significant training needs. The TA will address internationally recognized transparency criteria within budgetary processes and encourage more participatory procedures for internal budget preparation.

Targeted participants: Assembly “bureaux”, secretaries general, and their staffs

Output: TA on the preparation of more transparent and realistic budgets.

Results:

- The Assemblies realize internal budgets based on an estimate of needs to guarantee the constitutional missions.
- Assemblies have acquired competences necessary for transparent budgeting based on a cost estimate and compliance with laws in public works contracts.
- The Assemblies have made a step in fighting against corruption.

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

2.1.4 – SA 3 – Technical Assistance on Legislative Calendars

This sub-activity is repeated from 2.1.4.1. in Year 1 since the full activity had to moved to Year 2 for lack of political will. PBG devoted considerable effort to cultivating political will for this activity. As mentioned in Year 1 quarterly reports, these calendars exist to varying degrees in each of the five Assemblies targeted by PBG. What also varies is usefulness of the information they contain, the frequency with which they are updated, and the degree to which the calendars are made public. PBG is keenly interested in advancing work on the calendars given their essential role in transparent parliamentary functions and in facilitating citizen input on pending legislation. The transparency generated by this tool, however, is itself an impediment to progress in its development.

As such, PBG remains guarded in its expectations of results under this activity, but will continue to encourage institutional collaboration in advancing the quality and use of the calendars.

To this end, PBG will continue to build support for the calendars within the leadership of the Assemblies. Concurrently, PBG will provide on-going technical support to legislative staff as they undertake actions necessary to improve the usefulness of the calendars. This will involve helping the staff identify the information they must obtain from the various committees, collaborate in the planning of committee and plenary sessions and hearings, and update and distribute the calendars. Overall, this effort requires the key objective legislative planning which requires the leadership to prioritize planned achievements of legislative session so that staff can translate these priorities into a legislative agenda and calendar.



Targeted participants: Leadership and their staff in all five Assemblies

Outputs:

- Improved quality and usefulness of legislative calendars in all five Assemblies.
- Public distribution of the calendars

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 – SA 1 – Technical Assistance on Donor Coordination in the National Assembly

More than the regular donor coordination that PBG staff conduct across all IRs and at national and provincial levels, this TA will be provided in response to a direct request from the National Assembly. The Assembly *Bureau* noted in Year 1 that the Assembly's leadership would greatly appreciate discrete assistance to map out for the Assembly all forms of donor assistance offered against Assembly needs and assistance pledged by donors. While this is addressed in general terms through on-going donor coordination meetings, the Assembly like PBG to support its efforts in mapping out these assistance forms.

Targeted participants: The National Assembly leadership

Output: A clear mapping of donor assistance plans against Assembly needs.

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

2.1.6 – SA 2 – Review of Internal Procedures & Manuals

This sub-activity repeats in Year 2 for South Kivu and Katanga sub-activity 2.1.6 - 1, which will have been completed in Year 1 in Bandundu and Maniema. The activity involves a review of each assembly's internal procedures and assistance in the development of internal rules manuals for each of the four provincial assemblies.

At the provincial level, Assemblies have quickly adopted standing orders based on a proposal which came from the central power, for some, without amending them and for others by including dispositions, sometimes contradictory, or even unconstitutional. Modifications undertaken in Year 1 in the internal procedures of Maniema and Bandundu have included overall democratization of the functioning of the Assemblies and requirements for public vetting of pending legislation.

At the national level, internal rules and procedures have already been established without PBG assistance, but the staff and political leadership need to examine their status and their effectiveness. PBG will encourage collaboration with the *Bureau* of the National Assembly to ensure compliance of



these rules with international standards. With Assembly agreement, PBG will provide technical assistance to the members and staff on the preparation of procedure manual on these internal rules.

Targeted participants: Leadership and their staff in the National Assembly and the Provincial Assemblies of Katanga and South Kivu.

Output: A manual of internal procedure established for South Kivu, Katanga, and the National Assembly

2.1.6 – SA 3 – Development of Internal Procedures & Manuals

This sub-activity provides TA to Maniema and Bandundu to develop manual of administrative procedures. The parliamentary assessments indicated an urgent need strengthening administrative parliamentary support services. This involves simplification and standardization of procedures essential to the Assemblies' ability to function in accordance with their constitutional mandates. Many staff are unclear about their responsibilities and the procedures they are expected to follow. PBG will provide TA to assist staff and Assembly leadership set up clear administrative procedures and record them in a procedures manual.

Targeted participants: Staff and leadership of the Maniema and Bandundu Provincial Assemblies

Outputs: A manual of administrative procedures

2.1.6 – SA 4 – Training for National Assembly staff in means of improving flow of legislation between two chambers

As a follow-on to activity 2.2.2.2. in Year 1, to identify procedures that would improve the flow of legislation between chambers, a training will be conducted in how to implement the recommendations contained in the consultant's report on this matter.

Targeted participants: Staff of the National Assembly

Outputs: A training manual on these procedures

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 – SA 2 – Technical assistance on PBG related deliberations

This sub-activity follows on from 2.1.9.1 of Year 1. This involves ongoing TA to the PAJ and ECOFIN.

Although these national commissions have discussed very assistance needs in a general sense, the bulk of assistance provided under this activity in Year 1 surrounded support in the vetting of the Public Finance Law. This remains very much an on-demand response from PBG and the project stands ready to respond to additional specific requests.



Targeted participants: PAJ and ECOFIN

Outputs:

- TA responses at key commissions on PBG deliberations
- Reports on TA provided

2.1.12 Organizing study tours to expose participants to the reform agenda and best practices for basic management

2.1.12 – SA 2 – Study Tour

Under this sub-activity, PBG will organize a single study tour to Benin or Burkina Faso for legislative reform and internal management practices. PBG believes that direct observation of successful models will provide a strong incentive to effect the needed legislative reforms. Selection between Benin and Burkina Faso will be made through consultation with the five Assemblies, and discussions of the comparative models that each country offers. Participants will be selected from the five Assemblies targeted by PBG and be based on the potential contributions that candidates can make to meaning institutional reform within their respective Assemblies. The fact-finding trip should take place in September before the resumption of parliamentary sessions.

Targeted participants: Representatives of all five PBG Assemblies

Output: Representatives of all five Assemblies exposed to positive models for institutional reform.

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

2.1.16 – SA 3 – Policy Research Access Seminar

This sub-activity follows 2.1.16.1 which, in Year 1 will have provided a policy research access seminar in Bandundu. This activity will be repeated in Year 2 for Katanga, Maniema, and South Kivu. The training prepares Assembly staff and members to readily access research existing research available in major publications and websites and as well as to become informed consumers of research that they may need to commission. All research sources introduced in the training permit staff and Members to underpin their draft legislation and legislative debates with solid facts and analysis.

Targeted participants: Staff and Members of the Katanga, Maniema, and South Kivu Assemblies.

Outputs: Accessible research sources for Assembly members and staff.

2.1.16 – SA 4 – Policy Research Network

This sub-activity extracts from 2.1.16.1. in Year 1 the policy research network as a separate activity. PBG laid groundwork for this network in Year 1 by discussing the concept of the network with various academicians and government policy-makers to determine initial interest in the network and



the most effective means of undertaking the activity. These consultations resulted in a plan for Year 2 that will involve one or more facilitated work planning sessions for representatives of universities that are involved in policy research as well as key consumers of policy research (policy-makers) in the executive branch and National Assembly.

The work planning sessions will result in an action plan for developing the policy research network and expanding it to include existing regional policy research networks. Follow-on TA will support participants of the work planning sessions in carrying-out their action plans.

Departing from this activity as described in the Year 1 work plan, this activity will develop only one policy research network, at the national level, which all provincial assemblies can access through the internet.

Targeted participants: Representatives of universities and interested policy makers from the executive branch and National Assembly

Outputs: A policy research network that captures and makes available to parliamentarians policy research conducted by Congolese and regional universities and other research sources.

2.1.17 Training on report writing and note-taking

2.1.17 – SA 2 – Use of Research Reports in Hearings

This sub-activity repeats 2.1.17.1 from Year 1 Katanga, Maniema, and South Kivu. The training supports insightful reading and use of research reports for legislative hearings. Moreover the course ties the use of research reports to specific elements of internal and public hearings. This training is more closely focused on staff than Members.

Targeted participants: Staff in the Katanga, Maniema, and South Kivu Assemblies

Outputs: Ability of Assembly staff to use research to constructive ends in legislative processes.

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

2.2.1 – SA 3 – Technical Assistance on the use and review of budgets

This sub-activity follows on 2.2.1.1 from Year 1 and involves TA for members and staff to be able to explain budgets to other legislators, civil society, the media and citizens and constituents. The demand for this TA is continuous. PBG provides TA in all stages of the budget cycle to



commissions and the parliamentary staff responsible for the budget to allow them to analyze the budget of the executive and the budget of ministries and explain it to others.

During Year 1, PBG is beginning to identify local advisors in each province to render this TA more readily available to each Provincial Assembly.

Targeted participants: Staff and members of all five assemblies

Outputs: Staff and members able to understand and explain to others legislative and provincial budgets.

2.2.1 – SA 4 – Technical Assistance on issues related to the Passage of laws

This sub-activity follows on to 2.2.1.2 from Year 1 by offering TA as needed to help assemblies address issues on which they should pass laws (includes edicts) and to assist them in various aspects of the relevant legislative drafting. At the provincial level, PBG has already been providing extensive TA in the drafting of edicts. Much of the assistance involves the first stage of drafting, which to verify the constitutionality of the proposed legislation.

At the national level, PBG will provide this assistance to ECOFIN towards the law on the use of the banking system for payments within public. This law can serve as a major tool against corruption. Other TA for legislative drafting at the national level will be provided as requested.

Targeted participants: Staff and members of all five assemblies

Outputs: Sound legislative drafting advanced in all five parliaments.

2.2.2. Technical assistance to key committees to increase staff, deputies and senators' skills to analyze the need for, draft and review primary laws accompanying enabling legislation

2.2.2 – SA 3 – Review of the movement of legislation

This sub-activity will provide follow-on TA from 2.2.2.2 in Year 1, which involves managing the smooth flow of legislation between legislative chambers and throughout various elements of the full legislative process. The need for this TA is fairly on-going. Particular support in Year 2 will assist Assembly staff and members to implement the recommendations developed in the Year 1 review of legislative movement between parliamentary chambers.

Result: Technical assistance based on the financing of the review on the movement of laws and communication between the National Assembly and the Senate and identification of barriers or delays in the legislative productions.

Targeted participants: Staff and Members of the National Assembly

Outputs: Improved movement of draft legislation between chambers.



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 – SA 2 – Workshop on Constitutional Oversight Mechanism

This sub-activity was postponed to Year 2, from sub-activity 2.3.1.1 above to permit PBG to address an ECOFIN request support the national forum on the Public Finance Law. This activity will provide an introductory workshop on Constitutional oversight mechanisms for members of the National Assembly.

The workshop will impart constitutionally provided oversight mechanisms and means of developing systems and procedures to use the mechanisms. Examples of these mechanisms include budgetary planning, site visits, oral questions, meetings with Ministerial officials and written inquiries. If possible, PBG will take this training to the Provincial Assemblies. While improved knowledge on this topic can provide essential tools in the fight against corruption, it is also a topic that requires significant attention to follow-on TA to ensure that the mechanisms are used constructively. In their most expert use, these mechanisms can serve as useful tools against corruption. When misused and abused, these mechanisms fuel intergovernmental and political conflict, as observed in Year 1 in several provincial assemblies. As such, PBG will tread delicately in the application of follow-on TA under this activity.

Targeted participants: Staff and members of all four Provincial Assemblies

Outputs: One workshop on the mechanisms of constitutional control per province.

2.3.2. Technical and material assistance to institutions and committees on legislative process, representation and oversight

2.3.2 – SA 3 – Technical Assistance on Roles & Responsibilities of Key Committees

This sub-activity repeats for Maniema, Bandundu, and Katanga in Year 2 sub-activity 2.3.2.1., which was implemented in South Kivu in Year 1. This sub-activity assists the bureaux to clarify roles and responsibilities of key committees in the legislative process.

All of the Provincial Assemblies have elected standing committees. The TA begun under this sub-activity is based on the premise that the greatest part of legislative work is undertaken through the committee process. As such, these advisory services address of committees understanding their roles and responsibilities within the legislative process.

NB: The Task Order calls for this activity to be conducted also at the national level, but this is not planned for Year 2. It will be planned when the National Assembly demonstrates sufficient receptivity to the activity.

Targeted participants: Bureaux, leadership of key committees, and their staff

Outputs: Clarity of roles and responsibilities among key committees



2.3.5. Support strategically selected sub-committees to oversee and monitor public policy, e.g. on justice, security, social services and fiscal oversight

2.3.5 – SA 2 – Technical Assistance to at least one Committee in Provincial Legislature

This sub-activity follows on to sub-activity 2.3.5.1 in Year 1, providing TA to at least one committee in all four Provincial Assemblies.

In addition to the on-going technical assistance to the PAJ and ECOFIN committees, PBG will focus on the sectoral committees that align with USAID's sector priorities by province. This will require short-term, specialized TA at time, but on an on-going basis will involve TA from the PBG Sector Specialists to support their respective sectoral committees (health, agriculture and education) in developing research necessary to inform pending legislation and public debate. PBG will reinforce these sector committees in their capacity to work in sub-committees to support the clear identification and understanding of key issues that affect the committees' work overall. This will also entail technical support to administrative staff in preparing technically-specific reports and memos, identifying witnesses, and encouraging the constructive input of sector-specific CSOs.

Additionally, the PBG Sector Specialists will advise sector and other committees of upcoming *Audience Publiques* in which committee members may want to participate to ensure two-way communication with their constituents regarding the work of the committees. For those members who will participate in the *Audience Publiques*, PBG will assist them in preparing presentations to the forums and reporting back to their committees citizen input provided on the forums.

The TA will also be offered to public relations staff of the Assemblies to draw media attention to the issues they address.

Targeted participants: Sub-committee members and staff in each Provincial Assembly

Outputs: On-going TA to at least one, sector-specific sub-committee in each Provincial Assembly

2.4 - INCREASED ACCOUNTABILITY TO CITIZENS

2.4.1 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)

2.4.1 – SA 3 – Technical Assistance on Citizen Input

This sub-activity follow-on to the TA provided under sub- activities 2.4.1.1 and 2 in Year 1, in Maniema and Bandundu, which develops mechanisms for institutional outreach. The TA will continue in Year 2 for South Kivu and Katanga, with return TA for the earlier two provinces.

Strong need for capacity-building in this area was cited by all four Assemblies included in the parliamentary assessments. Additionally, the participants in study tour to Mali, funded under BRDG, returned enthusiastic over the prospects of incorporating citizen input into their budget



preparation and legislative functions. These members specifically sought PBG support in developing internal procedures that would call for citizen input in legislative processes. As such, this important TA will continue in Year 2.

NB: The Task Order calls for this activity to be conducted also at the national level, but this is not planned for Year 2. It will be planned when the National Assembly demonstrates sufficient receptivity to the activity.

Targeted participants: Members and staff of all four Provincial Assemblies

Outputs: Internal procedures that require citizen input in various legislative processes.

2.5 - IMPROVED LINKAGES BETWEEN DIFFERENT LEGISLATURES

2.5.2. Support an online database of laws

2.5.2 – SA 2 – Improved website for the National Assembly

This sub-activity is a repeat of sub-activity 2.5.2.1., which had to be postponed to Year 2.

During Year 1, PBG relied on UNDP plans to improve the existing parliamentary website at the national level, which would have allowed PBG to undertake this activity as well as to promote a number of measures that could improve efficiency and information sharing. It is expected that these improvements of this website at the national level could also permit sharing of information to and among the provincial legislatures.

Given that UNDP has been unable to move forward with this website, PBG will undertake it. As a first phase, and in close collaboration with the National Assembly, PBG will hire a web designer and develop plans for on-going website maintenance. As a second phase, PBG will assist Assembly staff in compiling laws that can be uploaded to an on-line data base.

In subsequent years of the program, PBG will support the National Assembly including various forms of content on this website that could permit communication with the public on its work.

Targeted participants: National Assembly staff and leadership

Outputs: Extensive improvements to the existing National Assembly website, which includes a data base of laws.

2.5.2 – SA 3 – Training to National Assembly staff and Members in uses of the website improvements

This will include the forms of content that can be uploaded to the website, sharing of website content with provincial assemblies and all basic means of using the website.

Targeted participants: National Assembly staff and leadership

Outputs: Increased efficiency through their use of the website.



2.5.4 Provide technical assistance to inter-parliamentary association of provincial assemblies

2.5.4 – SA 2 – Inter-Parliamentary Association for Provincial Assemblies

This sub-activity stems from sub-activity 2.5.4.1 above) TA to the inter-parliamentary association for provincial assemblies. As mentioned in earlier reporting to USAID, Year 1 experience found that there has been no interest shown for an inter-parliamentary association of parliamentarians. Concreted steps have been taken, however, to begin an inter-parliamentary association of parliamentary staff and PBG has been requested to support his body's formation. As such, PBG began in Year 1 to advise on the formation of this association and will continue this TA in Year 2. Support will include advise on organizational bi-laws, development of the association's mission, and the technical assistance to early organizational meetings.

NB: This needs to be included in the next contract modification, to change the wording of this required activity.

Targeted participants: Staff leadership in all five Assemblies targeted by PBG

Outputs: Organizational support to the formation of this association.



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 per Qtr. Work Plan Revision	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 on time, except for Katanga, which could not be assessed due to closure of the Assembly (see monthly reports)	
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 time.	
2.1.1 - 3	1 NA 4prov	R	SA 3: Five institutional development and staff training plans	1-Jul-10	31-Aug-10	To be completed by September 30, 2010 for all bodies except Katanga.	



2.1.1 - 4	KAT	R	SA 4: Participatory self assessment in the Katanga provincial assembly	1-Oct-10	30-Oct-10		
2.1.1 - 5	KAT	R	SA 4: Institutional development plan for Katanga	1-Nov-10	30-Nov-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 2.1.2.1. in Year 2	
2.1.2 - 2	All 4 prov	R	SA 2: Depending on <u>assessment</u> 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	Completed in May for Bandundu. Becomes 2.1.2.2. in Year 2	
2.1.2 - 3	1 NA, 4 prov	R	SA 3: Training for staff of all legislatures, representatives, journalists and CSO on the <u>use of the website</u> . This workshop will be combined with the training on media coverage (Act 2.4.5 sub 2).	8-Jan-09	Year 2	Rolled into activity 2.5.2.2. in Year 2	2.11
2.1.2 - 4	KIN	R	SA 4: Repeats 2.1.2.-1 from Year 1 - New edition of the "Les Annuaire" Journal in collaboration with "Le Journal Officiel"	1-Mar-11	30-Sep-11		
2.1.2 - 5	KAT, SK, MAN	R	SA 5: <u>TA and material assistance to permit computer and internet support</u> to management and legislative function. (This activity follows on from 2.1.2.-2 above)	1-Jan-11	30-Sep-11		2.11
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	4 prov	R	SA 1: <u>Course in budget preparation and analysis</u> 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 on time for Bandundu and South Kivu. Maniema is scheduled for August, 2010;	2.1; 2.2; 2.10

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USAID
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2.1.3 - 2	KAT	R	SA-2: Course in <u>budget preparation and analysis</u> conducted in Katanga. (This activity follows 2.1.3.-1 above)	1-Oct-10	31-Oct-10		2.2
2.1.3 - 3	4 prov	R	SA 3: One workshop per province on the financial and legislative autonomy within the constitutional framework of decentralization	1-Feb-10	31-Mar-10		2.2
2.1.3 - 4	4 prov	R	SA 4: TA to the "Bureaux" of the Assemblies, Secretaries General, and their staff on their internal budget cycles. (follows on from 2.1.3.-1 above)	1-Jun-11	30-Sep-11		
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	Rolls into 2.1.4.3. in Year 2.	
2.1.4 - 3	1 NA, 4 prov	R	SA 3: (Repeated from 2.1.4.-1 above) TA to legislative staff of all five legislatures to develop and implement the legislative calendar .	1-Jan-11	30-Sep-11		
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-10	30-Mar-11		2.1
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 (Maniema)	1-Dec-09	30-Aug-10	To be completed on schedule.	2.6
2.1.6 - 2	SK KAT	R-	SA 2: (Repeats 2.1.6-1 in SK and KAT) Review each assembly's internal procedures and help to develop manuals for one of the provincial assemblies	15-Jun-11	30-Sep-11	Bandundu was not scheduled for Year 1, but it will have been completed by the end of Year 1.	2.6

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2.1.6 - 3	MAN BAN	R-	SA 3: TA to MAN and BAN to develop manual of administrative procedures	15-Jun-11	30-Sep-11		2.6
2.1.7		R-	Support to internal management practices, development and implementation of parliamentary budget, budget for committees (Required in all 5 legislatures)				
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. This will be programmed in Year 2 or later, as sufficient interest is evident.				
2.1.9		R-	Continued technical assistance to key committees for Political, Administrative and Judicial Affairs (PAJ) and on Economics and Finance (ECONFIN) 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	To be completed on schedule.	2.5
2.1.9 - 2	KIN	R	SA 2: (Follow-on of 2.1.9.-1 above) TA responses to key committees on PBG related deliberations.	1-Oct-10	30-Sep-11	This form of TA is on-going	2.5
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	1-Sep-11	30-Sep-11	This form of TA is on-going	2.1
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	To be completed on schedule.	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	To be completed on schedule.	2.6
2.1.16 R- Capacity-building of the Bureaux d'Etudes to support parliamentary committees							
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. Expert will also conduct Activity 2.1.17 for key legislators while on-site.	1-Apr-10	Year 2, except for BAN which is August	The policy research network will not be started in Year 1. It will move to its own separate activity, 2.1.16.4. in Year 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)	1-Apr-10	10-Jul-10	Should have been completed on schedule and will be confirmed.	0
2.1.16 - 3	KAT MAN SK	R	SA 3: (Follows 2.1.16. - 1) Policy research access seminars in KAT, MAN, and SK. Expert will also conduct Activity 2.1.17 for key legislators while on-site.	1-May-11	30-Sep-11		2.2
2.1.16 - 4	KIN	R	SA 4 pulls from 2.1.16.1 in Year 1 the establishment of a policy research network and changes its scope from provincial to national level.	1-May-11	30-Sep-11	See comment in 2.1.16.1	
2.1.17 R Training on report writing and note-taking							
2.1.17 - 1	All 4 prov	R	SA 1: Train key legislators in all four (4) provinces in reading a research report and using it in hearings and questioning of Executive Branch officials. Expert will also conduct Activity 2.1.16.	1-Apr-10	Year 2, except for BAN which is August	Bandundu will be completed on time; remaining provinces undertake in 2.1.17.2. in Year 2	2.2; 2.10
2.1.17 - 2	KAT MA N SK	R	SA 2: (Repeats 2.1.17-1 for new provinces) Train key legislators in all four (4) provinces in reading a research report and using it in hearings and questioning of Executive Branch officials. Expert will also conduct Activity 2.1.16.	1-May-11	30-Sep-11		2.2



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

Following the adoption of the new Constitution in 2006, decentralization has been given tremendous support by the Government. Much of the necessary legislation has been set up, offices to develop and implement policies have been established, and the principles for financing have been adopted. However, key components have not yet been put in place; for example the equalization law, laws relating to the transfer of staff to Provinces and ETDs, and so on. Most importantly, plans for local elections have been repeatedly deferred and are now not expected to take place until 2012 or 2013.

The Year 1WP recognized that there could be delays, putting the matter this way:

It must be recognized that, though the initial impetus to put legislation in place was rapid and effective, the issue of decentralization is one which typically generates heated debate. This debate can cause substantial delays in drafting and adopting new legislation. In addition, although elections for the Councils were supposed to take place very shortly, the indications are that they could be delayed for an indefinite period.

This statement was very prescient. What is more, there is no certainty that these measures will be adopted in the coming year. For this reason, the implementation strategy has been reviewed and it has been concluded that project resources should be concentrated on the local level where the staffing and management structure will be little affected by decentralization legislation. Resources targeting provincial ministries should, to some extent, be harbored until such time as the decentralization of government staff and functions to the Provinces has been completed (the *Transfers de Competence*). If this should be completed in the coming year, it will be possible to respond, but the main emphasis, in respect of Provincial training and capacity building will be reserved for year three.

At the national level, the project will continue to make its resources available to the Ministry of Decentralization to support the development of the legislation and its implementation. The team will make available its skills and experience to clarify points of difficulty or develop policy papers, such as the design of the operating procedures and criteria for the proposed *Caisse de Péréquation*. These inputs will assist in the debate and could reduce institutional blockages.

Turning to the provincial level, training and capacity building will be concentrated primarily on financial management in support of the nationwide initiative by the major donors to support the new *chaîne de dépenses* system. Another aspect which requires urgent attention is to clarify the roles of provincial ministries, ETDs, and within urban ETDs, between *villes* and *communes*. The project will therefore continue its work on intergovernmental relations and will provide technical and legal input as required regarding the clarification of roles during this difficult transitional phase.



At the local level we shall build on the excellent relations established in Year 1 to target four aspects.

- Increased involvement of civil society and the private sector
- Improved management, especially financial management
- More effective and transparent reporting
- Participatory budgeting and development planning,

It is expected that this will lead, in the long term, to the following results:

- Better services
- Higher payment of taxes
- Reduced corruption
- More collaborative governance

One of the tools which offers much promise is Action Plans. These consist of participatory workshops which allow citizens and officials to work together in prioritizing needs, and formulating plans and projects. The proposed projects can then be used as case studies regarding the collaborations of civil society and local government, in cost effective government, and in certain cases is terms of service delivery and cost recovery.

In the realm of financial management there is an important window for change in terms of proposed legislation to reform local taxation. The project has been asked to provide consultant expertise to draft a new code, and in Year 1 a group of high-level experts was taken on a study tour of Mali to study practices there. These reforms offer an opportunity to build the virtuous cycle of improved services- reduced corruption- better payment of taxes-improved services.

3.1 ADOPTED LEGAL FRAMEWORK FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED

3.1.1 - Provide technical assistance to the Technical Unit 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- SA2 – Technical Assistance to bodies responsible for drafting, reviewing, and implementing decentralization legislation.

Other donors are working in this field, but the project will offer its services to the Ministry of Decentralization for any aspects which are not covered to date. We have established excellent working relations with other donors to ensure that there is no overlap. However, the main difficulty appears to be delays in submitting proposed legislation to Parliament.

Targeted participants: CTAD

Outputs for 3.1.1 – 2:



- The Technical Unit and other DRC entities involved in advancing decentralization legislation receive on-going technical assistance as needed and requested
- Reports of TA provided

3.1.2 - Assist in the establishment of a database/library for all decentralization related training modules and a plan to standardize future materials

3.1.1- SA3 – Develop an online website to access decentralization laws and policies

This activity was started in year 1, but two factors have contributed to delays:

- there is doubt as to whether the proposed format of the UNDP web-site matches the effective demand, and
- UNDP has not been responsive.

In spite of the above, it is planned to continue with development of this web site in collaboration with UNDP. The website will include a section that allows the user to track progress towards the full realization of a decentralized system. This section of the website will identify key milestones towards that objective that will facilitate users ability to track progression and to provide input where there is opportunity and scope to do so. Potential users will be steered to the site through radio broadcasts organized under both IR 1.1.2 and IR 3.1.6. The web site will also include all PBG's training modules, materials and reports.

Targeted participants: CTAD

Output for 3.1.1 - 3: Improved and expanded UNDP Web site

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

3.1.3- SA3 – Policy-Option Training Event at the national level for DRC decision-makers

This activity was scheduled for Year 1, but legislative delays have made it essential to postpone it until the legislation is passed. The project has received a formal request to advise on the operating procedures of the proposed *Caisse de Péréquation*. A highly qualified consultant has been identified, but cannot start until the enabling legislation has been promulgated. The project has also been asked to draft the new code for local taxation, but this work cannot start either until the enabling legislation has been passed.

At the beginning of the consultants work in the DRC the CTAD and other relevant bodies will be invited to a workshop to explore the policy options for the equalization fund. The PBG will lead the workshop drawing on relevant case studies, and analytic techniques that allow participants to assess the current situation and design options for the equalization fund. A later session will be organized to provide feedback on policy proposals. Thereafter, PBG will monitor the needs for additional TA, depending on the pace at which the legislation proceeds. PBG is also prepared to address new issues that might arise which could require varying responses.

Targeted participants: CTAD

Outputs for 3.1.3 – 3:

- 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 of 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- SA2 – Provide technical assistance to the bodies responsible for drafting, reviewing, and implementing the laws and enabling legislation for decentralization. In response to their requests, help the CTAD and line ministries draft a sectoral legal map of the decentralization process

Concerning sectoral legislation, much of the substantive work in the sectors of education health and agriculture has been undertaken by the World Bank. The CTAD considers that additional work at this stage is not required at this stage.

Nevertheless, the team will work with the CTAD to identify any areas requiring support as the need arises. Through on-going consultations between PBG advisors and the CTAD, the specific needs will identified and further TA will be provided after first ensuring that other donors do not plan similar assistance.

Targeted participants: CTAD and provincial governments

Output for 3.1.5 - 2: Special reports on legislation as requested by the CTAD

3.1.6 - Assistance to the Ministry of Decentralization and Parliament in order to draft, review and adopt organic laws pertaining to decentralization

3.1.6- SA5 – Provide technical assistance to the bodies responsible for drafting, reviewing, and implementing the laws and enabling legislation for decentralization

This activity will be undertaken on request by the Ministry of Decentralization. It will build on the work undertaken under IRs 3.1.1, 3.1.4. and 3.1.5, and will look at the higher level (*organic*) legislation which will be required. It should constitute enabling legislation within which the provisions of the financial and equalization legislation currently being drafted work seamlessly with the sectoral requirements identified under 3.1.5. Although there is probably broad consensus on the requirements for this legislation, the details might require patient negotiation.

Targeted participants: Ministry of Decentralization and Parliament

Output for 3.1.6 - 5: Consultant's report on work done and results achieved

3.1.6- SA6 – Organize regular meetings of members of the Mali tour study group to discuss challenges in implementing decentralization

PBG organized a study tour to Mali to examine the local taxation system there, and to obtain a general appreciation of the mode of fiscal decentralization in that country. PBG will capitalize on the bonds formed during the study tour by organizing regular meetings of members of the study group and other interested colleagues to discuss specific challenges they face as they seek to implement issues around local taxation and fiscal decentralization generally. These sessions will serve as networking and brainstorming opportunities, and could eventually include fiscal agents from the provincial level. The group began its meetings the month following the study tour and will repeat them bi-monthly. Facilitation and technical support will be provided by DAI to assist in identifying issues which might require further support.

Targeted participants: CTAD



Output for 6.1.6 - 6: Study tour officials advance significantly on incorporating study tour findings into their work on fiscal transfers through bi-monthly meetings to discuss their applications of study tour findings

3.1.7 - 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- SA3 – Facilitate intergovernmental thematic working groups

PBG has established working groups among the Governors’ Offices, Deconcentrated Services, Provincial Assemblies in each of the four provinces. The work progresses at a pace permitted by political will among the intended participants. They discuss a theme of provincial choice. Technical advisors who facilitate the meetings assist the groups to identify points of difficulty and doubt, as well as possible flaws in the legislation from their perspectives.

Targeted participants: Provincial ministries and Assemblies

Outputs for 3.1.7- 3: Reports on the meetings held

3.1.7- SA4 – Promote discussion of decentralization through the media

PBG has supported radio programs which convey key messages about decentralization. The programs are designed to facilitate lively debate around the issues and expand on civic education activities conducted under IR 1.1.2. In the spirit of promoting a culture of accountability and transparency, PBG especially encourages the involvement of key government informants on decentralization and fiscal transfers.

PBG will also organize a special series of programs dedicated to communicating the progress towards decentralization using key informants from the executive branch and the legislature. At the end of each program, listeners will be directed to the public website on decentralization required under IR 3.1.2 where they can also track its progress.

Targeted participants: DRC citizenry

Outputs for 3.1.7 - 4:

- At least one national and four provincial radio events.
- A radio program series on progress towards decentralization

3.1.8 - Support for the creation of new mechanisms and procedures, clarifying roles and functions between decentralized and deconcentrated levels (services and human resources management in particular)

3.1.8- SA2 – As part of legal mapping, recommend changes in the roles and authorities of the directeurs de provinces, governors and cabinets

Building on the work of IRs 3.1.1, 3.1.4 and 3.1.5, (as well as 3.1.7 to some degree), we shall provide TA to the CTAD to identify key elements in the operationalization of decentralization that need to be addressed. For example, the study will examine the role of the public service vis-à-vis that of the assemblies, the role of the Governor’s office as opposed to the Ministries, and the relationship between National and Provincial Ministries. The study will require field work in all four provinces in order to identify points of consensus and points of difficulty in each Province. This will then be the discussed at a national-level workshop to



be held by CTAD, from which it will be possible to identify those issues that can be settled by negotiation and coordination, and those that require legislative reform.

Targeted participants: CTAD and provincial governments

Outputs for 3.1.8 - 2: Charts that indicate legal framework development

3.1.9 - Short-term technical assistance to 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- SA1 & SA 2– Technical support on two crucial financial aspects of decentralization

PBG has officially been requested to undertake the former study and will do so when the necessary enabling legislation has been promulgated. The second study is closely linked with the work of the *Caisse de Péréquation*, and it is proposed that the same consultant be requested to make preliminary proposals on this matter. However, his work cannot start until the necessary legislation has been promulgated. There is therefore uncertainty about when these studies can be undertaken.

Targeted participants: CTAD

Output for 3.1.9 – 1&2: Consultants’ reports.

3.2 INCREASED INSTITUTIONAL CAPACITY OF SELECTED PROVINCIAL AND LOCAL ENTITIES

3.2.1 - Institutional and managerial assessment of the ability of pilot provincial governments to deliver services in health education and natural resources management.

3.2.1- SA3 – Discuss results of the assessment and develop recommendations in multi-stakeholder workshops

PBG invites key stakeholders including representatives of Civil Society, to a facilitated workshop for discussion of each institutional assessment report. Participants are guided to discuss assessment findings constructively, identify priority action items, and to develop a preliminary action plan. Action plans are expected to identify the role of civil society and the private sector as partners in development with the ETD. During Year 1, 3 multi-stakeholder workshops were held: one in each of the three selected ETDs in Bandundu Province. The remaining provinces will be covered in Year 2. The Action Plans will be further developed under 3.2.12.

Media representatives will be invited to attend multi-stakeholder workshops in order to ensure that the results of the workshop are conveyed to a broader audience.

Targeted participants: ETDs

Outputs for 3.2.1 – 3: Reports on each workshop



3.2.2 - Training programs in planning and basic administration and financial management for the provincial government administration

Following the training given in Year 1 workshops and technical assistance will be developed in response to demand from the officials concerned. However, the major training effort in relation to provincial Ministries will be deferred until they have their full complement of staff and the division of responsibilities between National and provincial level has been clarified.

3.2.2 - 4 – Chaîne de dépenses management training provided in Maniema

The World Bank, EC, DFID and UNDP are collaborating in providing a standardized curriculum in the newly introduced system of expenditure management (*chaîne de dépenses*) training. The program has already been started in three of the PBG provinces with funding from the World Bank: Maniema remains the province with no such planned training. This will therefore be undertaken by PBG in Year 2, following a standard curriculum developed by the World Bank.

Targeted participants: Ministry of Finance in Maniema

Outputs for 3.2.2 – 4: Chaîne de dépenses management training provided to provincial financial 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- SA1 & SA 2 – Establishment of anti-corruption measures by improved procedures and involvement of all interested parties in selected ETDs

The need to reduce corruption is central to efficient and effective local financial management. Although the wording of this activity in the Task Order presumes that local elections will have been held, the matter is too important to delay further. This issue will therefore be tackled in Year 2 through three primary mechanisms: transparency, civil society involvement and improved financial controls and management.

The primary point of entry will be training courses in budgeting and financial management (activities 3.2.9.1 and 3.2.9.2) which were started in Year 1. Through the participation of civil society, and through the introduction of more transparency in the budgeting and reporting process it is hoped that corruption will be inhibited. The project will also work to improve links between public authorities, especially ETDs and the judicial/law enforcement systems.

The project will work with interest groups within ETDs, such as shopkeepers, marketers and property owners, to be identified with the support of IR1 who feel the impact of corruption most strongly, to develop systems which reduce the opportunities for corruption, e.g. making payments through banks instead of individual tax collectors. Lastly, the project will work with interested parties to develop a system of reporting instances of corruption linked to mutual solidarity against it.

The primary vehicle for this activity will be to establish, in collaboration with IR 1, a taxation forum consisting of public officials and civil society (especially traders) in the selected ETDs. The forum will review all taxes to which local people are subjected, and the methodology for collection. The work of these for a will be facilitated by experienced, and preferably local, dispute resolution experts. It is hoped that the fora will result in more transparent and fairer taxation, with improved collection rates.

These ambitious objectives cannot be achieved overnight. They will therefore be started in 2-4 ETDs which declare themselves willing to participate in such a pilot program.

Targeted participants: TBD ETDs



Output for 3.2.3 – 1&2: Civil society and local government working together more harmoniously in resolving issues of taxation and corruption.

3.2.7 - 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- SA3 – Adaptation of M&E systems

As an essential part of decentralization, monitoring and evaluation systems must be developed and implemented at the ETD level. Getting the attention of staff in a time of rapid change will not be easy, so the courses at this stage will focus on the value of M&E and management of a basic operating system. In Year 1, these M&E skills transfer processes were organized for 3 ETDs in Bandundu. In Year 2, the three remaining provinces will receive the training.

Targeted participants: ETDs

Outputs for 3.2.7 – 3:

- Training for 3 ETDs, in each of South Kivu, Maniema and Katanga and reports on training
- Initial M&E systems designed by ETD participants
- Refined M&E systems based on feedback from PBG experts

3.2.9 - Training Programs in planning and basic administration and financial management

3.2.9- SA3 – Basic training of ETDs in public financial management and on the budgeting process as a financial and policy tool

ETDs in South Kivu, Maniema and Katanga will receive training in financial management and the budgeting process in Year 2. The objective of the training is to lay the foundations for a system that operates transparently and predictably, and makes best use of very limited resources. The financial management module will look at budgets, procurement rules and systems, disbursement procedures, creditors and debtors, taxes and other revenues, audit and bookkeeping. Particular attention will be paid to the budget process, the involvement of stakeholders in the process, transparency in development and expenditure of the budget and similar matters. The centrality of the budget as a tool for responsible and orderly financial management will also be emphasized.

Targeted participants: ETDs in South Kivu, Maniema, and Katanga

Output for 3.2.9 - 3: Financial management and budget process training for each of the three ETDs each in South Kivu, Maniema and Katanga

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- SA1 through SA4 – Development of models for pilot public-private partnerships

The private sector offers an important asset in terms of skills and capital. Public private partnerships have not been a feature of development in the DRC due to a number of factors, but this does not mean that there is not scope for modest pilot projects in the field.

In order to explore the potential PBG will search out willing partners within selected ETDs to design and implement a pilot project. The project will start in the province of Katanga that has the strongest private sector. ETDs will be invited to submit applications for participation, based on their current plans and working



relationships with the private sector. It is hoped that by the end of Year 2 the project design will be substantially complete, and the parties ready to start implementation.

The activity will be conducted in four phases (or four sub-activities), of which it is hoped to complete the first three in Year 2:

- Selection of ETD and possible-private sector partner (SA 1)
- Project identification and feasibility study (SA 2)
- Preparation of contract documents (SA 3)
- Contract signature and start of implementation (SA4)

Targeted participants: TBD ETD in Katanga

Output for 3.2.10 – 1/4: Public private partnership contract documents completed

3.2.10- SA5 –Development of models for community-based partnerships in project implementation

PBG will continue the innovative work undertaken under the BRDG project to pioneer community involvement and commitment in the management of natural resources. Taking the case of the Tshuapa-Lomami-Lualaba Project (which is partially within the Bangengele Chefferie which has already been identified as a participating ETD in Maniema Province) it will support the process of community involvement in the development of regulations regarding hunting and fishing in the conservation zone surrounding the Lomami Basin nature reserve. Technical assistance will be provided to manage the community involvement and to draft the regulations for adoption by the *Conseil Consultatif Provincial*, the provincial Ministry of Natural Resources and the Provincial Assembly.

This activity sets an important precedent regarding the collaboration between communities, local government and the Provincial Government, and thereby also furthers the objectives of activity 3.5.3. *Clarification of role and responsibilities between branches of government in general and vertically between national, provincial and ETD authorities.*

Targeted participants: ETDs in Maniema

Output for 3.2.10 – 5: Procedure manual for developing community partnerships

3.2.12 - Action Plans developed and signed

3.2.12- SA3–Facilitate development of action plans in ETDS in South Kivu, Maniema and Katanga based on assessment and participatory workshops at each level.

The action plans build on the assessments conducted under IRs 3.2.1, and 3.2.6, with reference also to the work required under 3.2.7 (monitoring and evaluation) and the media and public relations work integrated throughout these activities. The activity will also incorporate the work of 3.4.4. The process of assessment, selection, and local-level consultations described above lead to the development of action plans that will be incorporated into an MOU that will be signed by the provinces, the concerned ETDs and by PBG.

To lay the ground work for action plans, workshops will be held with each participating ETD. These workshops will give an opportunity to the participants, who will be from the ETD concerned, with provincial and CSO representatives in attendance, to discuss the findings of the assessments. Based on this, action plans to remedy existing problems and plan future activities in the short and medium term will be prepared by the ETD representatives in conjunction with CSO representatives. The workshops will be facilitated in such a way as to keep discussions within the likely limits of possible budgets, and with consensus being built



around the targets, implementation strategy and budgets. Through IR1 the project will hold a workshop in each ETD to identify suitably representative participants from Civil Society and to prepare them for participation in the Action Planning workshops.

Targeted participants: ETDs in Bandundu

Output for 3.2.12 – 3: Action plans

3.2.12- SA4 – Negotiate MoUs

The action plans will be consolidated and elaborated by STTA, and put into the form of a working document which will form the basis for the MOU. We will assess progress annually and continued program support will depend on the results. All action planning workshops will elect a steering and monitoring committee to track implementation of the plan.

Targeted participants: ETDs in Bandundu

Output for 3.2.12 – 4: MOUs incorporating action plans, signed by local government, provincial government.

3.2.12- SA5 – Solicit proposals from ETDs for grant funding

Small grants will be used as an incentive to ETDs to accelerate reform and improve their management. Interested ETDs will submit formal applications for PBG support. Criteria will aim principally at assessing the level of motivation of the ETD to participate in the program and will likely include:

- The ETD's understanding of program objectives and realistic expectations of what can be achieved;
- The ETD's conformity to transparency requirements under law, for example, ETDs can be evaluated on the extent to which they already make use of the media to update the public on ETD work;
- An offer of cost-sharing (at least in-kind); and
- A demonstrated willingness to actively participate and share experiences with other ETDs.

Grants will support such activities as improvement of service delivery and micro-infrastructure development.

Targeted participants: ETDs in Bandundu

Output for 3.2.12 – 5: Officials in selected ETDs receive the opportunity to apply management techniques imparted through PBG capacity building. Timing of this activity is linked to that of Action Plans.

3.2.12- SA6 – Establish mechanisms to track local development cross sectorally

This activity is a linked to the Action Planning process and will therefore be conducted in the other three provinces in Year 2.

The action plans steering committee will work with the Provincial and ETD authorities, with TA from the project being provided to implement the Action Plans, to identify all donor-funded development projects, and track progress.

Targeted participants: ETDs in Bandundu

Output for 3.2.5 – 6: Report from each ETD tracking donor-funded development projects in each area, scheduling, balancing and coordinating projects by sector



3.4 MORE EFFECTIVE FINANCIAL MANAGEMENT AND BUDGETTING

3.4.1 - Basic training in public financial management

This is being addressed under activity 3.2.9

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

This is being addressed under activity 3.2.12

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

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

3.5.3- SA3 – Support the Conference of Governors if it occurs

PBG will offer its support to the Conference of Governors. There were scheduling changes in Year 1 which prevent participation by PBG in Year 1, but it is hoped that in Year 2 we will have an opportunity to provide speakers to present a PBG-prepared discussion paper. This will allow us to highlight the issues which may be of concern, and provoke a debate regarding solutions and ways forward. It will also lay the ground for cross-provincial and ETD exchanges which can be developed and implemented in subsequent years.

Targeted participants: Governors nationwide

Output for 3.5.3 – 3: Report on material and other assistance provided and review of the value and impact of the support provided. Proposals regarding cross-provincial and ETD exchanges.

3.5.3- SA4 – Facilitate the creation of a semi-annual Round Table of Women Leaders in Public Service

PBG has supported women leaders in public service by forming a Round Table that is to meet semi-annually and function as an on-going support network. The group's agenda will continue to be supported in Year 2 through continuous provision of technical resources and coaching. PBG will also link the Round Table group to regional and international organizations that support the advancement of women leaders in public service.

Targeted participants: Women public servants in PBG provinces

Output for 3.5.3 – 4: Round Table of women local government leaders supported and 2 Round Table events held.



3.5.3- SA5 – Develop new links between local communities, ETDs and Provincial authorities for environmental management

PBG will continue the work undertaken under the BRDG of developing new forms of governance in relation to natural resources management and the involvement of local communities in conceptualizing and formulating regulations regarding the management of their environment, taking the case of the Tshuapa Lomami Lualaba wild life reserve (partially in Bangengele Chefferie in Maniema Province). This is important for two reasons. The BRDG project supported the establishment of the first *Conseil Consultatif Provincial* which is a statutory organ designed to give a voice to local interests in natural resources management. It is fortunate that PBG can continue and embed the gains already achieved in this respect. Secondly, it will assist the interested communities to conceptualize and formulate regulations regarding hunting and fishing that are essential for sustainable wildlife management. The activity will include workshops at which provincial, local and community representatives can agree appropriate roles in the process. This work also furthers the objectives of Activity 3.2.10 – *Support for enhancing accountability and public participation at local level through new mechanisms for civil society and public-private sector organizations to act as implementing agents.*

Targeted participants: ETDs in Maniema

Output for 3.5.3 – 5:

- Proposals for hunting and fishing regulations for adoption by the Provincial Ministry
- Report on the process used as a model for other community participation in legislative frameworks.

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

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

Determine points of difficulty regarding decentralization within the executive branch of government

Given delays in adopting and implementation of decentralization legislation it is proposed to concentrate on the executive branch mainly at the provincial level at this stage. This activity will be combined with 3.1.8. The situation will be reviewed in future years as legislation comes into effect.



Year 2 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 per Qtr. 3 Work Plan Revision	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
3.1.2		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 2) 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
3.1.3 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) One 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
3.1.4 R Assist the Ministry of 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 of 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	Will be 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		N/A



3.1.6 R Assistance to the Ministry of 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	Will be 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	Will be completed in August.	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	Will be completed on schedule.	N/A
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	Will be 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
3.1.7 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	Will be 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	Will be 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		3.4



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	Should be completed on schedule.
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	
3.1.9 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	
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	
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.



3.2.1 - 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 SK, 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	
3.2.2		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	Will be 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	Will be 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 & responsibility of ETDs)	2-Aug-10	30-Sep-10	Will be completed in Year 1.	3.1; 3.2	
3.2.2 - 4	MAN	R	SA 4: Workshop on the Chaine de Depense	1-Apr-11	30-Jun-11		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	
3.2.4		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.					



<p>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. 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 planned under Activity R 3.1.6, sub2, however should address much of this activity.</p>							
<p>3.2.6 R Assessment of the management capacity of a number of ETDs in the pilot provinces</p>							
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
<p>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</p>							
3.2.7 - 1	BAN	R	SA 1: TA on <u>M&E systems adapted</u> to capacity and conditions in each of the three selected Bandundu ETDs.	1-Jun-10	30 Sept. except for 1 ETD	This training course will be conducted jointly with 3.2.9.-1 by the end of Year 1, with the exception of Bukangalonzo, which will be completed by October 7, 2010.	3.1/2
3.2.7 - 2	BAN	R	SA 2: Selected Bandundu ETDs receive <u>direct assistance to conduct project</u> related activities (including M&E and implementation of Action Plans)	1-Jul-10	30-Sep-10	Will be completed on schedule.	3.1/2
3.2.7 - 3	MA N SK, KAT	R	SA 3: TA on <u>M&E systems adapted</u> 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
<p>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</p>							
<p>3.2.9 R Training programs in planning and basic administration and financial management for the provincial government administration.</p>							
3.2.9 - 1	BAN	R	SA 1: <u>Financial Management training</u> for each of the three ETDs in Bandundu (3 workshops total)	1-Sep-10	Oct. 7, 2010	This training course will be conducted jointly with 3.2.7.-1 by the end of Year 1, with the exception of Bukangalonzo, which will be 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	This must await new legislation which will govern these processes. This will be done in Year 2, as 3.2.9.4.	3.3/4/5/6
3.2.9 - 3	MAN SK, 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 SK, 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
3.2.10		R	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 This will be started once Local Council elections have been held, as part of the development of the systems of the new ETDs				
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		
3.2.10 - 4	KAT	R	SA-4: Contract signature and start of implementation	1-Sep-11	30-Sep-11		
3.2.10 - 5	MAN	R	SA-5: Drafting of manual for community-based partnerships	1-Dec-11	30-Sep-11		
3.2.11		R	Assessment of current situation at startup with stakeholders This will be undertaken 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	Will be 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	Will be 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	R	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		3.2 - 3.4
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

- 3.2.13** ○ **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** ○ **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** ○ **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** ○ **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** ○ **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** ○ **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** ○ **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.
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 Pereguation 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
3.4.5	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							
This activity will occur when provinces and ETDs have reached the stage where they have success stories and implementation problems to share.							
3.5.2 R Develop communication networks between the Senate and National Assembly <i>Bureaux d'etudes</i> 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	This has slipped by two months; now scheduled for 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		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		3.4
3.5.3 - 5	MAN	R	SA 6: Report on process used as guideline for community involvement in legislative frameworks	1-Feb-11	31-Jul-11		3.4
3.5.4 O 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** **O** **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** **O** **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** **O** **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 R Establish <i>Cadres de concertation</i> between various government agencies on key policies						
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	Should be completed on schedule.
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.						
3.6.3 O More inclusive involvement of the judiciary in the drafting of laws - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.						

3.7

End of Draft WORKPLAN YEAR 2 – FY2010