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PBG Quarterly Report *'Programme de Bonne Gouvernance'*

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Programme de Bonne Gouvernance

Second Quarterly Report FY 2013
January 1, 2012 – March 31, 2012

Quarterly 14 for Task Order # DFD-I-01-0800071-00

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

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I – INTRODUCTION

In October 2009, the life of the ‘Programme de Bonne Gouvernance’ (PBG) began. This thirteenth quarterly report, covering activities from October 1, 2012 to December 31, 2012, focuses on the first quarter of implementation for Year 4 (FY 2013) workplan activities of this \$36,251,768 five-year (three years with two option years) program whose purpose is to improve management capacity and accountability of select legislatures and local governments. The program operates in five areas of the country (the capital, Kinshasa and the provinces of Bandundu, Katanga, Maniema and South Kivu), working closely with three categories of Congolese partners:

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

Major achievements of this past quarter include:

Under IR1

- ✓ Trained a total of 583 members of civil society organizations across four provinces and 12 ETDs;
- ✓ Sponsored 49 interactions between civil society organizations and government authorities;
- ✓ Organized workshops on legislative drafting benefitting our CSO partners in all four target provinces;
- ✓ In collaboration with IR2, promoted 9 public audiences which brought together National MPs, Provincial authorities and CSO members with 1005 participants;
- ✓ Fostered 6 local media governance programs.

Under IR2

- ✓ Trained or provided technical assistance to a total of 909 staff and members of Parliament across five different legislatures at the provincial and national level;
- ✓ Sponsored the drafting of an edict proposal on public finances in South Kivu;
- ✓ Promoted 40 public audiences conducted with provincial and National MPs;
- ✓ Conducted a workshop to improve techniques for drafting legislature in all four target provinces targeting CSO partners, the Provincial Assemblies staff members and the *bureaus d’etudes*;
- ✓ Conducted workshops on the Extension of the Provincial Awareness-building of the Research Network in three provinces targeting CSO partners, the Provincial Assemblies staff members and the *bureaus d’etudes*;
- ✓ Supported meetings to develop a manual of administrative procedures benefiting the Maniema and Katanga Provincial Assemblies ;
- ✓ In collaboration with INTERNEWS, conducted a workshop on media coverage of parliamentary activities in Katanga.

Under IR 3

- ✓ Trained a total of 512 local government employees ;
- ✓ Provided technical assistance
- ✓ Conducted workshops on the management of public finances, participatory budgeting and citizen report cards in Maniema and South Kivu benefiting 6 ETDs
- ✓ Promoted the third national Women’s Round Table of Leaders in the Public Service;

II – POLITICAL BACKGROUND

Overview of the situation at the National Level

In January the Kampala talks resumed between the DRC Government and the M23 armed movement. While the government delegation’s intentions were just to evaluate the alleged non-compliance of the March 23rd, 2009 agreement which was used by the M23 elements as the pretext for the mutiny. The delegates of this movement were seeking to negotiate the status of President Kabila’s legitimacy, the revision of the Constitution and security sector reform. These elements all suggest a likely impasse for the talks.

- On February 24th, the DRC peace agreement of Addis Abeba was signed. In the presence of the U.N. Secretary General and the President of the Commission of the African Union, eleven African countries pledged to allow for the restoration of peace in the war torn eastern part of the DRC. The document prohibits other countries from providing support to rebel movements and encourages a series of reforms that will promote the establishment of rule of law in eastern DRC where government institutions are particularly weak. A neutral international force under the command of the MONUSCO will be deployed to hunt down armed groups who are in the process of spreading violence of all kinds in eastern part of the DRC.
- On March 15th, the National Assembly opened its regular session with the objective of concentrating on the examination and the adoption of draft laws on decentralization, such as the law on programming different methods for the installation of new provinces, the organic law determining the boundaries of the provinces and the city of Kinshasa, the law on ratification of the Ordinance-Law No. 13/001 of February 23rd, 2013 establishing the nomenclature of rights, taxes and licensing fees in the provinces and decentralized territorial entities, as well as their repartition.
- On March 28th the UN Security Council adopted a resolution to create an international brigade within MONUSCO for a period of one year. This special unit will be responsible for combating and neutralizing armed groups operating in the eastern Democratic Republic of Congo. The special intervention brigade will be composed of 3,069 men from South Africa, Tanzania and Malawi.

South Kivu

- The provincial governor, Mr. Marcellin Cishambo was commended by the Provincial Assembly when he announced his commitment to the rehabilitation of major urban roads in the city of Bukavu. He has been spotted visiting project sites regularly to monitor this work. Civil society took advantage of this opportunity to remind him to continue work on the road from Bukavu to Uvira which forced the displacement of families in a city community to make way for this rehabilitation. For the sake of accountability, the CSO members have also requested that the Governor produce workplans and estimated budgets for these road rehabilitation projects.
- The Provincial Direction for the Mobilization and Control of Receipts (DPMER), created by a Provincial edict, commenced its activities by training its 161 newly recruited officers. The training program focused on the theme "Good Governance, finances and financial decentralization in South Kivu: Tools, techniques, methods and procedures for the efficient and effective mobilization of provincial revenues." The Governor, who delivered the opening address officially welcomed this occasion as an opportunity to provide materials and knowledge which will enable the DPMER agents with the capacity to mobilize Provincial taxes which will provide at least one million U.S. dollars per month for the Province.
- The regular session of the Provincial Assembly was opened on March 30th 2013 with the President, Mr Baleke's address that in particular challenged the provincial government to effectively implement the recommendations made for them in regards to the execution of the 2012 budget, before stressing that the controls would be further improved for the year 2013 in progress.
To this end, he announced the review and vote during the current session of an edict on rendering accounts in accordance with the Act on public finances.

Bandundu

- Bandundu launched a province-wide awareness building campaign for tax compliance with the objective of maximizing provincial receipts in order to meet the commitments made in the 2013 yearly provincial budget. The governor urged CSO leaders to be involved in this campaign and emphasized the mandatory tax payment for all provincial resident citizens. The amount of this tax varies between 2000 and 25,000 Congolese Francs payable once a year. In order to set an example the Governor, Jean Kamisendu was the first resident to pay this tax, depositing 250,000 Congolese francs into the provincial treasury.
- On February 15-16 the Bandundu Provincial Government organized a workshop with the dual objectives of evaluating progress made and to plan the future implementation of its action plan for the ETDs. This meeting brought together the supervisors of all the ETDs and *institutions deconcentrees* in the province and was an opportunity to assess what has been achieved since the inauguration of the incumbent governor and what changes can be made within the ETDs to improve implementation of

the individual plans. For this purpose, a road map was developed, indicating the agricultural feeder roads which should be rehabilitated and strategies for maximizing revenue for the development of the province were updated. In addition, on February 27th, a framework was put in place for cooperation between the provincial government and the CSO provincial coordination. This consultation framework is intended to serve as a space for dialogue, and information exchange between the two parties of provincial governance who will complement each other and prevent a relaxation of necessary regulations which could lead to violations of the rights of the population as a whole and also of Provincial officers.

- The International Foundation for Electoral Systems (IFES), in collaboration with the CENI and MONUSCO and with support from USAID organized a workshop on the *boite a images* promoting decentralization and local elections benefitting 30 CSO member trainers. The participants came from the Kwamouth, Kenge, Masi-Manimba, Kasongo-Lunda, Idiofa, Inongo Bolobo, Mushie and Feshi territories. This activity took place on February 5-7 and participants discussed issues related to improving citizen participation and civil society capacity building in governance and transparency. The IFES provincial coordinator had indicated that this three-day training was part of the VOICE 3 project which involves issuing micro-grants to CSOs which will enable them to initiate capacity building activities benefitting the local population and encouraging them to actively participate in the decentralization process and elections and to strengthen the participation of partner institutions in the promotion of decentralization. This activity is receiving financial support from USAID, Canada and DFID and anticipated results include creating a core of CSO trainers within the province who will help people better understand the electoral process and the actual scope of the local elections by facilitating workshops throughout the province. PBG could link the IFES program themes to project activities involving civic education.
- On March 5-6, the Governor, Jean KAMISENDU Kutuka hosted a series of consultative meetings with officials and public services as well as the leaders of civil society and political parties. Held eight months after his inauguration, these consultative meetings were intended to determine the state of the Province in the form of a mid-term review of the performance of the provincial government and identifying weaknesses and strengths of the provincial executive in order to formulate future actions designed to eradicate persistent gray areas that still plague the province's progress. On this occasion, the Governor has collected complaints and relevant recommendations from his interlocutors. Furthermore, on March 30th, the 12th regular session of the Provincial Assembly was opened by the President's President Boniface Ntwa Boshiewa who seized the opportunity to ask MPs to take advantage of the PBG website www.gouvernancepour tous.cd to review the different materials to be considered within in the context of parliamentary control. Among the materials, available on the site are the assessment of the "agricultural villages program," a description of the level of mobilization of provincial receipts through the Bandundu revenue brigade (BRB), the level of implementation of recommendations provided by the Provincial Assembly to the executive government as well as the collection of the minimum personal income tax (IPM) and the problem of Bandundu ferry and the state of the road section Bandundu-Mongata.

Maniema

- The provincial Minister of Mines has established a system for labeling minerals in order to comply with the Dodd-Frank Act which requires U.S. companies to make public the origin of the minerals they acquire. By applying this measure the provincial government intends to show that the labeled ore does not come from conflict zones and is not being sold by armed groups who maintain the war in eastern DRC.
- The Provincial Governor Mr. Pascal TUTU Salumu brought together all actors involved in the agricultural sector to encourage them to harmonize and present their action plan for the year 2013 in the governor's office. This meeting was also intended, to encourage industry stakeholders to bring and present their 2013 action plans to Provincial Governor.
- The mining company BANRO which is operating in the town of Salamabila in Kabambare territory is in open conflict with the local civil society. BANRO has signed an MOU with the DRC government which details many commitments, including housing construction for artisanal miners living in the mining

company's concession. The nature of the disagreement is that despite the MOU, BANRO is planning to dislodge all the artisanal miners from their concession.

- The media landscape was enriched Maniema on March 1, with the inauguration of a new community and religious radio, "Radio Catholic Mushauri" covering a 250 km radius around the city of Kindu with the same frequency modulation as the other seven existing stations. The regular session of the Provincial Assembly, like other provinces, opened March on 30th, under the leadership of its vice-president.

Katanga

- Insecurity is becoming a topic of increasing concern in the major cities of the province (Lubumbashi, Kolwezi and Likasi) to the point that an average of 5 corpses are found on city streets every week. The authorities are yet to effectively react in order to determine the causes and find a solution to this problem. The central government has increased the salaries of civil servants employed in the Primary Secondary and Vocational Education (EPSP) institutes, but well below the expected levels and many have expressed the desire to conduct a strike, an act which is currently prohibited by their union.
- On February 6th, the Governor, Moise Katumbi met CSO delegations in Lubumbashi, Likasi, Kolwezi and Kalemie in the Governor's Office Banquet room. This meeting allowed civil society to thank the Katanga Provincial Government to have provided for their use a house called Civil Society Katanga and have a line item in the provincial budget for the operation of this "home." They eventually agreed to keep this consultation framework, which will meet once a quarter to discuss governance issues of common interest between the provincial government and civil society.
- On Wednesday, February 6th the Governor met with CSO delegations from Lubumbashi, Likasi, Kolwezi and Kalemie in the Governor's banquet hall. During this meeting the delegations took the opportunity to thank the Governor for the buildings which were put at their disposal by the provincial authorities for their use and at the same time submitted a list of logistical needs which would have to be met in order to render this initiative operational. In response, the Governor informed the delegation of the existence of a line item in the provincial budget for support for the civil society. The Governor also expressed the desire to organize a meeting with CSOs every quarter to discuss critical issues in the province. This meeting provided a new opportunity for CSOs to have a regular interaction with the authorities. CSOs agenda should be based on win-win strategies to better capitalize on the Provincial Governor's willingness to collaborate.
- In addition, Lubumbashi CSOs participated in an encounter organized on February 6th by the Interior Minister at Kalubwe Lodge in order to meet with Facebook friends. The purpose of the meeting was to explain to Friends strategies for the effective implementation of decentralization. The Minister also confirmed that decentralization and *decoupage* will actually take place but it will have to be compensated, as the cost of installation for a single province is estimated at \$50.000.000. He also insisted that the division was not made on the basis of tribes let alone in any way result in the transfer of public servants. He urged the participants to promote awareness building on the *decoupage* process in order to assure that some politicians who oppose this process don't seize the opportunity to manipulate public opinion.
- An incursion of about 250 secessionists Mai Mai militia entered the city of Lubumbashi on March 23rd which created a general panic in the city. This group eventually surrendered to the MONUSCO office after a response from the government military following the initial attack. This attack resulted in 35 dead and several wounded. The militia members were subsequently arrested and taken to Kinshasa to be brought to justice. On March 30th the regular session of the Provincial Assembly of Katanga opened, chaired by its president, Kyungu wa Kumwanza, who denounced the fatal incidents which occurred on March 23rd without commenting on the claims of the secessionist group.

III – SUMMARY OF PERFORMANCE ADVANCES

Below is a description of PBG’s main activities and achievements from January 1, 2013 to March 31, 2012, organized under the three Intermediate Results (IRs) defined in the contract.

IR 1 – CITIZENS DEMAND ACCOUNTABILITY

Meetings held with PBG partner organizations

A meeting with the new CENADEP Chairman of the Board of Directors, Mr. Baudoin Hamuli laid the groundwork for future collaboration between DAI and this important local NGO partner. CENADEP proposed that Mr. Hamuli will continue to play the role of the PBG focal point and the new Director will assume the daily supervision of activities within the framework of his responsibilities. CENADEP also pledged to recruit new Capacity Building Specialists (CBS) for the provinces of Maniema and South Kivu following the resignation of Mr. Ramazani in Kindu and Basil’s prolonged recuperation after suffering a stroke in South Kivu. Regarding recruitment CENADEP has already submitted documents including EBDs to DAI. These documents must now be submitted to USAID for approval. Three subsequent meetings were convened with CENADEP to discuss the transfer of website *gouvernancepourtout* to another host. Concerning Following a difficult collaboration with LOGICSOFT, they have accepted an amicable end to the collaboration and the transfer process has been completed.

IR1 activities in Maniema and South Kivu were hampered by the absence of Capacity Building Specialists in both provinces and CENADEP began the recruitment process for the PBG project. Mr. Baudouin Hamuli KABARHUZA traveled successively to Kindu and Bukavu to finalize this process. In Maniema, Mr. Jacques MISAKO was selected and in South Kivu, the prime candidate goes by the name of Mr. Serge BARUKA Namira. Both candidates will be subject to USAID’s approval before they can be hired.

Programmatic Accomplishments

Activity IR1.1.3 (SA5): CRDs: Calls for proposals for CRD takeovers.

Bandundu.

On February 8th the Provincial staff scheduled a meeting with 10 participants representing several organizations in Bandundu city (one woman took part in this meeting). Among the organizations present were CSOs, academic institutions of higher learning and universities who all presented themselves as potential beneficiaries to take over the Bandundu CRD. The Governance Advisor and the IT Specialist explained the nature of the call for proposals and answered questions from participants. This meeting was an occasion to impress upon the participants the importance of assuming ownership and that assuring good management and sustainability of the CRD is no small responsibility. A description of the equipment was presented and supplemented by a guided tour facilitated by the Bandundu PBG IT specialist and an emphasis was placed on the deadline for the submission of bids.

1.1.3/5 (SA3) – Circle of Women

PBG has been in the process of identifying potential community radio station partners in order to relaunch broadcasts of *A nous la parole* after a brief interruption du to the termination of the contract between DAI and SFCG although certain radio stations continue to provide support outside of PBG. This procedure was initiated after failed discussions with Internews on conducting a collaborative effort, a failure that is justified by a difference of philosophy between the two programs. Internews encourages women to exercise the profession of journalism by providing them with practical training. Each woman who has received training is expected to produce a documentary on the conditions of women in their given environment after which during the presentation of the documentary, a discussion is organized around the story. This is also the only point in the process where the two programs can work together in collaboration by inviting women leaders to view the presentation followed by a discussion. In contrast, the broadcasts produced by the PBG are aimed at promoting the advancement of women through leadership debates on a given topic. The PBG staff has identified several radios stations who have

submitted their budget proposals for further Circles of Women broadcasts. After long negotiations, the PBG has reached a compromise with some community radio stations for the production and broadcasting of programs. The materialization of this agreement will be established by the signing of the contract which will take place next month.

South Kivu

Due to the exorbitant rates being charged by the local radio stations if engaged in a direct contract between a contractor and the radio stations, the PBG is currently evaluating the possibility of signing a service delivery contract with a CSO partner to organize different programs. This would both reduce the cost but also ensure ownership and sustainability of the activity. Playing on the theme of ownership, the PBG approached a CSO AFEJUCO (Association of Women Lawyers of Congo), to discuss with this organization the possibility of them implementing a program of civic education-related broadcasts in partnership with the NGO JPDH (Journalist for the Promotion of the Defense of Human Rights) and take the lead in the production of *A nous la parole* programs in South Kivu. AFEJUCO has some experience with the media due to the broadcasts that it produces on civic education. This CSO has also expressed an interest in issues concerning promoting women's rights and women's leadership. Discussions are going well and hopefully during the month of April, the broadcasts may be launched under their leadership. The sustainable success of this collaboration is an example which can be used for *A nous la parole* broadcasts in the other target provinces.

Bandundu

Some radio stations continue to broadcast *A nous la parole* without the technical and financial assistance of PBG in Kikwit. Does financial and/or technical support endanger this first sign of ownership? PBG is considering a strategy to ensure the sustainability of these programs in Bandundu and next month will resume normal programming. On February 5th in Bandundu city, a program was moderated by Ms Viviane Sakata and Marinette MASAMBA without any assistance from PBG. Three journalists facilitated this activity, Blaise Mabala who works for AMEN FM Radio, Jean Claude TANGAMU of BANDUNDU FM and Achil KITENGE of Radio FM Bangu. This program addressed the theme: "Gender and profitable Agricultural activities for development in BANDUNDU". This discussion was to raise awareness of the Bandundu women's role in agricultural production. Women leaders have proposed possible solutions to alleviate the cumbersome tasks of rural women. An important thing to note is that the Bandundu partners re-launched broadcasts of *A nous la parole* with partial funding from PBG which covered costs only for the transportation of stakeholders and journalists. The rest of the costs were covered by the radio itself.

Maniema

After having drafted a quarterly calendar of program production *A nous la parole* together with women leaders and concerned radio stations, produced and broadcast their first show on this radio station on March 21st under the facilitation of Mr. Norbert SENGA, a former journalist-producer of *a nous la parole* broadcasts on Radio Liberty Maniema. Three guests (Mrs. TABU NASSOR, Coordinator from the synergy of women in action, Mrs. Gertrude BAISICHTWA, director of the gender and family division office and Mr. Zacharias BAFWAFWA, Program Officer at AJFMA) discussed the theme: "Maniema women with respect to the International Day of the Woman (March 8th): values and expectations". These guests discussed the historical context of the day, its purpose and objectives, expectations, impact and obstacles/difficulties encountered in relation to the celebration of this day and proposed possible solutions and formulated recommendations. Although phone lines were open no callers were recorded and it was thought that the listeners are not yet accustomed to following this issue on this station.

Katanga

After reaching a compromise with the Katanga community radio (RCK), broadcasts will resume in April on the themes of violence towards women and birth registration.

Activity IR1.1.1-1 (SA2): Training on the drafting of Legislation

Thanks to the CSO annual evaluations, the PBG had identified gaps in our CSO partners' knowledge of the development of legislation to better channel advocacy activities targeting elected officials. This led IR1 staff members to plan training in legislative drafting in Bandundu and Katanga. The particularity of this

activity is that the CSOs have identified and proposed resource persons with backgrounds such as lawyers or some other expertise who are available and willing to facilitate periodic reviews of the subject matter for other members in order to ensure sustainability. In view of the importance of the subject, the workshop brought together members of CSOs and members of the *bureau* of the provincial assembly. In Bandundu, 20 provincial assembly staff members and CSO partners including 2 women from Bandundu city, Kikwit and Bukangalonzo attended this workshop. The objectives of this workshop were to better understand the legislative process and acquire knowledge about the drafting of edicts and powers and responsibilities under exclusive provincial jurisdiction and those which concern the justice sector. In order to evaluate the quality of a training course one must refer to the number of edicts produced by the Bandundu Provincial Assembly who have only produced four edicts since 2006: (edicts concerning respectively the creation and functioning of the Bandundu revenue brigade or BRB, the law on child protection in the province of Bandundu, and the law on procurement and sanitation in the areas of transport throughout the province). This demonstrates that there was a definite need for training on this subject matter in terms of its quality. According to the Provincial Assembly *bureau* the quality of the training itself and the level of selected participants allowed the participants to acquire a basic knowledge in developing and drafting of edicts and the application of legal standards to allow the admissibility of a large number of proposals edict proposals. In Katanga, the workshop took place on January 9-11 and was conducted in the conference room of the DAI CRD office with a total participation of 20 CSO partner members, including 5 women. This workshop had two essential objectives:

- Provide CSO partners with knowledge in the development and drafting of legislation to increase the chances of admissibility of edicts to be developed and endorsed by MPs;
- Provide CSO partners with a better understanding of the legislative process and an understanding of the powers and responsibilities of exclusive provincial jurisdiction and those which concern the justice sector

Workshops on legislative drafting were organized in all four target provinces and our CSO partners are now able to successfully prepare an edict and measure its legal scope. The next step is to provide technical assistance to help CSOs develop a strategic plan for reviewing what was learned in order to assure sustainability.

Activity IR1.1.3 (SA4): Technical Assistance

Due to the absence of a CBS in Maniema and South Maniema and South Kivu, no formal technical assistance activities were implemented.

Bandundu

Technical assistance consisted of providing support to CSO partners for the preparation for the workshop to train data collectors.

Katanga

Technical assistance was provided to CSO partners to finalize seven projects selected for Katanga including 4 in Lubumbashi, 2 in Kolwezi and 1 in Likasi. The technical assistance led to the final version of the following activities:

- Reformulation or coordination of themes;
- The definition of specific activities according to the themes of each project;
- The harmonization of activities and budgets for each project

Activity 1.1.3/5 & 1.2.3 – CSO Good Governance Website Development

Apart from routine activities in an ongoing effort to ensure the site's sustainability, PBG supported CENADEP in the development of proposals for submission to financial partners. The first proposal was submitted to the NED (National Endowment for Democracy).

The need to transfer the site to a new host arose after noting certain inefficiencies with the current host provider, Logicsoft. The site is now hosted by GWD. Currently the site is in a reformatting test stage; checking the operations of all components and modules of the site with respect to the quality of operation

and location in the new remote server.

A meeting of the National Steering Committee

A workshop on the revitalization of the provincial steering committee and upgrading the data collectors for the *Gouvernance pour tous* website was conducted in Bandundu on January 29-31. Twelve participants including six members of the Steering Committee and six data collectors benefited from this activity. The final day of this activity was devoted to awareness-building on the research network on public policy concerning good governance in the province which included twenty participants from different backgrounds: experts, researchers, industry specialists, teachers and CSO team leaders.

Data collection

Information relating to MPs including their profiles, information on their activities during recess and interventions either in the press or during plenary sessions has been posted on the site. The data collection activity was very intense in Katanga and Maniema and also as usual in Kinshasa where a significant amount of information was collected this period. This is the result of experience sharing workshops and coaching collectors which paid off.

South Kivu

The revitalization workshop for the site steering committee was held on February 22nd with the participation of 22 people, including three women. CSOs were able to review the operational difficulties of the steering committee and the lack of collaboration between the data collectors and the steering committee. They asked the PBG to reinforce the process by putting at their disposal a modest budget to cover meetings before they actually restart the activity. The issue is still pending while PBG reviews the request. A plan for a sustainability strategy have been developed and should provide a lot of coordination efforts for the connection between the national steering committee and those of the provinces to ensure a flexible and appropriate collection system. CSOs have realized that they should make more of an effort to replace the data collectors over time. On February 21st, the first day of a workshop on extending the network was attended by 26 persons including 7 women, and discussions revolved around the issue of the network operations budget. After discussion, it was shown that each organization will conduct research and share on line with the other members to enable them to carry out advocacy to influence public policy and not to only focus on typically scientific research. The logical framework of the health sector in South Kivu has also enabled participants to immerse themselves in the situation and to what extent they can provide and share information for a fruitful exchange. Discussions were tough but participants have expressed interest in the network and it remains to determine a way to launch actions and involve different organizations. Six data collectors were trained in a capacity-building workshop and have signed on for a 3-month internship. This workshop enabled the data collectors to organize a meeting with the Steering Committee in accordance with the recommendations of past workshops and undertake the process of preparing the next generation of data collectors which will be made up of partner CSO members. The meeting focused on the validation of the data provided to publish on the site. MPs' CVs presented by some of the collectors were found to be incomplete and research is needed before publication. This collaboration is a good omen for the establishment of an effective system for collecting data.

Maniema

On February 14th, the PBG hosted a workshop for the steering committee with CSO members and some MPs as observers. As elsewhere, the steering committee has been working on the establishment of a system of information collection, the process of its ownership and sustainability. Unlike in other provinces, the Maniema data collectors are dynamic. The workshop was focused on sharing experiences and difficulties faced by collectors in the field. Relations between the data collectors and the steering committee were also discussed.

The final day was dedicated to network based research network on the logical framework on agriculture. The problem of network funding was raised but the facilitators explained the meaning and objectives of the network to demonstrate to participants that there is not a need for direct funding of the network. Each organization will remain independent and share online information with other members of the network

to facilitate advocacy actions.

Katanga

On February 27-28 the workshop on the revitalization of the Provincial Steering committee was conducted updating tools for data collection in the field and provided for the sharing of experiences and enabled the Kinshasa collector to correct faults observed in the provincial collectors' methodology and to improve future data collection. During the workshop, participants identified the difficulties encountered, critical bottlenecks and possible solutions to alleviate these bottlenecks and to ensure ownership and sustainability of the site by CSOs. Total attendance was 20 people, including two MPs and two women. The last day of the workshop on March 1 was devoted to the extension of the network. The workshop on upgrading collector's capacity and sharing experience energized the data collectors in Lubumbashi who took advantage of their newly-learned strategies. Gradually the barriers that blocked access to the Provincial Government are crumbling and the authorities are beginning to recognize how the website can have a positive impact on governance and to easily provide data collectors with information. This greatly facilitated the data collection process during the month of March.

Activity IR1.3.6 / 2: Debriefing Session with CSOs.

South Kivu

The partners' self-assessment workshop was conducted on February 25-27 in the Bukavu CRD conference room. This workshop enabled participants to present the latest version of grant activities and suggest ways to solve various problems observed during the course of their implementation focusing on the ownership and sustainability. 20 participants including 12 women contributed in order to provide for improved implementation and assured sustainability.

Activity IR1.1.5 (SA2) – Grants Review

South Kivu

Selected CSOs have been busy providing various administrative documents required for grant approvals before beginning their field activities.

Bandundu

In preparations for grant startups, PBG conducted two workshops, one in Kikwit on January 18-21 and the other in Bukangalongo on January 23-25. The purpose of these workshops was to present funding mechanisms and financial processes to the partners and to conduct proposal budget evaluations. Following these workshops, the various proposals and budgets have been harmonized and the SST assumed the responsibility of monitoring to assure that the proposals are amended and quickly transmitted to the Grants Manager. The rehabilitation of the Institute Bosembo under the supervision of the NGO **FADIC** was initiated.

Within the framework of the advocacy campaign for community awareness building on the classification of taxes and administrative decrees the CSO **CEPROCEC** initiated an activity with the objective of informing the public on the necessity of taxes in order to facilitate the maximization revenues in the Mayoyo commune. On February 6-9 **CEPROSOC** conducted a workshop to prepare for the implementation of the activity and fifteen people, including 5 women participated. Some topics that were discussed during the course of this activity included communication skills, data collection techniques, local governance and participatory notions of accountability. Moreover, it was necessary to define the training topics, formulate advocacy messages and identify CSO allies. This activity permitted stakeholders to better understand the need for participatory governance in ETDs in order to identify the role of each party involved and to be well equipped for the popular mobilization phase. The module on the necessity of taxes was essential in order to enable the participants to understand that no politico-administrative entity is capable of developing and providing sustainable solutions to the community's problems if it does not have access to the financial resources required to fund its policies. Knowledge of the fiscal culture allows the population to enhance their capacities to hold accountable those who govern them and to exercise citizen control over the proper management of public affairs. Participants were informed about accountability as one of the basic principles of good governance which provided them with the capacity to fully inform the local authorities on the need to practice these values resulting in the enhancement of the

population's confidence in their leaders. After the workshop, the CSO members presented a review of the activity to the local authority (Burgomaster) on February 19th and at this time they seized this opportunity to introduce the data collectors. The burgomaster rendered the opinion that the data collection should be conducted by **CEPROSOC** and instructed his colleagues to welcome them with open arms. On February 25th, **CEPROSOC** and its partners conducted a working session on the preliminary data collected from revenue-generating services provided by the *communal* accounting department. This activity was held at the Burgomaster's office and revealed major inconsistencies between the data collected from the service managers and those of the accounting department. Upon presentation of these results to the Burgomaster, he recognized that most department heads do not have a profound understanding of their services' management systems. Generally, **CEPROSOC** noted the lack of budget allocations for many communal services. During the next stage of this activity, **CEPROSOC** and their partners organized another workshop on March 7-12 in order to analyze their collected data. In light of this analysis, the workshop participants were asked to develop specific messages for the local authorities and the officers responsible for collecting taxes. This activity highlighted the organizational dysfunction of Mayoyo *commune* which is the basis for the poor performance of those responsible for tax services and the irresponsible channeling of public receipts. At the end of this workshop, CSO members conducted a consultation meeting with the local authorities during which the data collected and analyzed were communicated to the authorities in order to keep them sufficiently informed on the level of local revenues that were collected by their various taxing services and how the money was used. The authorities therefore endorsed the continuation of the CSO Consortium's activities in order to support a joint effort to improve its ability to maximize local revenues.

Katanga

The second round of grants activities were initiated in Katanga province on January 21st. On 21 to 24 January 21-24, 4 projects were shortlisted for Lubumbashi: AED REFED, Synergy BDD-SOCIKAT and synergy between Teachers Unions and the Congolese National Association of Parents. We note that the BDD recanted synergy with SOCIKAT. A total of 20 people including six women participated in this activity. In Kolwezi, one grant proposal which was submitted by the NGO the *Miroir du peuple* (CDM) was selected. A workshop on grants startup was conducted on January 28-31 2013 for 12 CSO members who were involved in the proposal preparation. The grant will be implemented in synergy with four other CSOs, including: Association of Women for the Development of Congo (AFEDECO), the Association of Integrity and Good Governance (ASIBOG), the Commission for Justice and Peace (CJP) and Teachers Union of Congo (SYECO).

Activities Implemented in Collaboration with IR2:

Activity IR1.2.2: (SA1 / 2) Public Hearing (The Dialogue for Action) at the Provincial / ETD Levels.

South Kivu

Activity 1.2.1-2: Dialogue for Action to ETD Ngweshe (DPA)

On February 28, a Dialogue for Action (DPA), was conducted on the theme: "National Legislative Production and Progress and Challenges of the Decentralization Reform Process in the Chiefdom Ngweshe." The DPA received the attentive and active facilitation of a member of the National Assembly representing the PCBG (Congolese Party for Good Governance), Mr. Chamunani Kalazo Déocard, the chief of the Ngweshe *Chefferie*, Pierre Ngweshe Weza III, the Territorial Administrator, Mr. Kazadi and his deputy, three Provincial Assembly MPs (Mugunda, Mwikiza and Teganyi) and a total of 69 other participants including 60 men and 9 women, from the administration of the territory, and members of Civil Society. Mr. Chamunani Kalazo Déocard focused his presentation on the laws passed and enacted during the September session of the National Assembly. The presentation by the *Chef* of the *Chefferie*, assisted by his secretary on participatory budgeting stimulated as much interest as that of the national deputy. Another presentation by a CSO member touched on several points including the Law on limiting plantations only to the arable land, the establishment of multinationals, etc. The debates were heated and recommendations were made at the end of the session. Their contents will be summarized while the PBG team is still on the ground for other activities. This was a first DPA which featured the interaction between the two levels of legislatures: national and provincial levels.

On March 11th, PBG organized a DPA with the participation of MP National Kizito Mushizi Nfundiko in collaboration with the CSO **CAPSA** in the presence of the Kadutu burgomaster and CSO representatives. The MP gave a description of the National Assembly's functions and its challenges and constraints. This provided him with the opportunity to show the participants the major agencies within the NA and their reasons for running: the parliamentary committees, parliamentary groups, the *Comite des Sages* and the Conference of Presidents. He emphasized the difference between a *projet de loi* and a *proposition de loi* and three major missions (lawmaking, oversight, representation). The Kadutu deputy burgomaster addressed the issue of decentralization and participatory budgeting in the *commune*, while the CSO President of the commune expressed expectations, perceptions and recommendations made by the population. A debate ensued for clarification, guidance and recommendations. This activity was attended by 78 people, including 19 women.

Bandundu

On March 5th a DPA was organized in the Saint Hyppolite Hall in Bandundu city led by the National MP Papy NIANGO on "the role of an MP vis a vis their constituents." A total 106 people, including 21 women, attended the DPA, who were from different strata of the population. The MP Papy NIANGO described the role of a member of the national parliament as defined in Article 100 paragraph 2 of the Constitution which states: "Without prejudice to the other provisions of this constitution, parliament passes laws and controls the government, and public institutions and public utilities companies." It is also said that the National Assembly member represents the nation. (Article 101, paragraph 4) and is elected by direct universal suffrage (Article 101 para. 1). Thus emerges three essential functions of the member, namely the legislative function, the control and representation.

PBG, in collaboration with CSO partners (**CLAT COFERD, RECIC and REFADI**) organized another DPA on March 11th which was hosted by the National MPs Lumeya DHU MALEGHI and Louis Kasende both of the city of Kikwit. This activity took place in the La Touraine St. Martin Conference Room in the city of Kikwit. 197 people including 65 women actively participated in this discussion.

The MP Lumeya reviewed the parliamentary session in relation to the three parliamentary duties. Pertaining to legislation, he presented a summary of important laws passed by the Assembly, including the Finance Act (2013 budget), the organic law establishing the National Commission of Human Rights; Organic Law amending and supplementing the Organic Law on the organization and functioning of the CENI, the law on the status of career staff of the Congolese National Police, Law amending and supplementing certain general provisions relating to the transformation of public enterprises; Law amending and supplementing the Law on the Fundamental Principles for the free administration of the provinces. In regards to control, he gave a brief summary of some control mechanisms triggered during the last parliamentary session. He included the motion to lift the parliamentary immunity of Eugene Ndongala and the invalidation of the parliamentary mandate of Roger Lumbala. Relative to representation, he summarized the various contacts that he initiated and the various actions that had been taken for his constituency. He declined to give a general idea of the framework agreement signed in ADDIS ABABA on February 24th. The Honorable Louis Kasende summarized the fiscal data relative to the performance of the provincial budget for the city of Kikwit. Participation was very active and recommendations were made at the end of this activity.

One recommendation stood out above all others:

- The two elected officials from Kikwit should not expect PBG USAID-DAI to initiate dialogue between MPs and the population and similar DPAs should be conducted during each parliamentary recess.

Maniema

On March 15th a DPA was organized in the Mama Betty conference room in Kindu, with one member of the National Assembly and another from the Provincial Assembly on the theme: "Parliamentary responsibilities to respond to the expectations of the population." This activity was organized with logistical and financial support from PBG by the CSO **UMOJA ya wa Mama wa Maendeleo (UMAMA)**. This theme was co-hosted by the National MP MBUKANI Dieudonné and the Provincial MP Cornelius Bushiri and moderated by Ms. Daphrose BYANGA of UMAMA. Ninety-two people including 23 women

from the CSOs, the education sector, public and private administrations, and international NGOs were present.

Both speakers addressed their presentations in the same fashion showing theoretically what the expectations of the population (including social peace, security, and a permanent presence in constituencies) and spoke of the 3 roles of the legislative branch as detailed in the constitution: represent, legislate and control, whether national or provincial. They explained theoretically these three roles, one by one, specifying who is a parliamentarian. But according to them the population has expectations for other deliverables such as financing the construction of schools, health centers, bridges, etc., which is not the MP's role. The discussions were followed by a question and answer session. What became clearly apparent is that the population is not at all satisfied with the members' accomplishments, that their expectations are not met, that the members are in collusion with the Executive and do not exercise their responsibilities to control and that the MPs have failed to convince their constituents that they have performed well so far. Members in turn accused the population of maintaining a confused perception in regard to their roles.

From these discussions, recommendations were identified, including:

- That USAID-DAI and other partners / donors continue to support these kinds of meetings within the province where there is much confusion of the roles of MPs due to the lack of circulation of information;
- That MPs deliberate with CSOs to better orient ideas;
- That the CSO leaders adopt the habit of meeting with the authorities to discuss problems with the spirit of promoting good governance before making public denunciations.

Katanga

PBG organized four DPAs during this period which brought together national parliamentarians, provincial authorities and some CSO members. The first DPA with interaction between national and provincial deputies took place in Likasi in the conference room of TUTAZAMIE College on March 7th with the main speakers being the MPs JOHN Kolela (National Assembly) and Freddy MAJENDE BIN KAMFWA (Provincial Assembly). The topic discussed was "the cost and quality of electricity and water in the city of Likasi." It was noted that the authorities of both REGIDESO and SNEL were absent who had excused themselves as they were both too busy performing their professional duties to attend, which could indicate they did not feel prepared to participate in for this kind of meeting. Whereas citizens should be making efforts to hold these individuals accountable for their actions, the tendency has always been to cite the political and administrative authorities. Several burgomasters attended along with MPs from of Likasi, Shituru and Kikula.

Participants outlined their difficulties for the provision of electricity and water and the two responsible companies concerned were conspicuously absent. Both MPs have promised to each share responsibility for looking for solutions to the benefit of the population. Water and power are among the basic services that the state must provide to the population. Participants were also pleased to have the occasion to interact with their representatives. Among the recommendations, the participants expressed the wish to schedule another DPA on the same theme in order to find solutions to the problems of unwanted blackouts, SNEL's increasing rates and the failure to provide water to newly built localities and the quality of water provided by Regideso. In addition, participants recommended revitalizing initiative committees and monitoring SNEL cabins which are scattered throughout the city in order to improve the constructive dialogue between the people and the managers of these companies.

The second DPA was held in Lubumbashi on March 19th in the National Museum conference hall of Lubumbashi. The theme was "the accountability of the provincial government" under the moderation of Mr Jean-Didier KABONGO. The first speaker Mr Jean-Luc KAYOKO, Team Leader Community dynamics of civil society and Katanga Coordinator of the Network of Social Communicators presented the status of accountability in Katanga. The second speaker was the National MP Jean-Claude KAZEMBE, an elected Member of Parliament for Kasenga, demonstrated the degree of openness of the provincial government and how they are accountable as a result of the efforts of the MPs. He also declared that it is rather the population is not very active. The third speaker Mr. David Kitwa DJOMBO official state and city

coordinator for LEAGUE FOR THE PROMOTION OF CIVIC AND MORAL EDUCATION emphasized the population's lack of knowledge of the provincial government's role which is to implement a program which comes from the people and approved by the Provincial Assembly, which approves this program. He repeatedly emphasized the need for involvement of the population. After these presentations, a debate ensued in the form of questions and answers that led to the recommendation of the establishment of a framework to make this accountability a reality and continue working for the involvement of all.

The third DPA focused on "the role of an MP." Organized in Kolwezi in the conference room of the Guest-House MASCOT and was attended by 180 people, including 62 women from different strata of the population. The main speakers were: elected officials from Kolwezi present in the city at the time namely Mr. Lawrence MUZANGISA MUTALENU, National MP, Clement MUFUNDJI TSHINAT, Provincial MP and Mr. PITSHI, replacement candidate for the National MP Kouvas ILUNGA, in the presence of CSO members and representatives from the press. The debates have been removing ambiguities about the actual role of a parliamentary member.

The fourth DPA was held on March 29th in the Emany PLAZZA Conference Room in Lubumbashi, with a total attendance of 92 people including 24 women. This event was organized by PBG featuring the theme "what about decentralization in our country". The event was hosted by the National MP KIBAWA, and the Provincial MPs NGANDU Diemo and MOMAT and also several provincial officials. Jean Luc KAYOKO, a Civil Society member was also present.

After a heated debate, the participants made the following recommendations:

- Organize outreach and information dissemination on decentralization to the population in the province of Katanga;
- Advocate with both the National Assembly and the Senate to vote other laws that remain on decentralization.
- Make efforts to urge the population to assume ownership of the decentralization process and to claim their rights.
- Lobby for both national and international partners to accept to accompany CSOs for the organize activities on decentralization in the province of Katanga.

IR 2 - SELECTED PARLIAMENTS ARE MORE DEMOCRATIC & EFFECTIVE

Meetings held with other donor organizations

A donor coordination meeting was held on February 1st for the donors who are involved in supporting the National Network of Parliamentary Personnel (RCPP), notably the PBG, Westminster Foundation for Democracy, UNDP, DAI / EUROPE and PAP / EU. Discussions focused on the budgetary aspects of the organization of the 3rd General Assembly of the RCPP.

Programmatic Accomplishments

Kinshasa

Activity IR2.1.2-7.1: Technical assistance to enable IT support and internet

PBG is in the process of implementing its technical assistance for the delivery of computer equipment to the National Assembly and the rehabilitation of its internet. The first phase of assistance is nearing its end. This phase consists of wiring for the rehabilitation of the intranet. It will soon be followed by the delivery of the equipment.

Activity IR2.4.5-3: Media coverage of legislative timetables.

The IR2 team conducted a collection of legislative timetables for the regular session in March for the National Assembly and the Senate for an upcoming release on the good governance website.

South Kivu

Activity IR.2.1.-4: Edict Proposal related to the public finances of the Province

The expert selected for technical assistance in drafting this proposed Edit produced a first draft containing

20 articles. He conducted a working session January 15th, and MP has been identified who expressed the desire to endorse the proposed edict after editing is completed.

Activity IR2.2.1.8. (1.1.1-1): Workshop to improve techniques for drafting legislature

This workshop was held for 3 days on February 11-13 in the CRD Conference Room and was attended by 20 people, including six women. And the target groups consisted of CSOs partners, the Provincial Assembly *bureau d'etudes* and support staff for the PAJ Committee. The objective was to recycle the legislative drafting knowledge of the Provincial Assembly staff members and encourage them to be more collaborative with CSO stakeholders in terms of contributing towards the drafting of edict proposals. With regard to the CSOs, the goal was to provide expertise in developing and drafting legislation to increase the chances of admissibility of edicts proposed by CSOs to be endorsed by the Provincial Assembly.

Activity IR2.1.16-5: Extension of the Provincial Research Network on public policy and good governance

On February 21st a workshop was conducted on the extension of the Research Network of Public Policy and Good Governance. This workshop was attended by 26 people including 7 women. The target audience consisted of members of the *Bureau d'Etude* of the Provincial Assembly, CSOs, health sector experts, academics and representatives of certain research centers, as well as data collectors for the *gouvernancepourtous* website.

The workshop objectives included:

- Identify the structures and people who could be involved in the network;
- Share experiences on operational methodology of a research network;
- Identify activities to be implemented within the framework of a research Network;
- At the end of this workshop, participants made relevant recommendations to help improve the operations of the network structure.

Activity IR2.3.5-2: Technical assistance is provided to at least one committee

The Governance Advisor has received a request for additional support from the Provincial Assembly for continuing Parliamentary controls initiated in the provincial divisions during the third quarter of last year. The request is being examined. In view of the scale of the request, consultation with other donors may be necessary.

Activity IR1.2.2: (SA1 / 2) : Public Hearing (The Dialogue for Action) at the Provincial / ETD Levels.
(see IR1)

Bandundu

Activity IR2.2.1-8: Technical assistance on the drafting of legislation provided to the PAJ Commission and the Study Bureau

This activity was conducted on January 21 – 23 and involved training on drafting legislation. Participants included CSO partner organizations from Bandundu city, Bukongalonzo and Kikwit and agents of the Provincial Assembly from the Bureau of Studies and PAJ Commission. The workshop was attended by 20 participants including 11 from the Provincial Assembly and nine CSO members (2 women). The general objective of this activity was to enable the participants to acquire and exchange knowledge on the development and drafting of legislation to increase the chances of admissibility of edicts and improve the analysis of these texts by the Study Bureau. The degree of ownership of this activity was such that after training, a participant hosted a program on Radio Bandundu FM on legislative drafting concepts learned.

Activity IR2.1.16-5: Extension of the Provincial Awareness-building of the Research Network

This activity was conducted on January 29- 31 and consisted of a workshop with the objective of revitalizing the website *gouvernancepourtous.com*. The last day of the activity was mainly devoted to the extension of the research network on public policies of good governance in the Bandundu province. Participants from different backgrounds included scientists, researchers, industry experts, academics, some staff members of the Provincial Assembly, the provincial team leaders and CSO members. They exchanged views on how to operate and expand the network in Bandundu province. At the completion of this workshop the network's constitution was read in its entirety. The 24 participants divided as follows:

1 MP, 5 staff members members of staff and administrative policy of the Provincial Assembly, the Provincial Director, the Deputy General Director of Brigade Recipes, one member of the Provincial Government (advisor to the provincial Ministry of Finance), 2 academic authorities, 12 civil society partners, and the Provincial Coordinator of USAID-IFES. Four women participated in the activity.

A subsequent meeting was organized on March 6th within the framework of the Research Network on Good Governance in Public Policy Matters in Bandundu, for consultation, exchange and reflections on current Bandundu Provincial agricultural policy. To present this matter, the Network invited Engineer Jules Kifumbi, agricultural advisor to the Governor accompanied by engineer Hans PIKA, Deputy Coordinator of the Provincial Manual road maintenance service, (SEPROCAM).

After a presentation by the Advisor to the Governor on current agricultural policy leading to a spirited debate on the question of who monitors agricultural activities, the Network Members followed with a group discussion in which several necessary enhancements were suggested. It was recommended that extensive research should be conducted by Network members in the near future in collaboration with the Ministry and the Governor's office.

Activity IR1.2.2 : (SA1 / 2) : Public Hearing (The Dialogue for Action) at the Provincial / ETD Levels.
(see IR1)

Maniema

Activity IR2.2.1-8 : Technical assistance on the drafting of legislation provided to the PAJ Commission and the Study Bureau

This workshop was conducted in Kindu on February 4-6, and was carried out jointly with IR1 and was attended by 30 people, including 10 members of Provincial Assembly's *bureau d'etudes* and the PAJ Committee and 20 members of civil society organizations. The workshop was designed to allow CSOs (who are known to initiate the edicts to be developed and endorsed by the Members of Provincial Assembly) to improve their knowledge of the rules to write better edict proposals in order to help members of the *bureau d'etudes* and the support staff of the PAJ commission to improve their knowledge of analysis and evaluation of legislative initiatives. This technical support will undoubtedly contribute to the effective functioning of the Provincial Assembly to attain its objectives by allowing the institution to produce clear, concise, accurate and comprehensive edicts.

Activity IR2.1.16-5: Extension of the Provincial Research Network on the public policy and good governance

On February 15th a workshop was conducted on the extension of the Research Network of Public Policy and Good Governance. This workshop was attended by 25 people including 3 women. The target audience consisted of members of the *Bureau d'Etude* of the Provincial Assembly, CSOs, health sector experts, academics and representatives of certain research centers, as well as data collectors for the *gouvernancement* website.

The workshop objectives included:

- Identify the structures and people who could be involved in the network;
- Share experiences on operational methodology of a research network;
- Identify activities to be implemented within the framework of a research Network;

At the end of this workshop, participants made relevant recommendations to help improve the operations of the network structure.

Activity IR2.1.6-6: Support for meetings to develop a manual of administrative procedures: Administrative Rules of the Provincial Assembly of Maniema

It was held on March 5-6 with technical assistance for the development of the draft by-laws for administrative regulations of the Provincial Assembly of Maniema. The workshop was facilitated by Mr. Charles Buhendwa, Director of Administrative Services of the South Kivu Provincial Assembly. The objective of this exercise was to discuss, consider and adopt the draft of the Administrative Rules of the Provincial Assembly of Maniema, as prepared a technical committee appointed by the institution. After analysis, the participants adopted the text after several amendments and, enhancements and

reformulations including deleting chapters or sections in part or in full.

In short, out the original text which had 55 items, the participants have retained only 48 to the satisfaction of all. It remains only to introduce the regulations at the conference of presidents before it is processed during the next parliamentary session for adoption.

The activity was attended by 20 members of the administrative staff, including 2 women.

Activity IR1.2.2: (SA1 / 2): Public Hearing (The Dialogue for Action) at the Provincial / ETD Levels.
(see IR1)

Katanga

Activity 2.2.1-8: Technical assistance on the drafting of legislation provided to the PAJ Commission and the Study Bureau

This activity was organized on January 9th -11th and consisted of legislative drafting in synergy with CSO members and members of the Provincial Assembly *Bureau d'Etudes*. A total of 20 participants took part in this training. The activity provided them with the opportunity to acquire useful knowledge on the development and analysis of legislative initiatives.

Activity IR2.1.6-6: Technical Assistance Meetings to develop a manual for administrative procedures: Administrative Rules for the Provincial Assembly of Katanga

In response to a request from the Provincial Assembly, this activity was conducted on February 22-26 with the objective of providing technical assistance for the development of administrative rules for the institution. The event was attended by five people the first day and 19 people on the 2nd and 3rd days. Participants included 3 women and 2 MPs. Following this work, draft regulations for the Katanga Provincial Assembly were developed and will be submitted to the plenary session of the provincial assembly for adoption as a resolution.

Activity IR2.4.5-2: Workshop on media coverage of parliamentary activities

On March 18th a workshop was conducted in Lubumbashi with financial support from Internews and PBG on the theme "media coverage of parliamentary activities in Katanga province." Three speakers developed three sub-themes to help the audience better understand the material and make proposals to improve media coverage of parliamentary activities. The Provincial MP Ngandu Diemo based his theme on providing a description of difficulties encountered by MPs when trying to interest the media to provide coverage of their activities. Mr Ngoy wa Maloba, Head of Communication Unit of the Provincial Assembly, gave a presentation on the relationship between the media and his unit. Professor Kasongo Mwema Yamba Yamba, CEO of RTV Kyondo, provided a presentation on how to improve media coverage of the MP's activities. After the presentations of the speakers and in light of the importance of the themes, audience members took active participation in exchanges with some observations and recommendations in order to make efficient coverage of parliamentary activities in the province of Katanga. The event was attended by 70 people including 15 women.

Activity IR1.2.2 : (SA1 / 2) : Public Hearing (The Dialogue for Action) at the Provincial / ETD Levels.
(see IR1)

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

Political events that affected IR3

On January 9, the National Electoral Commission confirmed that there is no approved timetable for the Provincial and Local elections, stating that the decision as to when they should be held rests with the Senate.

The Minister of the Interior, Security, Decentralization and Customary Affairs circulated his Ministry's Action Plans for the period 2012-2013 to all donors, while also appealing for support for the projects concerned.

The Plan has seven themes:

- Effective adoption and ownership of the decentralization process
- Methods for the transfer of powers and resources
- Capacity building
- Development of tools for planning and management, and support their usage in the provinces and ETDs
- Harmonization of decentralization and deconcentration by making their administration complementary
- Effective coordination between central government and the provinces
- Financing decentralization

Each topic has a cost attached and a list of possible donors. USAID is not mentioned.

On January 23, the Prime Minister chaired the first meeting of the Inter-Ministerial Decentralization Monitoring Committee. We have not been informed of the outcome of the meeting.

The Senate debated the Government's bill regarding the proposed *découpage* of the current 11 provinces into 26, and transfer of powers and responsibilities in accordance with the constitution. Although the *découpage* was supposed to have been completed by May 2010 it was deferred by the government of that time. The new government has vowed to proceed but is expected to do so incrementally.

It is also worthy of note that the Budget for 2013 was introduced to the National Assembly on October 18th, thus keeping within the official schedule (unlike the previous year).

In his address to open the March session of the National Assembly on March 15, the President of the National Assembly stated that their top priority of the session was to complete decentralization legislation that had been suspended. He also said they planned to accelerate decentralization by transfer of powers and resources.

Following the Governors' Conference, held at Kananga on March 18 and 19, a Memorandum of Understanding was signed by all Provincial Governors except one, and the Ministers of Budget, Finance, the Interior, Planning, Agriculture and Education, to provide a clarification of the role of the provinces in expenditure in respect of capital works for decentralized sectors. Interestingly, it refers to the regional stabilization agreement signed in Addis Ababa on January 24, which included, among other things, a commitment by the DRC to accelerate decentralization. Although in many senses it represents only a small step, the document reflects the Government's need to be seen to be doing something about decentralization.

Meetings held with other donor organizations

Chaîne de Dépenses training: Meeting with the World Bank's PRCG project

In 2010 the project was requested, by the donor group on public financial management, chaired by the World Bank, to support the training program for the new *Chaîne de Dépenses*. The specific request was that we should undertake it in the province of Maniema, as we were the only program working in that province. With the mission's agreement we agreed to do so. Since then there have been delays in preparing the guidelines for the new accounting system. Preparation of training modules has also been delayed. However, the IR3 team was informed by PRCG (the World Bank project implementation unit which has taken the lead in this matter) that the pilot program has now been successfully completed in Katanga and Bandundu.

The next stage is for the team to obtain copies of the training modules and a list of suitable consultants to undertake the work, from which we can make a selection. However, we have not received full cooperation on this matter from the PRCG. Not only has requested material not been provided, but meetings have been cancelled at the last minute. We have requested the head of Governance at the World Bank office, Jean Mabi, intervene on our behalf, which he has agreed to do.

Financial Management Group

The donor financial management group met at the office of the EU on February 6. The agenda included a report about the DRC progress in financial transparency, by Bishop Abraham Djamba, speaking on behalf of the NGO REGED. He showed how civil society is gradually pushing government into increased transparency and civil participation. This was followed by a report from UNDP regarding a study they had undertaken regarding the *Chaîne de Dépenses* as far as it affects the provinces for which their PADDL is responsible. The report duplicates work already undertaken by the World Bank and COREF, and seems to add little of value. Lastly there was a detailed presentation by the technical advisor to the Ministry of Finance regarding proposed tax reforms which are hopefully to be enacted shortly. The whole structure of taxation is under review to make it more equitable, simple and efficient. The World Bank has issued a concept note for a \$25 million grant project on public financial management. The plan is to establish a Multi-Donor Trust Fund to which other donors may contribute, but the initial funding will be supplied by a grant from DFID of 15 million British pounds. The African Development Bank has stated its intention to contribute.

The project has four components:

1. Improving budget execution processes (\$5 million)
 - Decentralization of commitment authority to line ministries
 - Enhancing cash management and accounting
 - Strengthening ex-ante controls and internal audits
2. Strengthening budget oversight (\$5 million)
 - Strengthening external audit processes
 - Strengthening legislative oversight
 - Increasing public access to key fiscal information and participatory expenditure management
3. Building public sector and financial management systems at provincial level (\$8 million)
 - Building public sector and financial management systems in Equateur
 - Building public sector and financial management systems in Kasai Oriental
 - Initiating public sector management activities and dialogue with local authorities and civil society organizations in North Kivu
4. Project management (\$2 million)

The meeting also received a presentation regarding an initiative to write accounting software for government receipts which it is proposed to implement over the next 2-3 years. It is initially proposed to be used in the capital cities of all eleven provinces, and one central tax collection department (DGTCP), with supporting hardware and training. The work is part of the EU's PAMFIP project.

Local Government and Decentralization Group

Coordinated by UNDP, with secretarial support from the EU project PA2D, a new group has been formed to coordinate donor activity in the field of decentralization. Its first meeting was on November 24, 2012, which could not be attended by PBG, and the second was on February 28.

The IR2 team received a report regarding the Africities Conference held in Dakar in December. The Ministry of the Interior sent a delegation, which included the CTAD Coordinator, and the UNDP was also represented. They are to hold a feedback session in March.

PA2D reported that they are trying to tackle decentralization at the provincial level, starting with North Kivu. Of the three sectors, the provincial Ministry of Agriculture is the most responsive, and the project has started to work with them, though the conflict in North Kivu today makes work in that province practically impossible at this time. They are shortly going to start working in the field of health, though there has been less interest in this at the central government level, while the Ministry of Elementary, Primary and Secondary Education is blocking any attempt to decentralize.

It was noted that another blockage in the field of decentralization is the lack of cooperation between sectoral ministries and the Ministry of Public Service. It would appear that the delays in implementing decentralization centrally have resulted in provinces trying to take the initiative which could result in confusion regarding the roles and regulation of different levels of government.

The EU announced that they are to hold an evaluation of their project PA2D in April. A central question will be whether they should continue to support CTAD, because the conditions of their grant regarding Government support for CTAD have not been honored by the Congolese Government.

The next Conference of Governors is to be held on March 15 and 16. PA2D has support for the secretariat as one of its objectives, but cannot do so because the secretariat exists in name only.

The meeting agreed to prepare a memo to be submitted to the relevant Ambassadors regarding their perceptions concerning blockages to the process of decentralization. Meanwhile all projects will share details of reports and training manuals/guidelines they have prepared.

Meetings with counterpart organizations

Meetings with the CTAD

The IR3 team met with the CTAD several times during the month to develop and agree upon a program for the coming six months. It was agreed that the priority should be to build on last year's work by Jocelyne Nkongolo, and the subsequent National Workshop of July, regarding the transfer of powers and responsibilities to the provinces and ETDs. Terms of reference have been prepared in collaboration with the CTAD for the work and a formal request for approval to appoint Ms. Nkongolo will be made shortly.

On January 31st a meeting was held with the focal points of all main ministries involved in decentralization. Attending were the representatives of the Ministries of the Interior, Security, Decentralization and customary affairs, Education, Health, Agriculture, Public Service, Budget and Finance. The meeting approved the terms of reference for this study, which had been prepared by CTAD with support and guidance from the PBG.

Workshop on surveys regarding the perception of decentralization and access to services, February 19th and 20th

The IR3 team was invited to attend the presentation and discussion of studies undertaken by the EU project PA2D, on behalf of CTAD. These took the form of social surveys, undertaken by the consultants Experts, whom PBG has also used for similar work. Two surveys were undertaken: one on the perception of decentralization, the understanding of the process and its effects, and impact being felt at present. The second concerned the delivery of basic services, the quality of services received, accessibility, and people's understanding of who is supposed to do what.

The recommendations of the workshop regarding decentralization were that more training should be undertaken regarding the strategic framework for decentralization, and concerning the principles of participatory governance such as participatory budgeting, transparency, accountability etc. They also urged central government to honor its constitutional obligation to allocate 40% of national revenues to the provinces.

The recommendations regarding the second study were that the security services should be modernized, staff should be properly trained and court facilities improved. Also that land law should be properly enforced and respected. Regarding social services the workshop recommended adopting WHO standards regarding the delivery of health care, expediting and implementing the draft organic law on education, construction of improved roads and development of public private partnerships for solid waste management.

International Rescue Committee

The PBG IR3 team requested to meet with two consultants working for the IRC, Dr Muzong Kodi and Vikki Chambers. They are working on a study concerning Governance and the law. The study will encompass a political/economic analysis of the system of governance in the DRC, the interaction of political and economic forces within society, the nature of different interest groups and the division of powers and wealth between them.

They were interested in our experience with local development, decentralization in the DRC, political, economic, judicial and local governance, the socio-political situation in the country, the overlap between politics and the economy, the leading development sectors of development, and the link between governance and conflict. Finally they were interested in our assessment of how best to improve governance in the DRC in general and specifically local governance.

Programmatic Accomplishments

Activity IR3.1.5.4: Technical Assistance to CTAD: Preparation of National Strategy for transfer of powers and resources for decentralization

As noted above, meetings have been held with CTAD to prepare terms of reference for this work. These have been approved by all parties and were used as the basis to request approval to appoint a consultant. The study will be limited to the three sectors covered by PBG, health, primary secondary and professional education, and agriculture and rural development. In respect of the latter, due to budget and time constraints, the study will be limited to water, sanitation and rural development.

The main objective of the study is that, in consultation with the Ministries involved and other donors, the consultant will prepare a road map for the process for the period 2013/2014 and prepare an estimate of the costs involved. The consultant chosen for this task, Jocelyne Nkongolo started work on February 4, and spent the majority of the month meeting sector specialists at the responsible Ministries (Finance, Budget, Planning, Public Service, Health, Education and Agriculture) and donors. She has also met representatives of special coordinating units, *Comité d'Orientation de la Réforme des Finances Publiques* (COREF), and *Comité Technique de Suivi des Réformes Economiques* (CTR). The consultant continued her work during the month of March. A mid-term review meeting was held with her on March 19 to ensure that her work is going smoothly. She also had a meeting with CTAD, with Cheick Samake also present, on March 26th at which she was able to provide further details of the work in progress.

Activity IR3.2.2 – 6: Chaîne de Dépenses Training

As noted in earlier reports, in 2010 the project was requested, by the donor group on public financial management, chaired by the World Bank, to support the training program for the new *Chaîne de Dépenses*. The specific request was that PBG should undertake it in the province of Maniema, as we were the only program working in that province. After many attempts to obtain the training materials from the World Bank's PRCG project, which has undertaken the work in Katanga, Bandundu and will shortly be doing the same in South Kivu the IR2 team was sent a highly simplified PowerPoint presentation which restricted itself to the principles of expenditure control, and was silent on operational detail. The failure to make available detailed training modules suggests that there was an effort to control intellectual property. It therefore seemed that there would be little value in proceeding in Maniema at this stage, firstly because the electronic equipment that is integral to the new system has not been supplied, and indeed there is no guarantee as to when it will be supplied though the African Development Bank although they have declared that they are considering doing so. To undertake training in advance of the delivery of equipment essential for implementing the training would be a waste of time. Secondly, the material provided is clearly not at the standard of detail required to fully train persons in a new system. PBG offered to implement the training on the understanding that the training modules would be supplied by the World Bank: without these modules the task would be doubly expensive. Furthermore, the activity was not included in the original task order.

Activity IR3.2.1 – 6, 7: Citizen evaluation of public services

Although this concept was the subject of training by Mbake Murhanya in all ETDs, finishing the first week of March, the methodology was untested. Accordingly it was decided to undertake three pilot runs, in Alunguli, Bukavu and Katuba to determine if the procedures outlined in the manual need modification and to identify any additional training needs that may be required. The SOW was divided into two parts: firstly the consultant visits each participating ETD and meets civil society and ETD representatives, and runs through the process with them in detail. They are then left to their own devices to implement the process. On the second visit the consultant obtains their feedback and helps them to identify aspects which can be strengthened during a second iteration. The first trip was undertaken by our consultant, Abraham Djamba, at Katuba during the week starting March 18. The second trip, to South Kivu, will be during the second and third weeks of April.

Activity IR3.2.7 – 4: Management of Public finances, participatory budgeting and citizen report cards

Activity IR3.2.8 – 1: Preparation of a training guide in financial management and citizen participation

Our consultant, Mbake Murhanya completed his workshops in Maniema on participatory budgeting and citizen report cards in February. He continued in South Kivu and held workshops in Ngweshe and Kadutu and later completed his work in Bukavu. In view of his success in this field the project commissioned him to prepare a trainer’s manual that will allow other agencies, and ETDs themselves, to follow a similar methodology. This will be finalized in April.

Activity IR3.2.10 – 2: Support for PPP projects: Kadutu, Likasi and Kolwezi

Activity IR3.2.10 – 2.1: Salle polyvalente, Katuba

The evaluation committee of the commune of Katuba met the company Sampalique on January 14. It appears that Sampalique prefer to keep the capital cost of their offer to a minimum and therefore proposed a simpler project than the one which was featured in the feasibility study provided to all bidders. This alternative proposal is within the framework of the RFP and a best and final offer has been received and was accepted by the evaluation committee on February 20. The proposal restricts itself to renovation of the hall, thereby reducing the capital required to \$138,000. As in the case of the market at Katuba, the company will be given a concession of 15 years. It was hoped to sign the contract during March, but the offer accepted by the evaluation committee had a few minor gaps, and the company was requested to prepare a revised version. This took longer than expected but was finally delivered in mid-March. Following that, the commune decided to send the offer to the Mayor of Lubumbashi for his concurrence. This is expected to be a formality. Once it is received, hopefully by mid-April, it is expected that the contract will finally be signed.

Activity IR3.2.10 – 2.3: Swimming Pool and Leisure Center, Likasi

In spite of an RFP being issued in November, and the closing date being extended until the end of November, no bids had been received. This is allegedly due to the perceived likelihood of political interference. This project has therefore been postponed. A bidder expressed interest in this project in March and it has therefore been decided to reissue a request for proposals for the project. This is expected to be done by mid-April.

Activity IR3.5.3 – 7: Women’s Round Table of Leaders in the Public Service

The third national round table was held in Kinshasa from February 9 – 11 in the conference hall of the Ministry of Foreign Affairs. Each province sent two representatives, who were joined by a strong contingent from Kinshasa, making the total attendance about 35. It was opened by the USAID Director, Diana Putman and the Secretary General of the Ministry of Gender, Family and Children on behalf of the Minister. It was also attended by the President’s special advisor on gender, and for part of the time by USAID’s gender specialist. The workshop elected a new committee and appointed provincial coordinators. They also debated methods of ensuring sustainability for the organization and adopted an action plan. It was noted that the articles of association (*Les Statuts*) have been completed and only need the internal regulations to be complete

IV – OUTSTANDING ISSUES, CHALLENGES & OPPORTUNITIES

Issues and Challenges

- ❖ IR1 activities in Maniema and South Kivu were hampered by the absence of Capacity Building Specialists in both provinces. The Bukavu CBS was immobilized due to a stroke in October 2012 and the Kindu CBS had resigned his position on January 7, 2012.
- ❖ Some differences in intervention conditions between development programs contribute to a climate of distrust highlighting the contradictions in coordination between donors. For example, some development partners continue to pay participants "per diem or transportation expenses" for workshops or dialogue for action thus distorting the intrinsic motivation of key stakeholders. Also, some participants continue to require the payment of transportation costs for the same activities without valid reasons.
- ❖ Implementation of activities during the second quarter of year 4 of the program was carried out in a sporadic fashion due to uncertainties arising from the possibility that the project will end in September 2013;
- ❖ IR3 initiatives have been slowed due to delays in the budget realignment which will shift funds from the grants line item to ODCs enabling the project to issue direct assistance interventions in favor of government institutions, notably partner ETDs;
- ❖ The security situation in the east continues to pose logistical challenges ;
- ❖ Delays in the passage of the legislation to constitute a new electoral commission have continued, possibly due to opposition by civil society. These delays will inevitably affect the electoral calendar.
- ❖ Auxiliary legislation is needed to be passed in order to implement the law on the transfer of power and resources to the provinces;
- ❖ Our counterpart organization in central government, CTAD, continues to be relatively slow to respond and lacks any real power. Meanwhile, the conflict in the East would appear to be demanding the majority of the attention of the Minister of the Interior, Decentralization and Traditional Affairs.

Opportunities

- ❖ CENADEP successfully completed the recruitment process for the PBG project. Mr. Baudouin Hamuli KABARHUZA traveled successively to Kindu and Bukavu to finalize this process. In Maniema, Mr. Jacques MISAKO was selected and in South Kivu, the prime candidate goes by the name of Mr. Serge BARUKA Namira. Both candidates will be subject to USAID's approval before they can be hired.
- ❖ Provincial Assembly partners are now well-trained in the craft of drafting edicts and IR2 is planning to undertake a vigorous initiative in the next quarter starting with a round table on legislative initiatives in order to encourage the production of new legislation.
- ❖ The project budget realignment should be processed within the next two months enabling us to fund IR3 direct assistance initiatives in favor of government institutions;
- ❖ IR2, in collaboration with IR1 has succeeded in promoting 9 public audiences between National MPs, Provincial MPs, local authorities and CSOs creating important and positive relationships between PBG's principal stakeholder partners;
- ❖ Positive results from collaboration between ETD administrations and citizens will allow PBG to take the concepts further and deeper, in the form of participatory budgeting and citizen report cards.
- ❖ There appears to be increased attention being paid to decentralization by the Government and the National Assembly. This may have been stimulated by demands coming from rebels in the East, and the incorporation of increased commitment to decentralization in the January 24 Addis Ababa Peace Accord. In March the Minister of the Interior announced the re-activation of sectoral working groups, one of which is Decentralization. The President of the National Assembly announced that completion of the remaining decentralization legislation was a top priority for the current session.
- ❖ A local government donor co-ordination group has been re-activated by UNDP, and it is hoped that it will help to expedite the decentralization process.
- ❖ Auxiliary legislation is needed to be passed in order to implement the law on the transfer of power and resources to the provinces;
- ❖ During the last quarter 15 new grants issued to CSOs were approved for a total of U.S. \$ 152,013.

V – MAJOR ACTIVITIES FOR NEXT QUARTER (April 1, 2013 - June 30, 2013)

Timing	Activity	IR	Location
09 – 11 Avril 2013	Couverture médiatique des calendriers législatifs en langues locales.	IR 2	Kinshasa
17 Avril 2013	Extension du Réseau de recherche (Réunion stratégique et d'évaluation	IR2	Kinshasa
17 – 19 Avril 2013	Programme pilote d'évaluation des services publics par les citoyens	IR3	Maniema
22 – 23 Avril 2013 25 – 26 Avril 2013	Dialogue social pour la transparence dans la gestion des finances publiques locales	IR1	Maniema Bukavu
25 – 26 Avril 2013 29 – 30 Avril 2013	Formation des membres du Comité de lutte anti-corruption sur la collecte des données de corruption.	IR1	Maniema Bukavu
25 Avril 2013	Emission a nous la parole Thème: "violence faite à la femme"	IR1	Katanga
29 Avril 2013	Emission a nous la parole Thème: "Enregistrement des naissances"	IR1	Katanga
06 – 15 Mai 2013	Auto évaluation des députés nationaux	IR2	Kinshasa
08 – 09 Mai 2013	Gestion Axée sur les résultats	IR2	Kinshasa
06 – 09 Mai 2013 04 – 10 Juin 2013 12 – 18 Juin 2013 24 – 29 Juin 2013	Séances d'échanges avec les commissions et groupes parlementaires	IR1	Bandundu, Bukavu Maniema Katanga
06 – 10 Mai 2013 13 – 17 Mai 2013 03 – 06 Juin 2013	Programme pilote d'évaluation des services publics par les citoyens. 2eme phase.	IR3	Maniema, Bukavu Katanga

08 – 11 Mai 2013	Capitalisation d'expérience du PBG en collaboration avec la CTAD	IR3	Maniema
16 – 24 Mai 2013			Bukavu
14 – 18 Mai 2013	Atelier sur le renforcement des capacités des membres des commissions anti-corruption provinciales	IR1	Bandundu,
14 – 16 Mai 2013			Maniema,
14 – 16 Mai 2013			Katanga,
21 – 23 Mai 2013			Bukavu.
13 – 03 Juin 2013	Implémentation de la base des données des contribuables: <ul style="list-style-type: none"> - Rencontre avec les autorités de la Commune, - Formation des Enquêteurs et Encodeurs, - Encodage des données. 	IR3	Maniema
20 – 21 Mai 2013	Atelier de lancement du projet Umoja,	IR1	Katanga
18 Mai 2013	Atelier préparatoire	IR1	Katanga
22 – 28 Mai 2013	Atelier préparatoire de la collecte des données. (Shalamo & MDP)	IR1	Katanga
20 Mai 2013	Tables rondes des parties prenantes sur les initiatives législatives avec l'appui du PBG.	IR2	Katanga
29 Mai 2013			Maniema
03 Juin 2013			Bukavu
28 – 30 Mai 2013	Mécanismes de contrôle parlementaire.	IR2	Bandundu
05 – 07 Juin 2013	Formation en Légistique	IR2	Kinshasa
05 Juin 2013	Couverture médiatique	IR2	Bukavu

FY 2013 – PBG – Thirteenth Quarterly Report

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



USAID
FROM THE AMERICAN PEOPLE

YEAR FOUR – FY 2013
PBG WORKPLAN

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

ANNUAL WORK PLAN 4

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

PROGRAMME DE BONNE GOUVERNANCE (PBG)



USAID | DEMOCRATIC REPUBLIC OF CONGO
FROM THE AMERICAN PEOPLE

FY 2013

Submitted to USAID
September, 2012

DAI, Development Alternatives Inc., Kinshasa, DRC



INTRODUCTION

The Year 4 work plan for *Programme de Bonne Gouvernance* builds on the successes of Year 3 and incorporates key findings from all program counterpart institutions. Moreover, the program capitalizes on lessons learned over the last three years' implementation experience.

The Work Plan Development Process

The Year 4 work plan was developed through a three phase process:

- 1) Performance Indicator Data Review. Year three was the first year where performance data and its analysis were available for use in determining the impact of PBG activities with each of the targeted local partners. After compiling and analyzing the data, each IR team prepared presentations to share with the rest of the PBG technical staff. These presentations included trends in performance on the part of PBGs three partners 1) Civil Society, 2) National and Provincial Assemblies and 3) Local Government units – ETDs. The findings and presentations by each of the IRs can be found in the attached workshop report and presentations.
- 2) PBG work plan session September 3-6. 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 three days of planning for Year 4. The workshop was organized in three major sections 1) Review of indicator data, its analysis and implications for PBG past performance and future planning; 2) Identifying Year 4 activities from the task order to be implemented while assigning each activity a priority rating and coordinating between all three IRs, to determine areas where synergies can be promoted to maximize positive interactions between PBGs target partners; and 3) Reach a consensus on the best approach and calendar for the transfer of the CRDs to local entities as a major element in PBG's exit strategy. The last summary session and presentations of work plan activities was attended by USAID COR Agathe Tshimpanga.
- 3) 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 the extent to which their draft work plans support activities under other IRs. Draft work plans underwent revisions at this point, to incorporate decisions made in the review sessions.

The Year 4 work plan has incorporated an important new distinction. Each activity has been given a priority rating in the column previously reserved for the Required or Optional codes of "R" and "O" respectively. The column now includes the priority codes of H = High, M = Medium and L = Low. These codes were developed in order to facilitate decisions related to funding levels and contract duration. As of September 2012 DAI was informed that only the first option year of two has been exercised and that only a partial obligation will be approved for Year 4. Given



this information DAI must prepare a contingency plan for possible project closedown in year 4. If by February 4, 2013 no additional guidance is received concerning the possibility of Year 5, PBG will focus on High and Medium priority activities only, while phasing out the Low priority activities. Subsequently, if by March 4, 2013, confirmation of Year 5 is still not received, PBG will focus solely on High priority activities, phasing out any remaining Medium priority activities until additional guidance is given. If year 5 is to be activated, the Medium and Low priority activities can be reviewed with USAID at that time. The PMP will have to be revised accordingly as well.

Lessons Learned from Year 3

Key lessons learned identified in the work planning session follow:

- *Civil Society actors find promoting advocacy campaigns a challenging endeavor:* Given the long adversarial history that Civil Society has had with the government in the DRC, the local organizations are finding it difficult to change gears. The PBG grants program has provided guidelines to promote a constructive advocacy approach. Transitioning from the customary awareness-building role that grassroots organizations were filling, to include a component where they include decision makers into the discussion is the next step in the process. Government and elected officials are showing to be more and more open to input from civil society than before. In an effort to encourage this important change, PBG will continue to work with CSOs in devising plans, strategies and actions that engage government stakeholders in ways that result in concrete reform. PBG will change the name of *Audiences Publiques* to *Dialogue pour l'Action* in order to emphasize the importance of follow-up action in implementing the recommendations made during the dialogue with decision makers.
- *Implementation of decentralization will take far longer than first accepted:* The causes for this are threefold. The first is that there appears to be some hesitation on the part of Government to fully implement the provisions of the Constitution. Examples of this are the incomplete implementation of the retrocession of funds to the provinces, and the delays in establishing the *Caisse de Perequation*. The second is the sheer complexity of the operation. Even relatively small countries such as Mali and Zambia have taken many years to implement decentralization. Thirdly, at the instance of the President there has been some back-tracking in relation to some constitutional provisions.
- *Delays in Provincial Assembly elections:* This delay has resulted in a decision by PBG to also delay the provision of computer and internet equipment to the Provincial Assemblies. PBG believes it would be most efficient and productive to provide the equipment to the newly installed Assembly members, who can be held accountable over a longer period to ensure proper use, maintenance and inventory control for the equipment being provided.
- *Transport constraints:* PBG continues to face serious transport constraints. The UNHAS administration decided to only offer permanent PBG staff access to their flights. This leaves only the MONUSCO flights as options to short-term consultants. Given PBG's third priority status on MONUSCO flights, our staff and consultants are seeing an increased frequency of flight denial on the day of the flight. This makes planning with



our local partners very difficult. All of these constraints have resulted in activities being postponed or cancelled at the last minute, with costly consequences to project resources. PBG is striving to mitigate these constraints by identifying and recruiting experts residing at the Provincial level.

Incorporation of Cross-cutting Approaches

Gender considerations continue to be an important part of the PBG program with the support of important Women's Round Table in Kinshasa and the Women's Forums organized in the provinces. The importance of the participation of women in political processes continues to be a focus of the Women's Forums in each of the provinces. PBG plans on participating in a forum of USAID implementing partners to collaborate on promoting gender equity throughout the various programs.

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

Critical Assumptions

- 1) The provincial legislative electoral campaign period, currently expected to begin in February/March of 2013 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 leadership 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 informal collaboration.
- 3) PBG is looking forward to forging ties with new partners resulting from Parliamentary elections at the National and Provincial levels. These partners are already on the ground with a plethora of tools developed during the first two years of project implementation to enable newly elected members of Parliament to quickly adapt to the task at hand.
- 4) Although the central government has not been quick to implement some aspects of decentralization, there is a powerful lobby for it including the Provincial Assemblies, the Provincial Governors and the electorate in the outlying provinces. A process has been set in motion that, although slow, is making some tangible progress and it has strong support of all donors.



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



IR1 – CITIZENS DEMAND ACCOUNTABILITY

Before the implementation of PBG, civil society organizations were characterized by amateurism in their comprehension of concepts related to good governance, decentralization, advocacy, citizen oversight and budgetary processes. The difference between advocacy and awareness raising campaigns was limited and organizations focused generally on putting pressure on the political sphere with the intent of increasing the quality of public service delivery. In addition, the relationship between decision makers and civil society was based primarily on confrontation as opposed to using a collaborative approach or engaging in a positive dialogue to find a win-win scenario. A lack of knowledge of the budgetary process also excluded the population in participating in many steps of the public service delivery process.

During the first year of the project the activities under IR1 concentrated on capacity building in citizen oversight, advocacy, promoting dialogue with decision makers, and the budget process, all of which allowed the civil society actors to discover their roles and learn tools to actively participate in the promotion of good governance at many levels.

The second year was marked with increased efforts to accompany the CSO partners in using the lessons learned from Year 1. This gave the IR1 partners the opportunity to learn by doing through the implementation of advocacy campaigns partially funded by the PBG program. This tailored approach allowed each CSO to develop their technical programs according to their specific training needs. During this phase PBG fostered ownership on the part of each organization of the good governance issues they were addressing in the implementation of each of their grant funded activities.

While the first two years focused on training and capacity building, the third year was characterized by the use of techniques learned to date through the implementation of grant activities. These activities allowed the CSOs to put into practice what they learned while continuing to benefit from technical assistance and mentoring. This was especially important for new concepts, such as organizing advocacy campaigns, which had been initially organized by PBG but now are being directed by the CSOs themselves.

It must be noted that the CRDs played an important role during this process by allowing the PBG staff to respond rapidly to requests from CSOs in each of the provinces. The CRDs also provided a common space for different CSOs to exchange ideas and work together.

An accent was put on access to public information through the web site and on the promotion of positive interactions between actors working in governance. An important step in the preparation for the web site's sustainability lies in the establishment of a system of data collection. This data collection and verification system will require a progressive transfer and ownership on the part of civil society organizations in the next 1-2 years.



For this reason, steering committees at the national and provincial levels have been put in place by local actors with the primary mission of ensuring the coordination in data collection and the establishment of mechanisms to ensure the continuation of the web site after the departure of PBG.

After the evaluations conducted at the end of Year 3, results showed that the CSOs had considerably improved their capacity to develop advocacy campaigns, but it was evident that there are still areas of improvement in terms of budget analysis and oversight. It was also evident that there is a lack of institutional capacity and internal governance on the part of partner CSOs. A refresher course on budget preparation and a training program on organizational development would permit the partner organizations to improve their management capacity and autonomy and in turn result in improved governance activities in their respective areas.

With regards to the cross cutting themes, the Women's Circles with the show "*A nous la parole*" is increasing in popularity and is contributing to a progressive change in the perception of gender roles in the community, with an emphasis on seeing women as community leaders. The program has also helped promote women candidates in the political process. In certain political parties the number of women has increased, but there is still a serious gender imbalance in the attribution of important responsibilities within the parties. Additional collaboration with other international organizations who are working with political parties could provide opportunities to promote more gender equity in the political process. The interest in promoting gender equity was evidenced by the adoption of the Women's Circle program by organizations in neighboring areas without any support from PBG.

In response to the program's popularity, the next year will focus on better targeting the audiences with the program material by carrying out surveys at least once a year and by organizing focus groups to collect public reactions to the themes discussed on the air. Continued capacity building will focus on leadership skills and mainstreaming of gender equity values. Collaboration with IR3 actors will facilitate this process.

A number of important anti-corruption initiatives were started and formal committees aimed at fighting corruption were set-up in the province of Katanga and Bandundu. Similar committees are to be established in the province of Maniema and Sud Kivu and technical assistance is envisaged for all four committees in the establishment of mechanisms adapted both to make corruption difficult and to gather information valuable in identifying and responding to cases of corruption.

Finally, PBG will capitalize on the work done by Nomadic Wax in encouraging youth to develop advocacy tools with music as the medium to transmit their messages. This initiative can build off of the association of young musicians trained by Nomadic Wax and partner CSOs in the techniques of targeted messaging to different audiences during advocacy campaigns.



In order to ensure the implementation of all the proposed actions for year 4, the activities will revolve around the following major axes:

1. A series of training sessions on organizational development to improve CSOs management skills promoting progressive independence and stronger internal governance. A number of the training programs will be held in collaboration with IR2 and IR3 where the evaluations showed deficiencies in legislative drafting and budget monitoring, for example.
2. Continue activities in support of the website, progressively transferring the data collection systems to CSOs and institutionalizing the steering committees while exploring ways to promote social marketing.
3. Launch new advocacy campaigns with grant funding support. A new addition will be to extend the grant funding to anti-corruption committees and in support to youth led advocacy through music initiatives.
4. Pursue activities in the CRDs while putting in place mechanisms to respond to requests from partners in collaboration with the other IR teams to ensure the sustainability of the CRDs.
5. Continue and expand the “*A Nous la Parole*” television and especially radio programs with special consideration on results from focus groups and surveys concerning the targeted messaging.
6. Ensure good collaboration between young musicians and civil society in the dissemination of advocacy messages through a music and democracy program.
7. Promote more *Dialogues Pour l’Action* with the participation of national and provincial assembly members in collaboration with IR 2.
8. Ensure civic education campaigns in conjunction with grant activities and through community agents.
9. Provide technical assistance to the anti-corruption committees in the provinces.
10. Work with CSOs in increasing their skills in budget monitoring both at the ETD and the Assembly levels through training and technical assistance.



In view of the above-mentioned priorities, during year 4, 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

Performance evaluations carried out in Year 3 demonstrated that the CSOs have not attained a functional level in terms of internal management, legislative drafting or in understanding the budget process. With one to two years remaining under PBG, it is imperative to ensure ownership and sustainability with regards to CSO capacity in these critical areas.

Initially, a series of training sessions are planned on the budget process, notably on execution oversight and analysis of proposed budget actions. It would be ideal if the CSOs could reach a level where they can develop alternative budgets, but given the limited time this may not be wholly possible. Nevertheless the training programs will be organized with the assistance of ODEP - *Observatoire de la Dépense Publique*, an organization specialized in the domain and with the expertise to continue to provide guidance even after PBG's departure.

Following these initial sessions, another training program will focus on legislative drafting techniques in collaboration with IR2. It will transfer skills in the development, drafting and analysis of edicts. With a dozen CSO-led advocacy campaigns, many of their activities aim to promote the development of progressive legislation and without the drafting skills, the process of proposing texts for adoption at the provincial assembly level is less effective. A three day workshop will be organized in each province for the CSOs with participation from assembly members and government officials.

Another assistance package will focus on organizational development training for PBG partner CSOs aimed at advancing the internal governance of the organizations. Each trimester a workshop will be held in each province with a specific theme. At the end of Year 4, a series of 4 workshops will be completed.

Outputs :

- 4 training workshops on specific themes linked to organizational development in each province.
- 1 training workshop on legislative drafting with the participation of assembly members and local authorities.
- 1 workshop on the budgetary process



1.1.1-3 The website : Bonne Gouvernance

The objectives of the *Bonne Gouvernance* website have not changed. They are aligned with the *Déclaration pour l'Ouverture des Parlements* (DOP) which aims to improve citizen access to parliamentary information, increase the citizen's capacity to participate in the parliamentary process and develop parliamentary responsibility. These goals will be achieved through improved dialogue between the parliaments by concretization of the legislative process. This dialogue was successfully promoted by PBG during the last three years. But beyond dialogue, in Year 4 PBG will support CENADEP, who ensures the coordination for the website, to work with partner CSOs to take over the management of the site and ensure its sustainability.

The biggest challenge at this stage is the active participation of CSOs and the establishment of systems to collect the necessary data. To this end, the steering committees will be participants in the daily activities related to the ownership process by the CSOs. As for the data collection, PBG will continue to finance the data collectors while ensuring that a system is gradually put into place to take over. To do so, exchange visits between data collectors and champions in civil society are envisaged in order to share and develop sustainable collection strategies.

The site will also provide information that will interest civil society organizations in initiating advocacy actions. This information will help the organizations to participate in the legislative process, follow parliamentarians and ensure the representation of citizen interests. In terms of decentralization, some parallels can be explored with the site managed by CTAD on decentralization and the evolution of the process.

Activities will be as follows:

1.1.1-3. Official launch of the website

After an important level of data collection has been reached, PBG in collaboration with CENADEP will proceed to the official launch of the website www.gouvernacepourtous.cd . This ceremony will be a good opportunity to introduce the site to officials and to potential contributors. This event is a step toward extending the site's coverage to all the provinces.

1.1.1-4.1 Additional support to the steering committees



Under the supervision of CENADEP, a steering committee meeting will be held every month at the national level. At the provincial level, the committees will draft a meeting schedule following the particularities of the province. Mechanisms linking the national and provincial committees will be explored in an effort to ensure the flow of information between the two levels.

1.1.1-4.2 Data collection

Twelve data collectors work with the institutions at the national level. In each province there will be three collectors, except in Katanga where six collectors will be active due to the large number of assembly members in the province. All the collectors will work under the supervision of the CENADEP website coordinator. PBG will provide logistical assistance in the provinces.

1.1.1-4-3 Updates

The compilation of information will be done on a daily basis under the responsibility of the CENADEP Website Coordinator. Some information will be reviewed by the steering committees for its appropriateness.

It is important to note that the site, in collaboration with IR2, will publish documentation related to the calendars of parliamentary work, including the legislative session calendars. Where possible, information regarding votes, daily agendas and the calendar of public audiences in commission will be published, allowing CSOs to present their suggestions on the topics under examination.

1.1.1-4.4 Analysis and work on legislation

The site will provide the public with regular information on the development of the legislative process and strategic national or provincial politics, allowing for citizen reaction and contribution. The site will also enable civil society to provide analysis in the development of draft laws, policies under elaboration or other important documents. PBG staff will foster this analysis by involving steering committee members and partner CSOs in the process.

1.1.1-4.5 Training of collectors and information sharing

Collectors will participate in an exchange program to share experiences on the process while initiating CSO members to the process.



Four collectors will be selected to make trips in the provinces.

1.1.1-4.6. Workshop with parliamentary groups and the government ministries

The democratic process includes the dissemination of parliamentary activities. The best ways to allow parliamentarians to furnish information will be either via the collectors or by allowing them to upload information directly. They can register as members and provide information to the webmaster for incorporation on the site. This strategy will allow IR2 to follow parliamentarians who connect regularly to the site. Mini workshops with parliamentarians on the use and value of the website are a way of interesting them to participate. PBG plans on organizing two such workshops during Year 4. This will be done both at the national and provincial levels.

1.1.1-4.7 Promoting the website

Since its inception the site has evolved at a good pace and has begun to meet civil society's expectations and target audience. This is evidenced by the growing number of visitors to the site. It has become an important source of information for international organizations on Congo's institutions. However the Congo is not among the top ten visitors to the site. It is therefore imperative to start a marketing campaign for the site at both the national and provincial levels.

Marketing will revolve around a bulletin with the same name as the site, which will introduce some of the main subjects on the site. This bulletin will create publicity for the site and provide some information to those who do not have access. It will cover the major topics, such as parliamentary debates and the calendar for the next legislative session, and will be distributed in outlying areas including schools, universities, women's associations, unions and religious institutions.

One section of this year's bulletin will be reserved for news coming from national and provincial parliaments. The bulletin will provide information usually communicated via community radio to further disseminate their programs as well as remind the population to visit the site for more information on the broadcast. Community radios will provide the added benefit of translating the material in the local language.



The legislative calendars will be transmitted via this bulletin, giving the population information on the topics being addressed by their elected assembly members. Summaries of debates, policy proposals, draft laws and edicts will also be shared, giving the population the information necessary to actively participate.

The site will also be introduced at the opening session of the new Provincial Assemblies as was done with the National Assembly at their *Journées Portes Ouvertes* with participation from local authorities, civil society and the university community to introduce them to the services available on the site.

Outputs:

- A workshop to officially launch the website
- Steering committees to meet regularly to ensure management transfer of website to civil society
- 20 data collectors working at the national and provincial levels to collect information
- Regular updates to the site
- Uploading of analytical reports and legal drafts to the site
- A workshop to transfer knowledge on data collection in each province
- At least 4 days of *journées portes ouvertes* to introduce and promote the site
- Production of 6 informational bulletins on the site
- At least 12 radio programs per ETD transmitting information from the site to the population
- Production of additional communication tools such as flyers and posters
- At least 8 mini-workshops with parliamentary groups in each of the assemblies

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

With democracy in DRC still in its infancy, civic education can play an important role in enhancing the population's understanding of democratic principles.

The civic education program implemented by ECC used an innovative approach by bringing the population and decision makers together to interact in a positive manner in addressing important issues. This approach incorporated the idea of lobbying and in turn promoted more transparency and dialogue between the citizens and their government officials.

In Year 4, PBG would like to expand this activity with the assistance of community animators (CAs). It will consist of a series of awareness building sessions focused on citizens' rights and responsibilities, decentralization and on local and municipal elections. IR 3 will provide the link to the CTAD for the provision of information on decentralization at both the national and provincial levels.

The CAs will also play a role in interesting civil society in sharing their experience from their advocacy campaigns with the population. This initiative will help interested citizens learn more about the role of advocacy in the legislative process and in budget oversight.

Another successful initiative was the use of comic strips in communicating important messages. Given the low rates of literacy, comic strips make messages more accessible to members of the population who are learning to read. A series of comics will be produced to assist the community organizers in transmitting messages on decentralization and the local electoral process.

1.1.2 - Involve community leaders and participatory theater for facilitation of specific topics (Tax culture, decentralization, transparency and gender)

A monthly civic education campaign within each province will be required to bring the CAs together to promote a new culture and influence the behavior of citizens in the right direction with respect to governance.

1.1.2.1 Provide grants to Civil Society Organizations to conduct civic education on these topics

We will continue issuing grants to CSOs so that they may conduct civic education campaigns themselves, as was the case with ECC, and if possible, interject the help of CAs to enhance the impact of these campaigns.

1.1.2.2 Support the production of comics

The use of comics is not just a simple representation of images, but also serves as an important tool in transmitting the complex issues raised by civic education campaigns to the general population through the use of design rather than text.

- 4 productions, one for each main topic, would be a base for campaigns.

1.1.2.3 Production of community radio broadcasts on the topics during the campaign

Civic education campaigns are difficult to implement without the assistance of the media. Media are often the tools used by the initiators and developers of civic education programs. Most media outlets focus on music or religious programs which are a little more recurrent; civic education is rarely delivered. To narrow this gap in civic broadcasts, PBG can act as the bridge connecting community radios and civic education campaigns, relaying the information disseminated by CAs or CSOs. Well followed by urban-rural people, community radios will reach a large number of people and ensure broad sensitization.

Outputs:

- 12 civic education campaigns in each province.
- 4 projects funded with the aim of conducting campaigns of Civic Education.
- 6 comics produced and distributed as part of sensitization and mobilization.
- 12 broadcasting programs relaying topics of Civic Education.

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

1.1.3-3. Grants program

The grants program plays a vital role for PBG because it has achieved several complementary goals: reaching several program indicators at once; measuring the level of understanding of CSOs on concepts taught in trainings and applied during the grant implementation; initiating advocacy campaigns; promoting interaction between CSOs and the authorities; initiating several edicts; monitoring budget; conducting civic education campaigns; etc.

The experience of the first proposals solicitation has proved generally successful and during the fourth year PBG will continue on the same path by providing at least 20 grants to CSOs. Given the low level of networking, PBG has encouraged some synergies in the implementation and hopes to fund at least two coalitions as part of the 20 proposals for funding. It will also help to revitalize the youth program and democracy through music by awarding grants to youth groups in order to compose songs to support advocacy messages developed by CSOs.

Outputs:



- At least 16 organizations will receive a grant.
- Grant Reports.

1.1.3-4. Technical Assistance

Since the beginning of PBG, a formal technical assistance package has been initiated through PBG's Capacity Building Specialists in each province. They have held meetings with each concerned organization to implement specific plans. During the previous year, they focused more on supporting the implementation of grants. Civil Society Organizations and PBG partners are always encouraged to seek technical assistance on matters related to governance. PBG has initiated a reporting system that ensures regular contact between partner organizations and PBG. In particular, Capacity Building Specialists are required to submit periodic reports on technical assistance, and in these reports, they give updates on activities related to advocacy, advice provided to partners during the advocacy campaigns and all training programs conducted.

1.1.3-4.1. Follow coaching training post

Since the beginning of PBG, this technical assistance aimed at ensuring that CSOs mastered the material taught during formal training sessions. The CBSs will ensure a high level of understanding and that CSOs do not experience many difficulties in the implementation of lessons learned. To accomplish this goal, CBSs will travel to different ETDs to organize follow up sessions with partners.

1.1.3-4.2. Monitoring and Coaching grants

As with the first campaign, CBSs will continue their coaching work before and after the activities of the funded projects.

Outputs:

- A higher level of ownership of concepts learned
- Quality implementation of activities by CSOs.
- Reports on Technical Support

1.1.3-5.1. Cercles des femmes program



Before PBG, no platform was available in the provinces for Congolese women to demonstrate their abilities and express themselves on current issues, outlets which would help change the perception of women within Congolese community. Considering that the low participation of women in decision-making positions is related to Congolese socio-cultural realities relegating women to the second place, PBG has established an expression platform for women to demonstrate their knowledge on issues affecting society in order to advance woman's status in the minds of the Congolese. Through radio and television broadcasts of “*A nous la parole*”, women-led discussions on political, economic, legal, social and cultural life promote women leadership. They develop an in depth analysis on the current topic in order to elucidate their intellectual capacities to assume important responsibilities in public or private institutions.

These broadcasting programs were supported by SFCG in collaboration with partner community radios. With the termination of SFCG’s contract, PBG is considering other international partners, including Internews, to ensure continuity of broadcasts and hopes to achieve at least the same success.

PBG is encouraged by the results thus far. As an example, a survey conducted by SFCG using a 42 person sample revealed that 97% of the total sample surveyed, or 41 people, listened to the broadcasts of “*Circles des femmes*.” In addition, 57% of this sample found the broadcast “good” and 9.52% found it “excellent”. This survey demonstrates an important interest on the part of the public, and while difficult to draw specific conclusions, it does suggest that the radio programs could have an impact on the perception of women in these communities. Further demonstrating the success of these programs, an organization not funded by PBG and using their own resources modeled their broadcasting programs in Kasongo off of the comments generated by the programs “*A nous la parole*” in Kindu.

To continue operations during Year 4, PBG will first rely on in-house expertise, reinforced by SFCG’s trainings, while building relationships with other strategic partners such as Internews and existing women platforms in each province.

1.1.3-5.1.1. An evaluation and planning workshop of “Cercles des femmes” broadcasting programs

As usual, at the beginning of the year, women leaders will meet to identify key sectors and related topics that will be developed throughout the year. The development will be based on assessments made at the end of Year 3 and lessons learned.

1.1.3-5.1.2. Training on gender and leadership

Women have shown a wide range of capacities in various areas related to PBG, but evaluations have identified some shortcomings in the very understanding of the concepts of gender and leadership. If this is true for women leaders, unfortunately this is also true for the majority of the



public. It is not uncommon to hear on the street corner or in workshops people talking about female gender, or link gender to parity, confusing the leader with leadership, etc. This confusion justifies the organization of training workshops on gender and equity in leadership positions for women to address misconceptions and better prepare women in their struggle to improve their standing.

Additionally, PBG will encourage women to broadcast at least one topic on leadership and gender after their training, allowing the general public to better understand and participate in the greater debate on these issues.

This capacity building could be easily achieved in collaboration with IR3, which plans to continue its support for the Women Leaders Roundtable. Beyond this assistance and/or collaboration, it would be useful for women in public institutions to discuss decentralization and how the perspective and contribution of women will help successfully carry out the process.

1.1.3-5.1.3. Identification and collaboration with community radios

Following the end of the SFCG contract, it is imperative that PBG identifies not only other partners but also community radios with which it would like to continue the broadcasting of programs. Specifically, PBG's provincial offices will identify radios that meet the highest broadcast standards, and then create collaborative relationships with them.

1.1.3-5.1.4. Coaching stakeholders

Essential in the field of media, stakeholders should be coached in order to ensure that they have mastered the topic to be discussed, that they have the necessary level (intellectual, professional or social) to impact the debate and that they remain focused and detailed on the topic at hand. With the experience gained from SFCG, the CBSs will conduct these coaching sessions before the organization of each radio program.

1.1.3-5.1.5. "A nous la parole" programs

The broadcasts will continue every month. However, during the evaluation and planning workshops, the possibility of increasing the frequency will be discussed and examined. In addition, efforts will be made to ensure that broadcasts have a fixed program to get the largest number of faithful listeners, and therefore, the audience and the desired influence on the conception of the role and capacities of women.

1.1.3-5.1.6. Focus groups and Evaluation of the program "Cercle des femmes"



The major concern of PBG is assessing the extent to which the programs “*Cercles des femmes*” contribute to improving the image of women in the community. In sensitive areas such as Maniema where the role of the woman is dedicated to domestic work, making regular assessments is essential to developing implementation strategies.

PBG intends to organize focus groups after each broadcast to collect feedback from the public. In addition to the focus groups, PBG will perform at maximum, one survey each semester and at minimum, one survey at the end of the year.

Outputs under 1.1.3-5.1:

- Improving the image of women and more participation in decision-making bodies
- 1 evaluation and planning workshop
- 1 training workshop on gender and leadership.
- Signing contracts with at least four community radio stations.
- At least 12 coaching sessions in each province
- At least 12 programs “*A nous la parole*” broadcasted in each province.
- At least 48 focus groups in each province after the broadcasts.
- One survey on the impact of the programs “*A nous la parole*”

1.1.3-5.2 Music and democracy

During Year 2, the ‘Music and democracy’ program with youth brought new energy and new perspective. Under the initiative of PBG, the program showed that it was possible to create a link between the social activists and politicians on the one hand and the young musicians and rappers on the other hand on issues of general interest. During the workshops organized in South Kivu and Bandundu, participants defined a clear vision and specific actions that had to be realized in order to achieve this goal.

The program also demonstrated that art, particularly music, can play a key role in awakening the consciousness of populations, increasing civic engagement and active participation of youth in governance in the DRC.

The work done by Nomadic Wax will allow for continued “Music and democracy” activities by establishing a new implementation strategy. The new strategy will first consist of a grant awarded to young musicians to broadcast messages produced by CSOs in their advocacy campaigns. Close

collaboration between youth and CSOs will be essential to achieve this end. Relations from the latter will contribute to the emergence of participation in governance and democratic principles.

Secondly, the strategy will also incorporate training youth on advocacy techniques and on the importance of freedom of expression, values, transparency and participation. Doing so will allow the young musicians to select their musical styles based on their target audiences, and will better equip them to produce songs that focus on commitment rather than insults and defamation.

Thirdly, youth can introduce different activities through mini-concerts during DPAs, workshops, etc..., not only to ensure strong mobilization but also frame the discussions.

Finally, PBG will work with the youth group to popularize the songs produced in the province and in other provinces, seeking the cooperation of free channels like Radio Okapi, etc.

Outputs:

- At least 4 songs relaying advocacy messages in each province.
- One mini workshop on advocacy techniques
- 1 group of young people subsidized in each province for the production of songs supporting advocacy campaigns.
- At least 6 mini-concerts during DPAs.
- At least one broadcast per month for each song on community radio channels

1.1.3-5.3. Youth

In the DRC, everyone speaks about youth, but little action is taken in support of this portion of the population. However, young people are trying to organize themselves; several youth platforms exist, but most of them are currently idle. To help youth, PBG will identify those active platforms that have a well developed action plan and will support youth in integrating into the governance related topics of these plans.

Outputs: A series of activities relating to governance supported.

1.1.3-5.4. Anti-corruption activities

Anti-corruption activities were launched by PBG during Year 2 in collaboration with OLCAC in Kikwit. During Year 3, OLCAC implemented one program in Bandundu and PBG will use internal expertise to pursue activities in other provinces.

Overall, this activity helped to contribute to the improvement of governance and participatory citizenship by bringing together all stakeholders to discuss the consequences of corruption as a bottleneck for sustainable socio-economic development and initiate strategies to reduce this practice. The activity encouraging stakeholders to behave in a transparent and non-corrupt manner in the management of public affairs and in the provision of basic social services to the population, as well as supported the formation of anti-corruption committees "CLACs" for the monitoring and reporting of corruption cases. These committees' purpose is to advocate to the authorities that drastic measures must be taken to reduce the corrupt practices that plague the economic life of the nation.

Through Dialogues for Action, known under the expression of Tribunes of popular expressions, PBG facilitated discussions on corruption before the participants made the corruption maps in the province. With a general vision of corruption, it was easier to develop an action plan that the elected Committee, at the end of DPA, will be required to perform.

The formed CLACs benefited from the first phase of capacity building on techniques on corruption data collection in a world where rumor is the rule and evidence is the exception. With consistent documents the CLACs could then provide assistance and quality information to complainants. It is a common saying that with lack of quality information, no criminal investigation can be constituted. With capacity building in this area, PBG intends to provide the trigger for CLACs to finally begin the process of denunciation.

1.1.3-5.4.1 Continuing dialogue on Social Transparency in ETDs and training in data collection on corruption

Initiatives to fight against corruption should, in principle, continue in South Kivu and Maniema but the security situation has not been favorable. This is why PBG is willing to resume these activities in the said provinces with emphasis on the existing structures that were created by CSOs in the implementation of grants, particularly in Maniema.

1.1.3-5.4.2 Capacity building workshop for members of CLACs

An essential component when forming strategies on fighting against corruption is the ability to learn from experience. The CLACs will have the information they need and should have the necessary expertise to analyze and make recommendations to both administrative institutions and legislative and public bodies, if required.

Training on management of such a structure is necessary to allow members to cope. It will also be an opportunity for validation by all stakeholders of the CLACs' Action Plans developed during DPAs.

1.1.3-5.4.3. Training of women leaders on anti-corruption activities

Corruption only brings misery, and consequently, hinders human development. The United Nations Convention for the Fight against Corruption gives great importance to the role to be played by women in reducing this practice; “the cry of a woman alerts the whole village.” It is therefore essential to capitalize on this fact by first building the capacity of “women leaders” (who are already stakeholders with PBG) on the concept of “Corruption”. They will then this training to promulgate the negative impact of corruption in their families, in schools, churches, workplaces, associations, etc ... They may also, under the Association of Women Leaders, advocate for social and legislative changes for the betterment of the people. The activity will be executed in collaboration with IR3 and will also involve women leaders within the “*Cercles des femmes*” arena.

1.1.3-5.4.4. Organization of DPAs with topics oriented towards anti-corruption

Here, rather than only holding DPAs on corruption-related topics, PBG will also ensure that all DPAs organized under grants consider aspects of anti-corruption in their presentations and discussions.

In addition to DPAs, CRDs could also organize conferences and debates on complaints that are made by journalists about corruption for civil society to develop strategies to report those complaints and advocate for further transparency on the issue.

1.1.3-5.4.5. Opening of grants to CLACs

The grants program will expand to supporting the CLACs, with the goal of helping them to implement at least a portion of their Action Plans.

Outputs under 1.1.3-5.4:

- DPAs in South Kivu and Maniema organized
- 1 workshop for CLACs capacity building in each province.
- One training workshop for women leaders on anti-corruption activities in each province.
- At least 12 DPAs deal with aspects of fight against corruption
- At least 1 initiative of fight against corruption initiated by CSOs.
- 1 grant awarded to CLACs in each province.



1.1.3-5.5. CRDs

CRDs will continue to host the daily training and information activities, with a focus on democracy and governance, by providing their services, resources and facilities to the community. During the fourth year every effort will be made to ensure the transfer of CRDs to a partner who is able to manage the services provided by the centers following the closure of PBG. Generally, CRDs will continue to function while the transfer process is underway.

1.1.3-5.5.1. Conferences and movie-debates/discussion days and open days

CRDs will host conferences or thematic films and stories to stimulate debate on topics of general interest. In addition, as part of the promotion of the website, open days will be held with the participation of all stakeholders.

1.1.3-5.5.2. ICT training for partners

Several actors of Civil Society, deputies and ETD officials have received training in computer usage, and some for the very first time. The CRD will continue to cover the training of partners in computer science.

1.1.3-5.5.3. Online research and libraries

Since the official launch of CRDs to date, they have registered 4882 users. This is a significant figure, and therefore, the consultations at the CRD will continue. PBG is also considering mechanisms to ensure monitoring of aspects related to governance and democracy within the CRDs.

1.1.3-5.5.4. Transferring CRDs to partners

1.1.3-5.5.4.1. Call for expressions of interest

As stated in the introductory section, the aspects of governance will be closely monitored. The first step to ensure sustainability will be the call for expressions of interest. Some well-known organizations that meet the criteria set will be encouraged to apply for the transfer. The publication of expressions of interest will officially open the path for the transfer process.

1.1.3-5.5.4.2. Launch of tenders

The preparation of the request for proposals (RFP), the launch of call for proposal and the opening of tenders will constitute the necessary actions of this second step.

1.1.3-5.5.4.3. Choice of partners

After reviewing the various responses, PBG will make the choice of partners by tender in each province. The selected partner will be asked to confirm its interest. Then will come the signing of contracts and the planning of the transfer process.

1.1.3-5.5.4.4. Experience sharing and transfer process

The partner officially selected will benefit from a period of training based on PBG's experiences and lessons learned managing the CRDs to date. This period will be followed by an evaluation.

1.1.3-5.5.4.5. Transfer of assets

After the assessment and assurance of the partner's capacities, the CRD equipment will be officially transferred to its new owner.

1.1.3-5.5.4.6. Monitoring and support

A probationary period of co-management will be essential in providing the new owner with full ownership of the CRD management.

Outputs:

- Online and hardware consultations, open days, etc..
- Computer training.
- Beginning of the transfer process of CRDs to relevant organizations likely to take over the PBG program.

1.1.7 Networking and study tours (Optional)



Following the budgetary and technical constraints, virtual exchanges with Nigeria on networking and sharing of experiences were not possible. Nigerian CSOs are having difficulties finding a space that would allow them to get in contact with CSOs in the DRC. It will therefore be a matter of determining internal alliances with partners whose unprecedented commitment and similarity of missions serve as a lever for the realization of trade between provinces. To do this, PBG will focus on exchanges between provinces and domestic trade.

The implementation of these visits will be done first through the sharing of information and knowledge acquired through restitution workshops, which will be organized in the provinces of origin in the CRDs. During these workshops, members who have travelled will choose the skills and information to capitalize on and will define applicability strategies adapted to their context. These strategies will be achieved through practical activities that will improve the management of their organizations as well as collaboration among CSOs, and the relationships they will establish with actors from other provinces or ETDs around governance.

1.1. 7-2.1. Exchange visits between different provinces

After three years of program implementation, some CSOs have made a name for themselves in the budget monitoring process and have extensive experience in advocacy. For sure, the realities in details differ from one province to another, but general concepts the same. To facilitate communication and networking, champion CSOs will share their experience with other provinces on advocacy activities they have implemented. They will seize the opportunity to define with their peer CSOs communication strategies to ensure permanent exchange between organizations based in different provinces.

1.1.7-2.2. Exchange of experiences between ETDs within the province

If exchanges between provinces are important, domestic exchanges between CSOs based in the three ETDs of the same province also meet tangible needs of governance. Given that the majority of grants have initiated edicts to be adopted at their provincial assembly, and that overall expectations and actors are almost the same, domestic visits will facilitate consistency in the advocacy strategies. This consistency would enhance across-the-board cooperation, and the unified pressure on the authorities and the elected officials. This would also be an opportunity for CSOs to discuss on the decentralization process.

1.1.7-3/1.1.1.-1. Capacity building in networking



This activity will be conducted under activity 1.1.1-1. The series of trainings with the objective of improving the internal governance of CSOs will also consider aspects related to networking. In fact, a current constraint faced by this partnership is the insufficient means to promote exchanges and support. Networking would allow for cost sharing and the establishment of communication opportunities.

Expected results in section 1.1.7:

- At least 1 CSO moves in at least two provinces
- At least one CSO moves in two ETDs in each province.
- 1 training workshop in networking.

1.2 MECHANISMS FOR IMPROVED DIALOGUE

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

1.2.1-2/1.2.2-1. Implement at least 12 DPA at ETDs

CSO's ownership of the DPA organization process is expanding. The need for dialogue is even evident at the governmental level, with authorities asking PBG to organize DPAs.

DPAs have not only identified areas where advocacy is needed, but they also have allowed for interaction among the authorities, elected officials, CSOs and the population. Despite the closure of project grants, PBG continues to receive reports on the organization of DPAs by CSOs, which is already a solid foundation for the future. DPAs at ETDs will be based on the grant program and will be organized by CSOs.

1.2.1-3. Establishment of mechanisms for monitoring recommendations

One of the bottlenecks to the further success of DPAs is the lack of follow-up on the recommendations formulated during these dialogues. PBG intends to support the monitoring committees in pursuing the DPAs' recommendations so that they have an impact on the behavior of leaders and 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

1.2.2-1/1.2.1-1 At least 12 DPA Forums at ETDs level

The strategy developed under section 1.2.1-2 shall apply to this section.

1.2.2-2. At least 4 DPAs at the provincial level

On this point, CSOs will be encouraged to work directly with deputies and government officials at provincial and local level to organize DPAs. At least one DPA will be organized in each target ETD when lawmakers are in recess.

1.2.2-3. Designate locations and dates for visits of legislators/provincial governments

In addition to providing assistance to Civil Society partners to encourage legislators to carry out their duties, PBG will also support the organization of an activity designed for citizen awareness building in collaboration with deputies. PBG is aware of the risk of the diversion of such activities by the deputies in electoral campaigns and will take necessary precautions to limit the occurrence of this risk.

1.2.2-4/1.2.2-3 At least 5 supervision site visits

This activity is carried out in collaboration with IR2 according to the strategy developed in the section below.

1.2.3 - 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

The website will disseminate information on parliamentary activities and the activities of Civil Society on the legislative process and edicts initiated as part of advocacy.

1.2.3-1/1.1-3 & 4. Collect information of interest to members, staff and the public on the assembly in order to post them to the website

This activity is already underway with the help of collectors. The website contains information which has been provided by the members themselves. It will continue under activity 1.1.1-3 & 4.



1.2.5-1 Budget Training

1.2.5-1/1.1.1.-1.3. Training Courses for Civil Society Organizations on the process and analysis of the budget of each province

Budget analysis presumes the mastery of the budget process and concepts of sound public finances. CSOs seem to still lack a complete understanding of these areas. A refresher training is provided in activity 1.1.1.-1.3.

Outputs:

- At least 12 DPAs at ETDs level
- At least 4 DPAs at the provincial level
- At least 5 site supervision visits
- A website is operational
- Interactions between citizens, elected officials and authorities

1.3 IMPROVED CAPACITY FOR ADVOCACY AND OVERSIGHT

1.3.1 Institutional, managerial and stakeholder assessment of pilot provincial governments in such areas as health, agriculture, education and water.

This activity will be carried out in collaboration with IR3. It will be combined with activity **3.2.1**.

1.3.2/1.1.3. Small grants to local CSOs for budget monitoring

The grant support is provided under activity **1.1.3**.

1.3.3/3.2.1 Community gatherings to prioritize needs of the community

During DPAs, communities can prioritize their needs. The same activity is combined with IR3 activities on the development of action plans under the heading **3.2.1**.



1.3.4 / 1.1.3-3 / 1.1.3-4/1.2.2-4/1.2.2-3 Community preparation for face-to-face meeting (s) with elected leaders and senators, facilitated by NGO leaders

This activity will be conducted under the DPAs where provincial and national elected officials will intervene together during civic education or technical assistance campaigns. It is linked to activities **1.1.3-3, 1.1.3-4, 1.2.2-4 and 1.2.2-3.**

1.3.6-2. Media training and media campaigns for CSOs

Debriefing Session with partner CSOs

Like every year, the session with CSOs will focus on programmatic evaluation and will present the major activities of Year 4 to CSOs. The peculiarity of Year 4 sessions will be focusing more on ownership and sustainability of PBG.

Outputs under 1.3.6:

- Grants to CSOs
- Action Plans
- DPAs
- Evaluation and planning workshop with CSOs.



IR 1 - CITIZEN DEMAND ACCOUNTABILITY

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

ACTIVITIES & SUB-ACTIVITIES				Start Date	Due Date	STATUS & COMMENTS	INDICATORS
1.1 - BETTER ACCESS TO INFORMATION							
1.1.1 R- CSO capacity-building for dialogue, access to information, advocacy and policy process							
1.1.1 - 1	All 4 Prov	R	SA 1: One workshop per province (4) on organizational development with a focus on accessing, organizing and disseminating /communicating information. Training will include elements on communication strategies and effective means of message development and dissemination (Act 1.3.6) - BAN	5-Jan-10	28-Feb-10	Completed on schedule. This should happen at the end of every year (or at the beginning of the following year. But for year 3 we propose a 5 day workshop where we give feedback, we are given feedback, we explain why we are changing the grant program and we conduct training on networking, advocacy and budgets. And we also set up the national network formation.	1.1; 1.5; 1.6

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1.1.1 - 1	All 4 Prov	R L	SA 1: One workshop per province on organizational development with a focus on strategic planning and creation of a database.	1-Oct-12	30-Sep-13	Evaluations found that CSOs need to improve their internal capacities. To address this, a series of training programs in organizational development will be held for the CSOs.	1.1; 1.5; 1.6
1.1.1 - 1		R H	SA 2: Legal drafting training	1-Feb-13	30-May-13	CSOs have greatly increased their skills in advocacy campaign development but could benefit in better understanding the legislative process starting with drafting, analyzing and critiquing legislation.	1.1; 1.5; 1.6
1.1.1 - 1		R H	SA 3: Training on the budget process	1-Nov-12	30-Mar-13	CSOs should better understand the budget process at parliamentary and local government levels in order to better participate in budget development and execution.	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. Combined with 1.3.6-2 CSO evaluation and planning	
1.1.1 - 3	Kin	R L	SA 3: Formal Launch of national good governance information network (website)	1-Aug-13	30-Sep-13	Site is operational and is being managed and updated by CENADEP. The official launch of the website is planned for the end of Year 4.	

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1.1.1 - 4	All 4 Prov	R H	Information collection, database compilation and website establishment and information dissemination through Internet, newsletter and radio	1-Oct-10	30-Sep-13	A trained youth group of data-collectors of legislative info, i.e. legislative calendar, where bills are, happenings at group thematic level, government policy. A network of deputy reporters who look for positive actions by deputies. Then bulletins summarizing website content disseminated by radio through Internews and by hard copy distribution through NGO partners' existing newsletters.	
	All 4 Prov + KIN	R H	SA 1: Website steering committees	1-Oct-12	30-Sep-13	Ensuring data collection and transfer of site to civil society.	1.2
		R H	SA 2: Data collection, analysis and web site organization	1-Oct-12	30-Sep-13	Database organization, maintenance and sustainability. In collaboration with IR2 et IR 3 (2.1.4 -3 et 3.1.7 - 7)	1.2
		R H	SA 3: Site updates	1-Oct-12	30-Sep-13	In collaboration with IR 2 and IR 3 (2.1.2 - 3 et 3.1.2 - 4).	1.2
	KIN	R H	SA 4: Uploading of legal texts and draft legislation	1-Oct-12	30-Sep-13	Establishment of a section where legislation can be discussed and analyzed on the site.	1.2
	All 4 Prov + KIN	R H	SA 5: Data collectors are trained and share their experience with each other and CSOs	1-Oct-12	30-Sep-13	A transfer of skills from the data collectors to civil society (legislative calendar, procedures on legislative development, events in thematic groups, draft legislation, advocacy campaigns).	1.2
		R H	SA 6: Awareness building on the existence and purpose of the website. Bulletins and community radio	1-Oct-12	30-Sep-13	Collaboration with INTERNEWS will be beneficial in this activity.	1.2
1.1.1 - 5	Kin	R	SA5: Call for proposals issued and Grants Management Training	1-Oct-10	31-Dec-11	Fourteen grants were awarded and are in full implementation process. Increased participation in advocacy network on national and provincial levels. Promote the linkage between national level advocacy champions their provincial counterparts.	

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1.1.1 - 6	All 4 Prov	R L	SA 6: Long-Term Planning TA	1-Feb-11	30-Nov-12	Follow-up meetings to review progress which will require regular reports from trainers using Assistance technique reporting forms. Use CRDs to transfer skills in seeking funds from other sources and reinforcing concepts of advocacy (especially budget advocacy) and networking. An annual debriefing meeting is to be held with CSO's to evaluate grant funded advocacy actions. See 1.3.6-2.	
1.1.2		R	Grassroots civic education campaigns concerning the constitution, decentralization and democratic reforms necessary to implement the constitution				
1.1.2 - 1	All 4 Prov	R	SA 1: One participatory theater performance , music and/or comic book how-to-action guide produced per province on citizen rights to engage public official	1-Feb-10	30-Apr-10	Completed on schedule.	1.1; 1.2; 1.5
1.1.2 - 1	All 4 Prov	R L	Work with community organizers through participatory theater to introduce themes such as fiscal culture, decentralization, transparency, gender issues and legislative processes to the population.	1-Oct-12	15-Aug-13	In collaboration with IR 2 (2.4.4 -1)	1.1; 1.2; 1.5
1.1.2 - 2	All 4 Prov	R	SA 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.	1.1; 1.2; 1.5
1.1.2 - 2	All 4 Prov.	R L	Provide grants to CSOs for civic education campaigns.		30-Sep-10		
1.1.2 - 3	All 4 Prov	R	SA 3: AC (Animateur Communautaire) work with key community leaders to advance civic education work	1-Apr-10	30-Sep-10	Completed on schedule. Pursued under 1.1.2 – 4 & 5.	1.1; 1.2
1.1.2 - 3	All 4 Prov.	O L	Production of comic strips on good governance for use in civic education and advocacy campaigns.	15-Jan-13	30-Sep-13	Distribution of comics via CSO work	1.1; 1.2
1.1.2 - 4	All 4 Prov.	R L	Civic Education on legislation and transparency.	15-Jan-12	30-Sep-12	Completed in 2 provinces Bandundu and Katanga by ECC.	1.1.2 -4

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1.1.2 - 4	All 4 Prov.	R L	Community radio programming on fiscal culture, decentralization, transparency gender and legislative process.	1-Oct-12	15-Aug-13		
1.1.2 - 5	All 4 Prov.	R L	Civic education on the role of the legislature.	15-Jan-12	30-Sep-12	Completed in 2 provinces Bandundu and Katanga by ECC.	1.1; 1.2
1.1.3 R Support to CSOs to engage in policy and public issue-related advocacy campaigns							
1.1.3 - 1	All 4 Prov	R	SA 1: Development and launch of at least five (5) advocacy campaigns , at least one per province.	31-May-10	30-Sep-10	This should be modified to reflect the change to 3 national campaigns per year involving provincial partners where roles, responsibilities and activities will be clearly defined and provincial partners can learn advocacy through following the lead of more experienced national-based partners	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 schedule.	Ind 1.1
1.1.3 - 3	All 4 Prov	R H	Grant program	1-Oct-12	30-Apr-13	A minimum of 16 grants will be awarded during year 4 predominantly for support of advocacy efforts in collaboration with IRs 2 and 3	1.3
1.1.3 - 4	All 4 Prov	R H	SA 1: Technical Assistance	1-Oct-12	30-Sep-13	In collaboration with IR 3 (3.2.7 - 4)	1.3
1.1.3 - 4			SA 1.1: Coaching training	1-Oct-12	30-Sep-13	Post grant follow-up training on managing advocacy activities	1.3
1.1.3 - 4			SA 1.2: Coaching on grants	1-Oct-12	30-Sep-13	Establishment of mechanisms for tracking advocacy actions at legislative levels.	1.3
1.1.3 - 5	All 4 Prov	R H	SA 1: Women's Circle programs	1-Oct-12	30-Sep-13	Research potential collaborative activities with INTERNEWS	1.3-1.2

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1.1.3 - 5		R H	SA 1.1: Workshop on evaluation and planning of media programming.	1-Oct-12	31-Dec-12	Completed on time.	
1.1.3 - 5		O M	SA 1.2: Training on gender and leadership	1-Jan-13	30-Apr-13	In collaboration with IR 3 (3.5.3- 7). Completed on time.	
1.1.3 - 5		R H	SA 1.3: Identification and collaboration with community radios.	1-Oct-12	30-Sep-13	Work with INTERNEWS and their partner radios.	
1.1.3 - 5		R H	SA 1. 4: Coaching of radio partners	1-Oct-12	30-Sep-13	CBS and INTERNEWS staff will work together in developing assistance package to radios.	
1.1.3		R H	SA 1.5: Program « à nous la parole »	1-Oct-12	30-Sep-13	At least once per month a program will be broadcast on a variety of gender related subjects.	
1.1.3		O M	SA 1.6: Focus groups and surveys to measure the impact of “A nous la parole” programming.	1-Jun-13	30-Sep-13	Several focus groups and one survey at the end of the year.	
1.1.3 - 5	All 4 Prov	R M	SA 2: Music and democracy program	1-Nov-12	30-Jul-13	Build on the Nomadic Wax experience to help CSOs communicate advocacy messages to decision makers.	1.5
1.1.3 - 5	All 4 Prov	O L	SA 3: Youth	1-Nov-12	30-Sep-13	Identify one dynamic youth group who can work with IR1 to explore youth engagement in promoting good governance.	1.5
1.1.3 - 5	All 4 Prov	R	SA 4 : Anti-corruption activities.	1-Oct-12	30-Sep-13	Anti corruption commissions established in the provinces (with IR 3: 3.5.3-7), and members trained (with IR2: 2.4.2 -1).	1.2 ; 1.5
		R H	SA 4.1: Social dialogue for transparency in the ETDs and database development on corruption information.	1-Oct-12	31-Dec-12	Established in Katanga and Bandundu. To be implemented in Maniema and Sud Kivu.	1.2 ; 1.5
		R H	SA 4.2: Workshop on capacity building for members of Provincial anti-corruption committees.	1-Jan-13	31-Mar-13	A training to be conducted in an on the job training format while conducting their anti-corruption mandate.	1.2 ; 1.5
		R L	SA 4.3: Training of women leaders in anti-corruption activities.	1-Jan-13	31-Mar-13	Mastering basic skills and participating in local anti-corruption activities.	1.2 ; 1.5

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		R L	SA 4.4: DPA with themes focused on anti-corruption	1-Apr-13	1-Jul-13	IR 1 will oversee the DPA to ensure that anti-corruption is amply covered in the events.	1.2 ; 1.5
		R M	SA 4.5: Open the grants process to anti-corruption committees.	1-Nov-12	30-Sep-13	Small grants to launch the anti-corruption committees.	1.2 ; 1.5
1.1.3 -5	All 4 Prov	R H	SA 5: CRDs	1-Oct-12	30-Sep-13	Information technology, movie debate conferences, DPAs, software training.	1.2; 1.4; 1.5
		R H	SA 5.1: Conferences on good governance topics, movie debates, open house events.	1-Oct-12	30-Sep-13		
		R H	SA 5.2: Information Technology training for PBG partners	1-Oct-12	30-Sep-13	IT training for assembly members, local authorities and CSO members	
		R H	SA 5.3: Online Research	1-Oct-12	30-Sep-13	Training in research techniques linked to major good governance topics – decentralization, legislative processes and advocacy	
		R H	SA 5.4: Process of transferring the CRDs to local partners	1-Oct-12	30-Sep-13	Competitive process in selecting the recipient of CRD equipment and management program	1.2; 1.4; 1.5
		R H	SA 5.4.1: Launch of Expression of Interest	1-Oct-12	30-Nov-12	Establishment of terms of reference. Publication of EOI. Provincial staff informs qualified local partners of the terms.	
		R H	SA 5.4.2: Publication of request for proposals	1-Dec-12	30-Jan-13	Proposals are reviewed and analyzed by provincial and national staff	
		R H	SA 5.4.3: Partner selection	1-Feb-13	1-Mar-13	After analysis and potential partner interviews and site visits a choice is made.	
		R H	SA 5.4.4: Sharing of experiences in managing the CRDs	1-Mar-13	30-Apr-13	Work plan development, report on transfer of skills/co-management period and evaluation	
		R H	SA 5.4.5: Final Equipment transfer	1-May-13	15-May-13	Contract signature and final official transfer of equipment	

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		R H	SA 5.4.6: Co-management of equipment	15-May-13	31-Jul-13	Co-management of equipment with periodic PBG technical assistance.		
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 (Strategic planning sessions July-Aug 2010). Continues under 1.1.3 - 3 & 4.	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 1.1.3-3&4	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-12	Dependent on availability of legislative calendars. Has been carried out in BAN and will be replicated in MAN, SUK, KAT. Completed and follow up will be done under IR2	1.2	
1.1.6		O	Roundtable and discussions on constitutional issues and opportunities, anti-corruption, policy issues, etc. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.					
1.1.7		O	Networking activities and study tours					
1.1.7 - 1	Kin	O	SA 1: Virtual Interactions with CSOs in Nigeria	1-Mar-11	30-Sep-11	Preparatory discussions with Social Impact on TA from Nigeria civil society visit. This will have been done in YR 2 through the relay of info obtained from Nigerian colleagues at a regional meeting in Cape Town.		
1.1.7 - 2	All 4 Prov	O L	SA1. Networking and exchange visits between provinces	1-Oct-12	30-Sep-13	The shared experiences will start with a CSO partner from Sud Kivu visting coutnerparts in Katanga and Maniema	1.1; 1.5; 1.6	
1.1.7-2	All 4 Prov	O L	SA2. Exchange visits between ETDs in each province.	1-Oct-12	30-Sep-13	Joint CSO and ETD visits will be conducted to share experiences between local governments and their partner civil society actors.		



1.1.7-3	All 4 Prov	R L	SA3. Capacity building in networking	1-Oct-12	30-Sep-13	Carried out in conjunction with 1.1.1-1 CSOs with financial challenges can network and build off of each other's strengths to maximize impact while minimizing costs.	1.1; 1.5; 1.6
1.1.8		O	Information kiosks in public institutions that provide information to citizens and publicize standard fees for service and complaint mechanisms. Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities.				
1.1.9		O	Newsletters detailing the work of the provincial government and assembly, outlining the progress on provincial development plan, etc. 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 - 1	All 4 Prov x2	R	SA 1: Implement at least 8 audiences publiques forums (APFs) to orient public discussion to a specific service delivery topic and the development of action items and follow-on activities	15-Apr-10	30-Sep-10	Completed on schedule	
1.2.1 - 2	All 4 Prov	R H	12 Dialogue pour l'Action forums implemented at the Assembly level	1-Nov-12	30-Aug-13	DPA's organized for the benefit of Assembly members	1.4
1.2.1 - 3	All 4 Prov	R H	Feedback mechanisms following DPA recommendations	1-Dec-12	30-Sep-13	Assistance in tracking actions resulting in recommendations identified in DPAs	1.2
1.2.2		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 H	At least 12 Dialogue pour l'Action forums at the ETDs	1-Jan-13	30-Sep-13	Link the DPAs to public works projects in collaboration with IR3	1.4

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1.2.2 - 2	All 4 Prov x2	R H	At least 4 Dialogue pour l'Action at the provincial level	1-Mar-13	30-Sep-13	One DPA per province focusing on budget questions	1.4	
1.2.2 - 3	All 4 Prov x2	R H	Determine dates and locations for legislators to interact with their constituent base in the provinces.	1-Oct-12	30-Sep-13	Hold strategic sessions with assembly members after the next provincial elections. Disseminate calendars of visit schedules including posting them on the website.	1.2	
1.2.2 - 4	All 4 Prov x2	R L	At least 5 parliamentary supervisory visits to the sites.	1-Oct-12	30-Sep-13	Hold strategic sessions in the CRDS with new assembly members and civil society concerning the 5 priorities requiring parliamentary supervision – child labor, student abuse by teachers, displacement of populations and government oversight regarding either abuses of lack of service delivery. A calendar of visits will be produced. In collaboration with IR 2: 2.5.4 -7	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 H	SA 1: Collect information of interest to provincial assembly members, staff and public to feed into new website	1-Jan-10	30-Sep-13	Website is operational. Will continue under 1.1.1 -3 & 4 in collaboration with IR2.		
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	Website is operational. Will continue under 1.1.1 -3 & 4 in collaboration with IR2.	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	Completed on schedule (Website trainings completed in Aug 2010 & input on the website in Sep 2010)	2.11	
1.2.4		R	Strengthening the capacity of provincial institutions to reach out to stakeholders and to central government, such as 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 schedule	1.2	



1.2.5		R	Building the capacity of CSOs to monitor, engage and debate with elected leaders on such substantive topics as the development of local government budget or related to current legislation				
1.2.5 - 1	BAN	R L	SA 1: CSO training course on the budget process and on budget analysis in each province	15-Aug-10	30-Mar-13	This is to be on-going but in an experiential format and so it should not be called a training session as it will be a process involving a series of activities from the initial planning at the end of year evaluation workshop to data-gathering to inform positions on budgets, to analyzing gap between existing and desired allocations, etc.. Experiential workshops will include topics on budget process, gender issues in advocacy work, decentralization, networking, corruption.	1.1; 1.5; 1.7
1.2.6		R	Public Relations training for government officials				
1.2.6 - 1	All 4 Prov	R	SA 1: One workshop in each province (4 total) to train selected government officials on public outreach	15-Jun-10	30-Aug-10	Completed on schedule. Combined with 1.3.4	Ind 1.1
1.2.6 - 2	All 4 Prov	R	SA : TA on public outreach activities	1-Aug-10	30-Sep-11	Completed on schedule. Combined with 1.3.4	1.2
1.2.7		R	Tribunes d'Expression Populaires or Audience Publiques to bring together citizens and local authorities in an open exchange of views on key reforms and current events This activity takes place in large part under Activity R 1.2.1.				
1.2.8		R	Mobile government - bringing provincial officials into communities located far away from the provincial capital for sector discussions, site visits and town hall meetings This activity will be combined with Activities 1.2.2. and 1.2.4.				



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

1.3 IMPROVED CAPACITY FOR ADVOCACY AND OVERSIGHT

1.3.1	R	Institutional, managerial and stakeholder assessment of pilot provincial governments in such areas as health, agriculture, education and water. This activity will have been combined into Activity R 3.2.1
1.3.2	R	Small grants to local CSOs for budget monitoring Grant support for budget monitoring and advocacy is provided under Activity 1.1.3.
1.3.3	R	Community gatherings to prioritize needs of the community This activity takes place under the Audience Publiques programmed under Activities 1.2.1 and 1.2.2. as well as under stakeholder action planning workshops under Activity 3.2.1.
1.3.4	R	Community preparation for face-to-face meeting(s) with elected leaders and senators, facilitated by NGO leaders This activity takes be fulfilled as part of the technical assistance delivered under Activity 1.1.3.



<p>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.</p>							
<p>1.3.6 O Media training and media campaigns for CSOs</p>							
1.3.6 - 1	all 4 prov	O	SA 1: One module focused on the development of communication strategies and effective means of message development and dissemination. Conducted in conjunction with organizational development training in four provinces (combined with 1.1.1-1).	5-Jan-10	28-Feb-10	Completed on schedule (See 1.1.1-1).	Ind 1.1
1.3.6 - 2	all 4 prov	O H	SA 2: Debriefing sessions with CSOs on implementation of communication strategies. Implemented after information management and advocacy training.	1-Sep-10	30-Mar-13	Activity completed on time for every province except Sud Kivu due to security issues in late 2012. Last province’s evaluations will be programmed in Year 4.	



IR2 – SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

In Year 4 of the PBG, the work of the IR2 component (Capacity building of parliaments) will continue and build off of activities implemented in previous years but will be guided by the ultimate goal of sustainability, taking into account that Year 4 is possibly the last year of the program.

IR 2's work will also build on the lessons and recommendations formulated at the outcome of the mid-term evaluations conducted during Year 3 in all five assemblies, with the exception of the national elected officials who, for the most part, are in their first term and should therefore participate in an initial participatory self-assessment.

Some activities planned for Year 4 were already planned for Year 3 but their implementation has been delayed due to the postponement of provincial elections. Given the uncertainty surrounding these elections, it is likely that these activities which depend on them may not be held before the end of Year 4.

Another aspect on which IR2 will focus during the fourth year is the capacity building of deputies in the exercise of their representation function, including public relations (communication with the grassroots), as well as media coverage of parliamentary activities. This area, the importance of which was emphasized during the mid-term evaluation, will be possibly developed in the province, regardless of the holding of provincial elections.

Coordination of the donor's assistance to the assemblies remains a constant in the implementation of the actions of PBG. IR2 will continue the momentum already taken in the first three years of the Program by initiating meetings with other donors to promote a common and coordinated response in the context of interventions for the benefit of assemblies (technical and material assistance and training).

In Year 4, the experience drawn from this coordination at the national level will be implemented in the province, with the help of the Governance Advisors.

IR2 activities for Year 4 are as follows:

2.1 - INTERNAL MANAGEMENT AND SUPPORT SERVICES STRENGTHENED

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

2.1.1 SA 6 - Develop a training schedule validated by each Provincial Assembly



This activity, which is repeated for each parliamentary session, will be implemented with the current *Bureaux* of the provincial assemblies, and in the event of organization of provincial elections, with the *Bureaux* that will be issued from those elections. It will be a matter of identifying with them their priorities in terms of building the capacity of provincial deputies and provincial assemblies' administrations.

Targeted participants: Provincial deputies and staff of provincial assemblies.

Outputs: A validated training plan, meeting the needs of provincial deputies and staff.

2.1.1 SA 7 - Develop a training schedule validated by National Assembly

The advent of a new leadership at the Lower House of National Parliament allowed initiating constructive discussions with the First Vice-President of the National Assembly and his services to develop a collaborative training plan.

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

Targeted participants: National deputies and staff of the National Assembly

Outputs: A training plan validated, meeting the needs of the National Deputies and the staff of the National Assembly

2.1.1 SA 10 - Perform a participatory self-assessment of national deputies

The advent of the new legislature of the National Assembly justifies a participatory self-assessment of national deputies. PBG will use the assessments to evaluate the strengths and weaknesses of the national representatives, including many new deputies, to identify their needs and priorities.

Like in 2010 (Year 1), this participatory self-assessment will be performed at the level of the PAJ and ECOFIN permanent committees, for which PBG provides specific support.

Targeted participants: National deputies, members of PAJ and ECOFIN permanent commissions

Outputs: The strengths and weaknesses of national deputies,; members of PAJ ECOFIN commissions are evaluated and their needs and priorities are identified.

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 activity has replaced those programmed in previous years, successively on “*Directories*” and “*Technical Assistance to the content and distribution of Alphabetical Tables of Speakers*”.

In fact it is a support to the final phase of the legislative process, namely the publication of laws and edicts. Installation of provincial Offices of the Official Journal enables interventions in the provinces, in addition to those for the headquarters of Kinshasa.

The first phase of this support began in Year 3 with preparations for an inventory of file management within the Official Journal. The result of this TA will determine PBG’s future interventions.

Targeted participants: Official Journal of the DRC

Outputs: The functioning of the headquarters and provincial offices of the Official Journal of the DRC is reinforced; accessibility to promulgated laws and edicts is facilitated.

2.1.2 SA6 - Technical and material assistance with computer and internet support to management and legislative functions.

This activity follows the assistance initiated under 2.1.2-5 through which a thorough evaluation of the IT systems of the 5 partner assemblies provided a clear analysis of their computer-support needs and priorities. A quantitative estimate of the needs of each assembly has kick-started the process of acquiring equipment. The delivery of IT equipment in the province will depend on the installation of provincial assemblies following provincial elections originally planned for Year 3 but recently postponed until Year 4. (At the National Assembly, this activity will be covered by activity 2.1.2 SA-7 below).

PBG will continue its coordination efforts with other donors (BTC, World Bank, UNDP ...) to ensure appropriate accommodation of the provided equipment and avoid duplication. Once the material is delivered, PBG will provide training and technical assistance to allow beneficiary Assemblies to use and maintain the equipment.

Targeted participants: 4 provincial assemblies

Outputs: Basic IT equipment for parliamentary functions provided and staff of the provincial assemblies reinforced in their capacity to manage and maintain the newly acquired equipment.

2.1.2 SA7 - Material and technical support with computer and Internet support in management functions and legislative functions of the National Assembly

This activity emanates from activity 2.1.2. SA-6, already scheduled in Year 3 for the delivery of IT equipment to 5 partner assemblies of PBG. During Year 4, this activity will consist of delivering IT equipment and technical assistance for the benefit of the recently installed National Assembly.

This delivery will be made at the beginning of the session of March, after the services of the Prime Vice-President of the National Assembly have updated the assessment reports on IT equipment developed by UNDP and PBG.



Targeted participants: National Assembly

Outputs: Basic IT equipment for parliamentary functions and staff of the provincial assemblies reinforced in their capacity to manage and maintain the newly acquired equipment.

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

2.1.3 SA6 - Technical assistance to MPs and staff in drafting the Provincial budgets

This sub-activity is consecutive to activities 2.1.3-1, implemented in Year 1 and carried out in the form of a training workshop for the benefit of provincial assemblies on the budget review, and 2.1-3-3, executed in Year 2, which consisted of training on financial autonomy and technical assistance to *Bureaux* and assembly staff on internal budget. Both activities have enhanced understanding of the assemblies concerning their autonomy and realistic internal budgetary projections that they are required to perform.

This third step, that was planned to provide technical support to assemblies in the budgetary process at the time of formulation of their annual budgets, could not take place in Year 3 because of the national legislative elections in November 2011 and the confusion that occurred around the periodicity of ordinary sessions of the provincial assemblies and the adoption of the law on public finances that shifted the beginning of each regular session from January to March and from July to September.

Targeted participants: Members and staff of the 4 provincial assemblies

Outputs:

- The provincial assemblies realize budgets based on needs assessment to perform constitutional missions
- The provincial assemblies have acquired the necessary skills for transparent budgeting

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 activity, scheduled for Year 2 and then Year 3, has been postponed due to lack of political will at the assembly *Bureaux*. As mentioned previously, these calendars exist, but challenges remain with regard to their frequency, their update and their accessibility to the public. The assistance will consist of providing support to leaders and staff of assemblies to help them complete, update and disseminate the calendars of the parliamentary sessions. Since Year 3, these calendars have been made available via the *Gouvernance Pour Tout* website. PBG provincial teams will continue their efforts to get the calendars established by the assemblies and to ensure translation into local languages (Lingala, Kikongo and Swahili) and distribution via community radio programs with the assistance of Internews or CSOs partners.



Targeted participants: Leadership and staff of the 5 assemblies

Outputs:

- Improved quality and value of calendars within the 5 assemblies
- Translation into local languages and dissemination of calendars
- Civil society is informed of the activities of the assemblies and they can organize interventions to influence the legislative process

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

2.1.5 SA 1&2 - Technical Assistance on Donor Coordination for National and Provincial Assemblies

Technical assistance provided during the previous years by PBG to coordinate assistance from various donors to assemblies, particularly as part of reconstruction of assemblies buildings (BTC in Maniema and Bandundu, World Bank in South Kivu) and logistical support to the initiatives of the Congolese Network of Parliamentarian Staff (Westminster Foundation for Democracy, UNDP, DFID), will continue in the fourth year of the Program. Activities requiring a pooling of donor efforts will be discussed in regular coordination meetings between donors but also on the occasion of other meetings and exchanges at the initiative of PBG.

In Year 4, the coordination of donor interventions may be reinforced in the provinces, or are represented by most donors based in Kinshasa.

Targeted participants: The 5 assemblies

Outputs: Clear donor plans of support used according to the needs of assemblies

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

2.1.6 SA 6 - Technical assistance to assemblies in developing administrative procedures manuals

This support, already implemented in Bandundu and South Kivu under 2.1.6 SA-4, will continue in Maniema and Katanga. It will continue the effort of simplification and standardization of essential procedures by helping the leadership and staff of the assemblies to set up clear administrative and financial procedures and gather them into a procedures manual. This process will consist of providing each of these assemblies with an administrative and financial regulation.

Targeted participants: Leadership and staff of the assemblies in Maniema and Katanga

Outputs: A manual of administrative and financial procedures is developed



2.1.7 Support to internal management practices, development and implementation of parliamentary budget, budget for committees.

2.1.7-1 Workshop on conflict resolution

Among the needs expressed by the deputies during the assessments, support for conflict resolution was mentioned more than once. The observation made at the end of the first term is actually that the hemicycles cause a certain amount of tension, which sometimes leads to crises.

The elected officials of the parliamentary administration feel the need to be strengthened in their capacity to respond to crisis situations that may arise and disrupt the smooth running of their constitutional responsibilities.

A training workshop, which would be based mainly on the experience of the previous Parliament to learn lessons, would be of great help at the beginning of their mandate to help them perform their work more efficiently. In Year 3, this training has been organized for the staff of the 4 provincial assemblies. It will be provided where necessary during Year 4 for the provincial deputies who will emanate from provincial elections.

Targeted participants: 4 provincial assemblies (elected officials)

Outputs: A workshop on conflict resolution in the four provinces; the provincial deputies are strengthened in their capacity to resolve internal conflicts without blocking the operation of the assemblies.

2.1.8 Support to internal oversight functions

The foundations of this support are covered by activity 2.1.6: activities that decentralize power within institutions, including a reform of the rules and codes. This is technical assistance in the preparation or review of financial and administrative regulations, which must still be provided to the provincial assemblies of Katanga and Maniema. They are also covered under 2.3: activities designed to strengthen the supervision of government institutions by the Assemblies. This is the training provided on constitutional mechanisms of control, first at the Provincial Assemblies level (Katanga, Maniema and Bandundu), then at the National Assembly level in the Parliamentary Information Days.

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 activity is a continuation of those which in the past provided technical and logistical support to the National Assembly on the law on public finances and the law on VAT. PBG will provide the necessary support in response to requests will come mainly from PAJ and ECOFIN commissions on other proposals or draft laws.

This assistance remains an important part of the intervention of PBG at the National Parliament with the advantage of high visibility. Its implementation depends on the requests made by partner commissions.

Targeted participants: PAJ and ECOFIN of the National Assembly

Outputs: TA responses to key commissions

2.1.15 Basic management and planning training

2.1.15 SA 9 – Training Management for results

After organizing this training during Year 3 for the administrations of the provincial assemblies, PBG will again organize it for the benefit of Directors and staff of the National Assembly to enable them to improve their performance as support services the Lower House of the National Parliament.

Targeted participants: National Assembly (administration)

Outputs: Training in managing for results is provided; the executive directors and certain members of the staff of the National Assembly are reinforced in their capacity to organize work management based on results achieved in improving parliamentary work.

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

2.1.16 SA 4 – Policy Research Network

The reflections held in Year 2 and the discussions held in Year 3 with members of the academic body and political decision-makers to find the best ways to implement this network will continue in Year 4 until the implementation of the said network, including its extension through the provinces covered by PBG. The involvement of PBG sector specialists, local experts recruited in the provinces covered by PBG as well as representatives of *Bureaux d'Etudes* of the 5 partner assemblies allow for the extension of the network in the provinces.

After a first brainstorming workshop to be held in Kinshasa, sessions will be held in the 4 provinces covered by PBG in the presence of actors in the development and implementation of public policies related to the preferential themes of PBG (agriculture, education, health, gender, and anti-corruption). They will develop an action plan for the development of research on policies and its possible inclusion in regional networks. CRDs and the good governance website provide opportunities to encourage exchanges among network members, who receive ongoing technical assistance.



Targeted participants: Representatives of universities and interested policy-makers (Executive and Legislative)
Outputs: A network of research policy is constituted

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 4 - Technical assistance to support the provincial assemblies to address the issues in order to adopt the edicts

This activity follows 2.2.1-2 from Year 2 when the PBG provided technical assistance to the assemblies for the identification of priorities in terms of the production of provincial legislation. The PBG also provided the assemblies with local experts conforming to the specific needs for the development of the edicts. Material assistance was furnished to the parliamentary commissions to organize work sessions within the framework of edict preparation. Originally programmed for Katanga and Bandundu, this activity is now being extended to all four of the target provinces.

Targeted participants: The 4 Provincial Assembly members and staff
Outputs: Advancement of edict preparation

2.2.1 SA 5 - Technical assistance on the issues relating to the passage of laws

This ongoing activity will continue at the National Assembly principally in collaboration with the ECOFIN and PAJ committees. The positive political will which currently appears to exist among the members of this institution's new permanent office increases the likelihood that they will promote the effective implementation of this activity during Year 4.

Targeted participants: National Assembly members and staff
Outputs: Advancement of law preparation

2.2.1 SA 6 - Technical assistance on budget execution and training on how to communicate with constituents and the media on budget matters for members and staff

This activity follows the activity under 2.2.1-3 of Year 2. It has not been realized in Year 3 due to non organization of provincial elections. It is therefore postponed to Year 4, but still dependent on the organization of the elections. It will consist of training provincial assemblies in Bandundu and South Kivu



and providing the necessary technical support that would enable them to deal more efficiently with budget issues when they are asked by the press or the public, as well as going beyond the simple response in anticipating interrogations and developing a more proactive communication strategy. This assistance may take the form of an information seminar, a workshop or technical assistance in the formulation of pure communication tools.

Targeted participants: Assemblies of Bandundu and South Kivu

Outputs: The provincial deputies are reinforced in their capacity to explain the budget to the media and the public

2.2.1 SA 8 - Training in legislative drafting

The evaluations also revealed weaknesses of the deputies and their *Bureaux d'Etudes* in the drafting of laws. Some aspects of legislative drafting bring confusion and training in this area would be very beneficial and would improve the quality of edicts produced by the deputies. Trainings would help them to write clear, precise, orderly and accessible texts of laws. An expert in legislative drafting is already made available by PBG for the provincial assemblies for tidying-up of the texts of law, but more training would enhance the abilities of the laws initiators and facilitate the work of the expert.

This training will be held in Kinshasa for the *Bureaux d'Etudes* of the National Assembly and support staff to the PAJ Commission.

It will be implemented at the provincial level with the installation of the new assemblies.

Targeted participants: *Bureaux d'Etudes* of the National Assembly and provincial assemblies in Bandundu and South Kivu

Outputs: Training in legislative drafting is provided; the assembly members and staff (including consultants) are reinforced in their technical capacity to complete the drafting of laws and edicts

2.3-PARLIAMENT OVERSIGHT OF GOVERNMENT INSTITUTIONS INCREASED

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

2.3.1 SA 4 - Introductory Workshop on Constitutional Supervision Mechanisms for the members of the Assembly

This activity follows activity 2.3.1 SA-3. It has been carried out in all provinces except in Bandundu, where it will be conducted in Year 4.

It will be a matter of equipping the provincial elected officials with tools to ensure better control of the government action.

Targeted participants: Provincial Assembly of Bandundu

Outputs: Introductory Seminar on the control mechanisms provided for the benefit of the elected officials in Bandundu. They are strengthened in their capacity to monitor the provincial government.



2.3.2. Technical and material assistance to the institutions and commissions of the legislative process, representation and supervision

This assistance was provided under 2.1.14 and 2.3.1 (control mechanisms), with the exception of the relative size of the representation function that will be developed in 2.4.4-SA1 (training in public relations)

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

Through this activity, PBG will continue to provide, through its sector specialists, technical and material assistance to sector parliamentary commissions in the provinces. This assistance will consist of working sessions with commissions and other stakeholders (government, CSOs, development partners, etc.), public hearings (DPAs), information sessions, etc.

Targeted participants: Members and staff of the four sector commissions of the provincial assemblies

Outputs: Ongoing support to sector commissions in each province

2.3.5 SA 8 - Legislative hearings to reinforce National MPs in their oversight and representation functions

The successful experience of organizing introductory training on legislative hearings in the four provinces will facilitate the transposing of this training to the national level. The hearing by the parliamentary commissions is one of the control tools possessed by the assemblies in the DRC. They do not, however, make great use of them because of their lack of preparation in this area.

Hence, a training session aimed at informing the Assembly on the practical occurrence of a legislative hearing, including through a scenario, is important. As was done in the provinces, this training will be carried out in synergy with IR1 and will have the participation of previously identified civil society actors.

Targeted participants: National Assembly (PAJ and ECOFIN Commissions)

Outputs: Introductory training on legislative hearings provided; members and staff of the National Assembly are strengthened in their capacity to work with civil society and to organize the collection of information to stimulate oversight action.

2.3.6. Support special initiatives as defined in the Action Plans: like establishing ad hoc committees or hearings to investigate corruption in health and education services



This activity is covered by technical assistance provided under 2.3.5-2 for the benefit of sector commissions relatively of various themes, including health (see 2.3.5 SA-5), anti-corruption (2.4.2).

2.4 - INCREASED ACCOUNTABILITY TO CITIZENS

2.4.2 Assist assemblies and/or individual members with the development of mechanisms for members to receive input/feedback from constituents to fight corruption - perhaps inviting reports of public service delivery quality or of waste, fraud or abuse - and to inform on public policy

2.4.2-2 Public Forum on anticorruption and budget expenses

This activity follows activity 2.4.2-1 and will be carried out in Maniema and South Kivu in Year 4.

This forum will bring together members of the provincial assemblies, but also representatives of the provincial government and Civil Society for a joint reflection on strategies of fighting against corruption in the provinces. This discussion will be supplemented by an overview of the different approaches of this kind that have already been initiated at the national level and through provincial experience in the matter of fighting against corruption. This forum could lead to the establishment of a committee to monitor anti-corruption to oversee the creation of an enabling environment for the implementation of the strategies developed during the reflection.

Targeted participants: South Kivu and Maniema

Outputs: Forum for fighting against corruption organized in both provinces; Members and staff of the provincial assemblies, provincial governments and local civil society are strengthened in their capacity to fight against corruption. They are informed about the tools and bodies to use to effectively fight against corruption.

2.4.4 Develop public relations training

2.4.4-1 Training on public relations

Assessments of assemblies revealed a deficit at the level of elected officials in the methods and techniques used to inform the general public and their constituents, in particular, with regard to their achievements, promoting their image and building trust towards them.

The proposed training will allow for deputies to better perform their function of representation, by improving relationships with their constituents through better information and establishing trust with them.

Targeted participants: The 4 provincial assemblies



Outputs: Deputies learn how to manage their relationships with the public and their constituents thanks to modern and effective communication mechanisms promoting interaction with the population

2.4.5 Assist in establishment and public dissemination of a legislative calendar

2.4.5-2&3 - One workshop per province for media coverage of Assembly affairs and media coverage of legislative calendars

The mid-term evaluations revealed a huge gap in relations between assemblies and the media. In order to reduce this shortfall, the proposed workshop will allow the leadership of each of the provincial assemblies and deputies to understand the role and importance of the media for their institution and their activities. In turn, the media outlets will also enhance their understanding of the assemblies function in order to cover more professionally the parliamentary activities.

Especially concerning the legislative calendar, technical assistance will be provided under activity 2.1.4 (support the development of a legislative calendar and make its dissemination). Agendas of different sessions of assemblies will continue to be published on the website of good governance, and in order to improve their access to local populations, it is planned to translate them into local languages (Lingala, Kikongo and Swahili). Potential collaboration with Internews and with CSOs will allow using the local media (community radios) for a wide dissemination of these translated calendars.

Targeted participants: The 4 provincial assemblies

Outputs: The legislative calendars are translated into local languages and disseminated regularly

2.5 - IMPROVED LINKAGES BETWEEN DIFFERENT LEGISLATURES

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

2.5.1-1 SA 1 - Development and online distribution of a regular bulletin of best practice

This activity will continue to be implemented by the channel of the good governance website under IR1 activities 1.1.1-3 and 1.1.1-4.

Targeted participants: The National Assembly

Outputs: A best practice bulletin is regularly distributed online

2.5.2. Support an online database of laws



2.5.2 SA 1 – Improved website for the National Assembly

This is an ongoing activity that will continue to be implemented through the CENADEP good governance website.

Targeted participants: The National Assembly

Outputs: The main texts of laws are widely disseminated and accessible to the public

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

This activity will be conducted in parallel with 2.1.2-7 (delivery of computer material to the National Assembly)

Targeted participants: the National Assembly

Outputs: The staff members are trained on the use of the given computer materials.

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

2.5.3-1 TA to assemblies to promote a two-way communications mechanism between the national and provincial legislatures

This activity was partly covered with activities carried out in collaboration with IR1 (Intergovernmental Forums Act: 1.2.4-1) and with IR3 (Intergovernmental Thematic Working Groups Act: 3.1.7-1).

These mechanisms involve exchanges between members of the provincial assemblies and the national parliament for sustained interaction at multiple levels. Thus, in Year 4, new mechanisms will be explored, particularly at the *Bureaux d'Etudes* and Policy Research Network.

Targeted participants: Members of the 5 assemblies (staff and elected officials)

Outputs: Promotion of new mechanisms of collaboration between the two levels of legislatures

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

2.5.4 SA 7 – Inter-Parliamentary Association for Provincial Assemblies (replaced by technical assistance for the benefit of RCPP)



This activity has been modified and replaced by technical assistance to the Congolese Network of Parliament Staff (*RCPP*), rather than to the inter-parliamentary association that does not exist. This assistance, which had already been provided in previous years, will continue in Year 4 through collaboration with other donors. This support will include, among other things, material, logistical and technical support to the initiatives of the *RCPP*.

Targeted participants: The *RCPP*, the 4 partner provincial assemblies and the other provinces through the involvement of other donors

Outputs: The *RCPP* is strengthened in its ability to transmit the knowledge and experience gained by the staff and former staff of the National Parliament to staffs of the provincial assemblies. The staffs of the provincial assemblies were strengthened in their capacity to support parliamentary work in the provinces

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

2.5.5 SA 2 - Feedback workshop for the validation workshop of the national strategy of transferring powers and resources to the provinces and ETDs

The parliamentary reflection forum on the implications of the planned decentralization scheduled under 2.5.5-2 in Year 3 has been covered by the Validation Workshop on the national strategy for transfer of skills and resources to the provinces and ETDs held in Kinshasa (Code: 3.1.8-2), attended by representatives of all DRC assemblies. In Year 4, feedback sessions of the said workshop will be organized for the benefit of provincial assemblies.

Targeted participants: The 4 provinces

Outputs: Resolutions of the Workshop to transfer skills are made available at the provincial level and new directions can be made.



IR 2 - SELECTED PARLIAMENTS ARE MORE DEMOCRATIC AND EFFECTIVE

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

ACTIVITIES & SUB-ACTIVITIES				START DATE	Due Date	STATUS & COMMENTS	INDICATORS
2.1 - INTERNAL MANAGEMENT AND SUPPORT SERVICES STRENGTHENED							
2.1.1		R	Assess current functions and capacity of parliamentary staff and develop a training plan to improve their skills				
2.1.1 - 1	1 NA, 4 prov	R	SA 1: One participatory self assessment for each provincial assembly and one at the national level	2-Feb-10	30-Jun-10	Completed with Katanga in October 2010	
2.1.1 - 2	KIN	R	SA 2: Conduct a separate review of the movement of legislation and communication between the National Assembly and Senate and identify any roadblocks or delays to legislation.	1-Apr-10	30-Jun-10	Completed on schedule.	
2.1.1 - 3	1 NA 4 prov	R	SA 3: Five institutional development and staff training plans	1-Jul-10	31-Dec-10	Completed	
2.1.1 - 4	KAT	R	SA 4: Participatory self assessment in the Katanga provincial assembly	1-Oct-10	30-Oct-10	Completed	
2.1.1 - 5	KAT	R	SA 4: Institutional development plan for Katanga	1-Nov-10	30-Dec-10	Completed	

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



USAID
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YEAR FOUR – FY 2013
PBG WORKPLAN

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2.1.1 - 6	All 4 prov	R L	SA 5: PBG training schedule validated by each Provincial Assembly	1-Jan-12	30-Sep-13	On going in all provinces. Permanent activity		
2.1.1 - 7	KIN	R H	SA 6: PBG training schedule validated by the National Assembly	1-Jan-12	30-Sep-13	Is being developed in collaboration with the office of the First Vice-President of the National Assembly		
2.1.1 - 8	All 4 prov	R	SA 8 Assessment of assembly staff capacities	15-Oct-11	15-Jun-12	Evaluation will be conducted using same methodology as first assessment. Completed		
2.1.1-9	SUK		SA 9 Workshop evaluation of first legislature	1-Oct-11	15-Oct-11	Completed		
2.1.1-10	Kin	R H	SA 10: Self-evaluation of National Assembly members	1-Oct-12	30-Jun-13	Will be conducted with the recently elected deputies		
2.1.2		R	Develop an information management system for sharing draft laws for input and adopted laws for future reference (perhaps via codification)					
2.1.2 - 1	KIN	R	SA 1: New edition of the " Les Annuaire " Journal in collaboration with "Le Journal Officiel"	1-Mar-10	Year 2	Becomes 2.1.2- 4 in Year 2		
2.1.2 - 2	All 4 prov	R	SA 2: Depending on assessment results and needs, will procure and hand-over necessary equipment & temporary internet access for online research and communication for all four provincial assemblies. Handover of computers will require the prior establishment of an inventory management system. Note: will also serve the capacity of the Bureaus d'Etudes (activity 2.1.16)	1-Apr-10	Early in Year 2 for all four provinces but Bandundu	Becomes 2.1.2 - 5 in Year 2 below (Partially completed in BAN)		
2.1.2 - 3	1 NA, 4 prov	R	SA 3: Training for staff of all legislatures, representatives, journalists and CSO on the use of the website .	8-Jan-09	Year 2	This activity along with 2.4.5-2 will be implemented in Year 2 under 2.5.2 - 2 ("Improve website for National Parliament")	2.1-, 2.2-, 2.11	
2.1.2 - 4	KIN	R M	SA 4: Technical assistance on the content and distribution of the " Tables Alphabetiques des Orateurs " replaced by support to Journal Officiel	1-Oct-11	30-Mar-13	The first phase was started in 2012 with the establishment of a status report on the management of the archives at the Journal Officiel. TA will follow after analysis of these results.		
2.1.2 - 5	All 4 prov	R	SA 5: Conduct an assessment of technical, material & IT management for all four provincial assemblies with the support of an international consultant	11-Jan-11	30-Apr-11	Completed ahead of schedule (see report)		

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2.1.2 - 6	All 4 prov	R L	SA 6: TA and material assistance to permit computer and internet support to management and legislative function.	1-May-12	30-Sep-13	Equipment to be delivered after installment of new legislatures to ensure proper inventory control and management.	2.11	
2.1.2-7	KIN	R H	SA 7: TA and material assistance to permit computer and internet support to management and legislative function.	1-Jun-12	30-Mar-13	Discussions with the National Assembly have identified the month of March 2013 as target date for procurement of IT material.		
2.1.3		R	Provide technical assistance to develop a realistic internal budget reflecting actual needs and priorities (Required in all 5 legislatures)					
2.1.3 - 1	All 4 prov	R	SA 1: Course in <u>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 in BAN SUK & MAN (as of 16 August 2010). KAT schedule for Quarter 2 Year 2 (Jan-March 2011) - see 2.1.3 - 2. This activity will be complemented by a follow-on TA under 2.1.3-4 & - Combined w/ 2.2.1-1	2.1; 2.2; 2.10	
2.1.3 - 2	KAT	R	SA-2: Course in <u>budget preparation and analysis</u> conducted in Katanga. (This activity follows 2.1.3.-1 above)	1-Jan-11	31-Mar-11	Completed ahead of schedule in February 2011	2.2	
2.1.3 - 3	All 4 prov	R	SA 3: One workshop per province on the financial and legislative autonomy within the constitutional framework of decentralization	1-Feb-11	30-Sep-11	Completed on schedule	2.2	
2.1.3 - 4	All 4 prov	R	SA 4: TA to the "Bureaux" of the Assemblies, Secretaries General, and their staff on their internal budget cycles .	1-Mar-11	30-Sep-11	Completed on schedule		
2.1.3 - 5	MAN/ BAN	R	SA 5: Training to reinforce the ability to control the budget process for Deputies and staff. Training based on 2.1.3-1 activity and conducted with the Belgian Technical Cooperation (CTB). USAID material and USAID trainer was used to improve the capacity of the Assemblies.	1-Feb-11	15-Oct-11	Added Activity - Completed in Bandundu. Will be implemented in Maniema before the end of current session. To be coordinated with CTB		
2.1.3 - 6	All 4 prov	R L	SA 6: Technical assistance to MPs and staff for drafting provincial budgets	1-Jul-12	30-Sep-13		2.2	
2.1.4		R	Support the development of a legislative calendar dictated by Parliament and not by the Executive (Required in all 5 legislatures)					

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2.1.4 - 1	1 NA, 4 prov	R	SA 1: TA to legislative staff of all five legislatures to develop and implement the legislative calendar . PBG will also focus on the publication of the legislative calendar in the local language (Act 2.4.5)	5-Apr-10	Year 2	Becomes 2.1.4 - 3 in Year 2.	2.3; 2.4; 2.9	
2.1.4 - 2	1 NA, 4 prov	R	SA 2: Calendar distributed to legislators, media and civil society	1-Aug-10	Year 2	Becomes 2.1.4 - 3 in Year 2.		
2.1.4 - 3	1 NA, 4 prov	R L	SA 3: TA to legislative staff of all five legislatures to develop and implement the legislative calendar . Translation into provincial languages, distribution and broadcast through radio and other media outlets.	10-Jan-12	30-Sep-13	Permanent TA. Potential collaboration with Internews media partners.		
2.1.5		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 M	SA 1: TA to support <u>donor coordination</u> in the National Assembly	1-Oct-12	30-Sep-13	Permanent TA		
2.1.5 - 2	All 4 prov	R L	SA 2: TA to support <u>donor coordination</u> in the Provincial Assemblies	1-Oct-12	30-Sep-13	Permanent TA		
2.1.6		R	Organizing activities that decentralize power within the institutions, including reform of rules and regulations (Required in all 5 legislatures)					
2.1.6 - 1	MAN	R	SA 1: Review each assembly's internal procedures and help to develop manuals for one of the provincial assemblies (<u>Maniema</u>)	1-Dec-09	30-Aug-10	Completed on schedule. Follow on TA will be provided to encourage the finalization of the official manual.	2.6	
2.1.6 - 2	BAN	R	SA 2: Review the assembly's internal procedures and help to develop manuals for one of the provincial assemblies (<u>Bandundu</u>)	1-Oct-10	1-Dec-10	ADDED ACTIVITY - Completed on schedule. Follow on TA will be provided to encourage the finalization of the official manual. Follow on TA will be provided to encourage the finalization of the official manual	2.6	
2.1.6 - 3	SUK KAT	R	SA 3: Review each assembly's internal procedures and help to develop manuals for provincial assemblies (SUK & KAT)	1-Oct-11	30-Sep-12	Completed in SUK and KAT	2.6	
2.1.6 - 4	All 4 prov	R	SA 4: TA to the 4 Assemblies to develop manual of administrative procedures	1-Oct-11	30-Sep-12	Completed in SUK and in BAN		

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2.1.6 - 5	KIN	R	SA 5: Training to National Assembly staff in procedures for improving flow of legislation	1-Feb-11	30-Sep-11	Completed (Lode Vanhoost report)		
2.1.6-6	MAN KAT	R H	SA 6: TA to the 4 Assemblies to develop manual of administrative procedures	1-Oct-12	30-Sep-13	Follow on to 2.1.6-4: TA for Maniema and Katanga		
2.1.7		R -	Support to internal management practices, development and implementation of parliamentary budget, budget for committees (Required in all 5 legislatures) To be covered under 2.1.3-3. Completed in all 4 provinces. For the NA it is dependent on political will.					
2.1.7-1	All 4 prov	R	SA 1: Training workshop on conflicts resolution for administrative staff	Jul-12	30-Sep-12	Completed	2.6	
2.1.7-2	All 4 prov	R L	SA 2: Training workshop on conflicts resolution for Assembly members	1-Apr-13	30-Sep-13	Dependent on the organization of provincial elections		
2.1.8		R	Support to internal oversight functions (Note that there are no permanent internal reform committees in these institutions) (Required in all 5 legislatures) - Groundwork for this is laid in Activity R 2.1.6 and is also covered under 2.3.					
2.1.9		R	Continued technical assistance to key committees for Political, Administrative and Judicial Affairs (PAJ) and on Economics and Finance (ECOFIN) at the National Assembly (Required in all 5 legislatures)					
2.1.9 - 1	KIN	R	SA 1: TA responses to key committees on PBG related deliberations.	3-Dec-09	30-Sep-10	Completed on schedule (ECOFIN on the Public Finance Law) Ongoing	2.3; 2.4; 2.5	
2.1.9 - 2	KIN	R H	SA 2: TA responses to key committees on PBG related deliberations.	1-Oct-11	30-Sep-13	Permanent TA		
2.1.10		O	Providing a full-time resident advisor to assist parliaments with identifying and adopting a reform agenda that is owned by the institutions and their elected representatives and staff that considers regulatory and procedural blocks to institutional performance - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities					



2.1.11		O	Mechanisms for internal institutional communication such as procedures committees, etc. that involve stakeholders interacting with the institution and its committees - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities				
2.1.12		O	Organizing study tours to expose participants to the reform agenda and best practices for basic management				
2.1.12 - 1	All 5 Assb	O	SA 1: One study tour to Benin or Burkina Faso for legislative reform and internal management practices/ Replace by in-country study tour	1-May-12	30-Sep-12	Cancelled Activity (meeting USAID).	
2.1.13		O	Study tour focused on staff-deputy relations, internal budget development for support services, and bill drafting and legal codification - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities				
2.1.14		R	Technical and material assistance to institutions and committees on legislative process, representation and oversight				
2.1.14 - 1	All 4 prov	R	SA 1: Training activities and TA carried out based on assessment findings and resulting training plan that needs to be developed in close coordination with the Assembly (combined w/ 2.1.15-1)	1-Apr-10	30-Sep-10	Completed in MAN, KAT, SUK and BAN on schedule (Archiving). Will be enhanced with a follow up workshop in year 2 (2.1.14-3)	2.1; 2.2; 2.6
2.1.14 - 2	SUK	R	SA 2: TA to help parliamentarians understand legal tools and procedures for executive oversight , rather than resorting to no-confidence votes.	N/A	N/A	Completed, as new activity added to the work plan to take advantage of a target of opportunity with the visit of a Belgian Parliamentarian to the SK provincial assembly (Previously labeled as 2.3.3-2)	2.6; 2.10
2.1.14 - 3	All 4 prov	R	SA 3: Reinforcement Workshop on Archiving skills and techniques with provincial assembly staff	1-Apr-10	31-May-11	Completed ahead of schedule	
2.1.14 - 4	BAN		SA 4: TA to create archiving and classification plan		30-Sep-11	ADDED ACTIVITY: conducted by local team. This activity is a follow on to activity 2.1.14-3 in the BAN Assembly. IR2 will try and implement it in the other provinces. Completed in SUK, BAN, KAT, MAN	2.1; 2.2; 2.6
2.1.15		R	Basic Management and planning training (See 2.1.14)				

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2.1.15 - 1	All 4 prov	R	SA 1: Training activities and TA carried out based on assessment findings and resulting training plan that needs to be developed in close coordination with the Assembly (combined w/ 2.1.14-1)	1-Apr-10	30-Sep-10	Combined with 2.1.14-1.	2.1; 2.2; 2.6	
2.1.15 - 2	All 4 Prov + Kin		SA 2: Training of Assembly staff on computer skills (Word, Excel, electronic mail and the internet)		30-Sep-11	Completed using the CRD		
2.1.15 - 3	All 4 prov		SA 3: Training on human resources management	15-Juin-11	30-Sep-11	Added Activity -Completed		
2.1.15 - 4	BAN MAN KAT		SA 4: Workshop on inventory and stock management	15-Juin-11	15-Juin-11	Added Activity -Completed		
2.1.15 - 5	SUK		SA 5: Training and TA on Monitoring and Evaluation	1-Juil-11	30- Juil-11	Added Activity -Completed		
2.1.15 - 6	BAN MAN KAT		SA 6: Training workshop on strategic planning	1-Oct-11	30-Sep-12	Completed		
2.1.15 - 7	1 NA, 4 prov		SA 7: Training activities on network maintenance et management	1-May-12	30-Sep-12	Completed		
2.1.15 - 8	All 4 Prov		SA 8: Training workshop on management focused on results to staff	1-Oct-11	30-Mars-12	Completed		
2.1.15 - 9	KIN	R H	SA 9: Workshop on Results Based Management for Assembly staff	1-Oct-12	30-Jun-13			
2.1.16		R -	Capacity-building of the Bureaux d'Etudes to support parliamentary committees					2.1; 2.2; 2.10
2.1.16 - 1	All 4 prov	R	SA 1: Policy research access seminars in all four provinces (4 provinces) and establishment of policy research network .	1-Apr-10	30-Sep-10	Becomes 2.1.16-3 (seminars) and 2.1.16-4 (network) in Year 2 (upon the request of provincial assemblies). Trainer/expert will also conduct Activity 2.1.17-1/2 for key legislators while on-site.	2.1; 2.2; 2.10	
2.1.16 - 2	All 4 prov	R	SA 2: Courses in preparation to legislative memos and minute-taking for committees (4 provinces)		30-Sep-11	Completed cover under activity with RCPP 2.5.4-4 and 2.5.4-5		
2.1.16 - 3	MAN KAT	R	SA 3: Policy research access seminars . Expert will also conduct Activity 2.1.17 for key legislators while on-site.		30-Sep-11	Completed		



2.1.16 - 4	1 NA, 4 prov	R H	SA 4: Establishment of a policy research network and changes its scope from provincial to national level.	1-Apr-12	30-Sep-13	In progress (see activities 2.3.5-1 and 3.5.2)		
2.1.16 - 5	All 4 prov	R H	SA 5: Extension of the policy research network to the provincial level	1-Oct-12	30-Sep-13	Work with the Bureaux d'Etudes and use of the website Bonne Gouvernance (see activities 2.3.5-1 and 3.5.2)		
2.1.17		R	Training on report writing and note-taking					2.1; 2.2; 2.10
2.1.17 - 1	All 4 prov	R	SA 1: Train key legislators in all four (4) provinces in the use of research reports to fully their various functions as legislators	1-Apr-10	30-Sep-10	Becomes 2.1.17- 2 in Year 2. Expert will also conduct Activity 2.1.16.	2.1; 2.2; 2.11	
2.1.17 - 2	MAN KAT	R	SA 2: Train key legislators in all four (4) provinces in the use of research reports to fully their various functions as legislators		30-Sep-10	Completed		
2.2 IMPROVED LAW-MAKING CAPACITY								
2.2.1		R	Technical assistance to result in the drafting and adoption of: Law on the national budget/annually; Provincial budget/annually; three edicts; and at least 4 DG laws -					2.3/4/5/10
2.2.1 -1	1 NA + 4 prov	R	SA 1: TA activities for members and staff to be able to explain budgets to other legislators, civil society, the media and citizens and constituents.	1-Apr-10	30-Sep-10	Combined with 2.1.3-1 and supported by follow on TA conducted by IR 2 Team Leader in each province. Still to be completed in KAT & NA - see 2.2.1- 3	2.3/4/5/10	
2.2.1 - 2	1 NA + 4 prov	R	SA 2: TA as needed to help assemblies address issues on which they should pass laws.	1-Jan-10	30-Sep-10	Completed on schedule in MAN & SUK; All required steps accomplished w/ the National Assembly but awaiting green light from Pres. Of the National Assembly to proceed. Still to be completed in KAT & BAN in Year 2 - see 2.2.1-4	2.3/4/5/10	
2.2.1 - 3	KAT + NA	R	SA 3: TA activities for members and staff to be able to explain budgets to other legislators, civil society, the media and citizens and constituents.	1-Apr-12	30-Sep-12	Combined with 2.1.3-1 Completed in the four provinces but pending political will for NA.	2.3/4/5/10	

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2.2.1 - 4	All 4 prov	R M	SA 4: TA as needed to help assemblies address issues on which they should pass laws (includes edicts)	1-Oct-10	30-Sep-13	The identification of experts was accomplished in all of the 4 provinces. The activity was initially planned for Katanga and Bandundu but has been extended to all four of the target provinces.	2.3/4/5/10
2.2.1 - 5	NA	R M	SA 4: TA as needed to help assemblies address issues on which they should pass laws	1-Oct-10	30-Sep-13	Permanent activity	
2.2.1 - 6	BAN SUK	R L	SA 6: TA on the budget execution and training on how to communicate with constituencies and medias on budget matters for members and staff	15-Jul-12	30-Sep-13	To be conducted after elections	2.1; 2.2; 2.5; 2.10
2.2.1 - 7	1 NA, 4 Prov		SA 7: Training to help the necessary legislation with ROCCIPI method for members and staff	1-May-12	30-Sep-12	Cancelled	
2.2.1 - 8	1 NA, 4 Prov	R H	SA 8: Training workshop in legislative drafting for members and staff	1-Mar-12	30-Sep-12	In process for the National Assembly and will be implemented after the elections	
2.2.2		R -	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.-1.	SUK	R	SA 1: Training course and TA (1) to SUK assembly's PAJ and ECOFIN legislators and staff on legislative drafting and analysis and assuring constitutional conformity	1-Apr-10	30-Sep-10	Completed on schedule (Sep 2010) Note : the training also included members of the Commission on Health.	2.1; 2.2; 2.5; 2.10
2.2.2.-2.	KIN	R	SA 2: Sharing of the review of movement of legislation and communication with parliament members, staff and CSO. When requested, PBG will provide technical assistance to smooth the passage of legislation.	1-Apr-10	30-Sep-10	Completed ahead of schedule (see report)	
2.2.2 - 3	BAN MAN KAT	R	SA 3: Training course and TA (1) to SUK assembly's PAJ and ECOFIN legislators, members of one other parliamentary Commission, and staff on legislative drafting and analysis and assuring constitutional conformity	1-Oct-10	30-Apr-11	ADDED ACTIVITY - Completed	
2.2.2 - 4	SUK	R	SA 4: Workshop to analyze and discuss on reforms in favor of decentralization for member and bureaux d'études	15-May-12	30-Sep-12	Completed	2.1; 2.2; 2.7



2.3 - PARLIAMENT OVERSIGHT OF GOVERNMENT INSTITUTIONS INCREASED

2.1; 2.2; 2.7

2.3.1		R	Strengthening committees to oversee the executive, especially regarding budget and financial management (Required in all 5 legislatures)			
2.3.1.-1	KIN	R	SA 1: One <u>introductory workshop on Constitutional oversight</u> mechanisms for members of the Assembly.	1-May-10	30-Sep-10	Becomes 2.3.1 - 2 in Year 2 below
2.3.1.-2	KIN	R	SA 2: (Activity moved fully to Year 2 from 2.3.1.-1 above) One <u>introductory workshop on Constitutional oversight</u> mechanisms for members of the Assembly.	1-Mar-12	30-Sep-12	Completed during the Journées Parlementaires d'Information
2.3.1-3	All 4 Prov		SA3: Introductory workshop on Constitutional oversight mechanisms for members and staff	1-Mar-11	30-Sep-11	Completed except for Bandundu
2.3.1-4	BAN	R L	SA4: Introductory workshop on Constitutional oversight mechanisms for members and staff	1-Mar-11	30-Sep-13	
2.3.2		R	Technical and material assistance to institution and committees on legislative process, representation and oversight (Required in all 5 legislatures) - COVERED UNDER 2.1.14			
2.3.3		O	Develop and deliver ad-hoc activities that strengthen oversight - Most optional activities will receive inputs only once required activities are undertaken, unless they are found to readily fit into planned required activities			
2.3.4		O	Technical assistance to compare standing orders (<i>règlement intérieur</i>) to strengthen capacity to oversee government and to engage civil society - COVERED UNDER 2.1.6			
2.3.5		R	Support strategically selected sub-committees to oversee and monitor public policy, e.g. on justice, security, social services, and fiscal oversight			
2.3.5 - 1	All 4 prov	R	SA 1: <u>TA to at least one committee</u> in all four Provincial Assemblies	1-Feb-10	30-Sep-10	Activity initiated and covered under 2.2.1-2 (TA on laws) with the identification of sector and legal experts at the local level.

2.6; 2.7; 2.10



2.3.5 - 2	All 4 Prov	R M	SA 2: TA to at least one committee in all four Provincial Assemblies	1-Oct-11	30-Sep-13	TA is on-going with the support of PBG Sector Specialists & local sector / legal experts. Specific work was completed in the Health sector in SUK. Permanent Activity.	
2.3.5-3	BAN		TA: Support Natural Resources group to better understand issues related to water distribution and in drafting related laws		31-Oct-11	ADDED ACTIVITY: Conducted by local team . Completed	
2.3.5-4	SUK		TA: Audience Publique with actors in the health sector to include Government, Assembly and Civil Society.		28-Feb-11	ADDED ACTIVITY: Conducted by the local team with major input by the sector specialist in health	
2.3.5-5	SUK		TA: Seminar on the organization of health cooperatives: Preparation of an edict organizing the health cooperatives		28-Feb-11	ADDED ACTIVITY: Conducted by the local team with major input by the sector specialist in health	
2.3.5-6	SUK BAN		Legislative hearings to reinforce MPs in their oversight and representation functions	1-Sep-11	30-Sep-11	Added Activity conducted in collaboration with IR1. Completed for SUK BAN	
2.3.5-7	All 4 Prov		Legislative hearings to reinforce MPs in their oversight and representation functions	15-May-12	30-Sep-12	Added Activity conducted in collaboration with IR1	
2.3.5-8	KIN	R L	Legislative hearings to reinforce National MPs in their oversight and representation functions	1-Oct-12	30-Apr-13	Kinshasa's civil society actors will participate in this introductory training. Collaboration with IR1	
2.3.6		R	Support special initiatives as defined in Action Plans: such as setting up ad-hoc committees or hearings to investigate corruption in health and education services - Covered under 2.3.5-2 and 2.3.5-5.				2.8-2.9
2.4 - INCREASED ACCOUNTABILITY TO CITIZENS							2.8-2.9
2.4.1		R	Develop tools to allow institutional outreach (outreach by committees and special hearings etc. to constituencies, civil society and citizens for and feedback on government policy delivery) (Required in all 5 legislatures)				
2.4.1 - 1	KIN	R	SA 1: TA to encourage the establishment of a model civil society liaison office within the national legislature (1)	2-Feb-10	30-Sep-10	N/A, Per the approved Quarter 2 work plan revision, this activity has been subsumed into Activity 2.1.6 - 1, where PBG is ensuring the institutionalization of civil society input into	

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						legislation by incorporating this requirement (public vetting of draft laws through hearings and other mechanisms) in the internal procedures being developed in all five legislative bodies under PBG. National Assembly covered under new input-mechanisms such as interprovincial forums, inter-governmental working groups and other events such as public audiences with the participation of members of parliament.		
2.4.1 - 2	All 4 prov	R	SA 2: TA on the mechanism on how to solicit citizen input into legislative deliberations. TA will result in the execution of at least one mechanism (1).	1-Jul-10	30-Sep-10	Completed in MAN, BAN, SUK under 2.1.6 - 1 (Revision of internal procedures) KAT to be completed under 2.4.1 - 3 in Year 3. Follow on TA may also occur in MAN		
2.4.1 - 3	All 4 prov	R	SA 3: Follow-on TA to sub activities 1 and 2 under this activity (2.4.1.) Emphasis will be on SUK and KAT in Year 2, with follow-TA for MAN and BAN (NB:The contract calls for this activity to be conducted at the National level but this is not planned for Year 2).	1-Jul-11	31-Oct-11	Completed in MAN, BAN, SUK, KAT		
2.4.2		R	Assist assemblies and/or individual members with development of mechanisms for members to receive input/feedback from constituents to fight corruption - perhaps inviting reports of public service delivery quality or of waste, fraud or abuse - and to inform public policy (Required in all 5 legislatures) -Potential synergy with IR1 with OLCAC activity.					
2.4.2-1	SUK, KAT	R	Public Forum on anticorruption and budget expenses	1-May-12	30-Sep-12	Completed in Katanga		
2.4.2-2	SUK MAN	R B	Public Forum on anticorruption and budget expenses	1-Oct-12	30-Sep-13	Maniema and Sud Kivu following Katanga model.		
2.4.4		R	Develop public relations training					2.1; 2.2; 2.11
2.4.4-1	All 4 prov	R M	Training on public relations	1-May-12	30-Sep-13	Continuation from Year 3		



2.4.5		R	Assist in establishment and public dissemination of a legislative calendar (Required for all legislatures)				
2.4.5 - 1	All 4 prov	R	SA 1: Media coverage of legislative calendars in local languages. This will follow the TA conducted under Act.2.1.4 - 1 (developing & implementing leg calendar)	30-May-09	Year 2 & 3	This activity was moved to Year 2 (becoming 2.4.5 - 3 below) since depending on the implementation of 2.1.4-1 that was moved to Year 2 (becoming 2.1.4-3).	
2.4.5 - 2	All 4 prov	R H	SA 2: One workshop per province for media coverage of assembly affairs. This workshop will be conducted in conjunction with Act 2.1.2 - SA 3 (training on the use of the website)	1-Mar-10	30-Sep-13	Although completed under IR1 (1.2.6.1) new parliamentarians will learn to keep the public informed on the affairs of their offices. Activity 2.5.2 -5 below will help parliamentarians learn how to use the website to inform the media and the public.	
2.4.5 - 3	All 4 prov	R M	SA 3: Media coverage of legislative calendars in local languages. This will follow the TA conducted under Act.2.1.4 - 1 (developing & implementing leg calendar)	1-Oct-11	30-Sep-13	Legislative calendars have been developed and were published on the website (Act. 2.1.4 - 3) Media coverage will be implemented with IR1 and possible collaboration with INTERNEWS	
2.4.6		O	Support exchanges between provincial assembly personnel and their counterparts in the Senate Covered under 2.5.4-2,3,4				2.12
2.5 - IMPROVED LINKAGES BETWEEN DIFFERENT LEGISLATURES							
2.5.1		R	Develop a bulletin of national parliamentary affairs to circulate information relevant to internal management challenges and best practices for better administration.				2.12
2.5.1 - 1	KIN	R M	SA 1: Development and regular online distribution of best practices bulletin.	1-Jul-10	30-Sep-13	Is being implemented in collaboration with the civil society website under IR 1 Activity 1.1.1-3 and 1.1.1-4 in order to increase sustainability and interconnectivity between civil society and parliament.	
2.5.2		R	Support an online database of laws> (To be considered after elections)				2.11

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



USAID
FROM THE AMERICAN PEOPLE

YEAR FOUR – FY 2013
PBG WORKPLAN

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

2.5.2 - 1	KIN	R M	SA 1: Inclusion of key laws, decrees and arrets in the Assembly's newly developed <u>website</u> .	1-May-10	30-Sep-13	To be implemented in collaboration with CENADEP "Gouvernance pour tous" website to ensure sustainability. Continuous activity	2.11	
2.5.2-2	KIN	R	SA 2: Conduct an assessment of technical, material & IT needs and their management for the National Parliament (National Assembly / Senate) with the support of an international consultant	1-Sep-11	30-Sep-11	ADDED ACTIVITY: Completed in parrallel with provincial assembly assessments under 2.1.2-5		
2.5.2-3	KIN	R H	SA 3: TA and material assistance to permit computer and internet support to management and legislative function.	1-May-11	30-Sep-13	ADDED ACTIVITY. Conducted in parallel with provincial assembly assessments under 2.1.2-7. IT equipment will be procured for the National Assembly.		
2.5.2-4	KIN	R	SA 4: Improve website of the National Parliament (National Assembly / Senate)	1-May-12	30-Sep-12	Activity suppressed: There is a lack of political will. Legislative issues are being posted on the website organized by CENADEP under activity 1.1.1-3	2.12	
2.5.2-5	KIN	R	SA 5: Train National Parliament staff and members on the use and access the improved website. Replaced by a training on use of website "Gouvernance pour tous"	15-Mar-12	30-Sep-12	To be postponed until after elections and new parliamentary members and staff are installed in coordination with activity 1.1.1-3.		
2.5.3		R	Communication networks to educate provincial law-makers about the intent of national legislation					2.12
2.5.3 - 1	1 NA + 4 prov	R H	SA 1: TA to assemblies to promote a <u>two-way communications mechanism</u> between the national and provincial legislatures	1-Apr-10	30-Sep-13	Covered under activities conducted in collaboration with IR1 (Inter-governmental forums Act 1.2.4 -1) and with IR 3 (Intergovernmental thematic working groups Act 3.1.7 -1), mechanisms involving the presence of national and /or provincial legislators for a sustainable and multiple level exchange. Best to discuss with new parliamentary members after elections. New mechanisms will be explored with the Bureaux d'Etudes and the political research network (2.1.16-4 and 2.1.16-5)	2.12	
2.5.4		R	Provide technical assistance to inter-parliamentary association of provincial assemblies					2.12
2.5.4.-1	KIN	R	SA 1: Start of TA to the inter-parliamentary association for provincial assemblies.	1-Aug-10	30-Sep-12	See 2.5.4-7 to include the 4 provinces		

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2.5.4 -2	KIN	R	SA 2: (Follows on to 2.5.4. 1 above) TA to the ' Association du Personnel du Parlement Congolais ' for provincial assemblies.	1-Oct-10	30-Sep-11	Completed		
2.5.4 -3	KIN	R	SA 3: Training for members of the "Association du Personnel du Parlement Congolais" and staff of provincial assemblies on Staff-MP Relations at the national and provincial levels (conducted in collaboration with the Westminster Foundation for Democracy)	1-Oct-10	15-Feb-11	ADDED ACTIVITY: Completed in January 2011		
2.5.4-4		R	SA 4: Training of member of the RCPP on technology use and on using adult learning and training techniques.	1-May-11	15-Jun-11	Completed		
2.5.4-5		R	SA 5: Organize work experience placement of provincial staff in the National Assembly. This will be implemented in collaboration with the Westminster Foundation for Democracy.	15-Apr-11	15-Jun-11	Completed		
2.5.4-6	All 4 prov.	R	Restitution in the 4 provinces in collaboration with CTB and DAI Europe	15-Apr-11	15-Jun-11	Completed Added activity		
2.5.4-7	4 prov + Kin	R H	SA 1: Start of TA to the inter-parliamentary association for provincial assemblies. RCPP	1-Oct-11	30-Sep-13	This activity will be modified to shift PBG assistance to the "Association du Personnel du Parlement Congolais", Rather than the "Inter-Pal. Association". Some TA was provided in Year 1 to the Association du Personnel du Parlement Congolais and will continue into Year 4.		
2.5.5		R	Develop mechanisms to solicit provincial and sub-provincial input pending national legislation					
2.5.5.-1	KIN	R	SA 1: Inter-parliamentary Forum on the draft national Loi de Finance	1-Sep-10	30-Sep-10	ADDED ACTIVITY in support of ECOFIN and a consultative drafting process for Congo's Public Finance law (with the participation of Provincial MPs) completed		
2.5.5.-2	4 prov + Kin	R	SA 2: Inter-parliamentary Forum on reform options supporting decentralization	1-May-12	30-Sep-12	Completed with the validation workshop at the National Workshop for the transfer of competencies CTAD (3.1.8-2)		
2.5.5.-3	All 4 Prov	R L	SA 3: Follow up workshop after the National Conference on the transfer of competencies CTAD	1-Oct-12	30-Sep-13	In collaboration with IR3		



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

Year 3 was remarkable for many reasons. Most importantly, there were elections for President and the National Assembly. However, since they were widely seen as less than free or fair the government yielded to pressure to review electoral management and consequently has had to delay the holding of provincial and local elections.

The new government and Ministers were appointed in April 2012, with a Deputy Minister, reporting to the Minister of the Interior, having specific responsibility for decentralization. This was soon followed by the announcement of the Government's program, which featured Decentralization as one of its main objectives. Finally we were instrumental in conducting a highly successful workshop on the transfer of powers to the Provinces and ETDs, under the patronage of the prime Minister. Moreover, the workshop was based entirely on work undertaken for the *Cellule Technique D'Appui à la Décentralisation (CTAD)* by PBG consultants.

Our strategy during the year was to concentrate on activities that strengthened local finances, stimulated citizen participation and supported the principles of transparency at the level of local government. We have seen that the management of ETDs, most importantly the leaders, has embraced change almost without exception. They have thus created fertile ground for trying new ideas and the year's results have demonstrated the success of the strategy.

These are the foundations on which IR3 will move forward into Year 4. We are very much hoping that the laws relating to local taxation, the *Caisse de Péréquation*, and sectoral laws regarding the decentralization of powers will be promulgated during the next 12 months, thus marking the most important changes in decentralization since about 2008. We are also hoping that the work undertaken with *CTAD* in year three, especially our studies regarding the transfer of powers and the roles of different tiers of government, will form the basis for real progress. In particular we expect the road map endorsed by the National Workshop on the transfer of powers referred to above will form the basis of a strong collaboration with *CTAD* and yield tangible results.

The support provided by the PBG in the management of ETDs and transparency of local finances has given very satisfactory results. We will therefore actively continue with the same type of technical assistance and training, making the impact deeper and broader, with a view to preparing both civil society and the officials for the day when local elections are held, and they will hold different responsibilities as offered by the Constitution.

It is in this context that four strands of work are used as a basis for carrying out the activities for the Year 4. These are:



1. Implementation of the transfer of powers and resources;
2. Management and transparency of local finances;
3. Citizen participation in the development and execution of budgets;
4. Participatory planning and funding of local government activities.

3.1 ADOPTED LEGAL FRAMEWORK FOR DECENTRALIZATION ESTABLISHED AND IMPLEMENTED

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

3.1.1 SA3 – Technical Assistance to bodies responsible for drafting, reviewing, and implementing decentralization legislation.

Other donors are working in this field, but the project will continue to offer its services to the CTAD 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 participant: CTAD

Outputs:

- 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

3.1.2- SA4 – Provide technical assistance to CTAD in managing an online website to access decentralization laws and policies

The website was established in Year 2, but was not fully populated. UNDP undertook to prepare a data base of all data relating to Provincial and Local Government, but had not completed the activity by the end of Year 2. In addition, in light of the continuing evolution and addition of material relating to decentralization, it is considered appropriate to assist *CTAD* to update and maintain the site. This is to be undertaken collaboratively so that by the end of the year *CTAD* will be in a position to maintain the site without assistance. The project is being managed to maximize potential synergy with the web sites being developed under IR1 and IR2.



Targeted participant: CTAD

Outputs: Decentralization website fully populated and maintained

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

3.1.3 SA5 – Policy-Option Training Event at the national level for DRC decision-makers

This activity was scheduled for Year 1 and postponed until Year 2 and 3, because *CTAD* could not support the implementation of such an activity unless and until the Government has committed itself to developing the legislation and regulations. The situation in Year 4 looks more hopeful than at any time before as the Government has committed itself to passing the legislation at the soonest possible time. Once we have received the green light from *CTAD* in that respect we shall engage a consultant to lead the task.

Once a consultant has been appointed, *CTAD* will be assisted to host a workshop of all stakeholders to explore the policy options for the equalization fund. *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 participant: *CTAD*

Outputs:

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

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

3.1.5 SA4 – Support CTAD in implementing the road map for the transfer of powers as approved at the workshop of July 2012 and other matters relating to sectoral decentralization as agreed between PBG and CTAD

Following the adoption of the *PBG* study by the July 2012 national workshop on the *Transfert de Compétences*, it is expected that certain issues might be identified for further support. Requests will be reviewed in light of the relevance to the objectives of *PBG* and likely impact. Suitable requests for assistance will be responded to where possible.



Targeted participants: CTAD and provincial governments
Outputs: Reports as requested by the CTAD

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

3.1.6 SA8 – 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 CTAD. It will build on the work undertaken under IRs 3.1.1, 3.1.4. and 3.1.5, and will look at the 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. It will not be undertaken unless requested by CTAD.

Targeted participants: National Government and Parliament
Outputs: Consultants' reports on work done and results achieved

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- SA9 – Support for the Unions des Villes Communes et Territoires du Congo

PBG assisted in the launch workshop for this Union, through paying travelling expenses of selected participants from participating provinces. The Union could be an important factor in strengthening both the lobby for decentralization and in exchange of information and best practices. Following the launch it is developing its program with the support of several donors. At this stage it is not clear what additional support is required, but in view of the potential value of the Union, it is considered important to provide support if required. This will be given for specific activities, if requested by CTAD, after review to confirm that they are in line with the objectives of PBG.

Targeted participants: CTAD, ETDs in participating provinces
Outputs: Reports on activities as required.

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

3.1.8 SA5 – Technical assistance to identify key questions of coordination and collaboration at the provincial level to identify the requirements for legislative reform

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 are providing TA to the *CTAD* to identify key elements in the operationalization of decentralization that need to be addressed. A major issue is the powers of Provinces and ETDs, neither of which are particularly clear in the constitution. A further level of confusion exists between the powers of *Villes* and *Communes*. A study on this subject was completed in Year 3, and if necessary we could support 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: Report, and possible Workshop report

3.1.8 SA6 – Dissemination of draft laws regarding decentralization for examination and discussion by stakeholders

Many decentralization laws remain to be adopted. We shall support government's activities in the review and discussion of these laws, and in collaboration with IR2 will endeavor to ensure that the expectations and requirements of stakeholders are submitted for consideration by the National Assembly

Targeted participants: CTAD and provincial governments

Outputs: Recommendations and comments on draft laws

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

3.1.9 SA3 & SA 4– Technical support on local finances and the feasibility of a national local development fund

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. Although uncertainty remains about when these studies can be undertaken it looks possible that they will be conducted in Year 4. We remain ready to undertake the studies at the request of *CTAD*.



Targeted participants: CTAD

Outputs: Consultants' reports

3.1.9 SA 5 – Technical support to Provincial legislatures in developing provincial legislation regarding public finances (in collaboration with IR2)

The Public Finance Law was passed in 2011, but largely addresses national finances. Each Province will be required to pass edicts concerning its own financial management in order to make the legislation fully effective. This will require technical assistance to draft, for example, a model draft edict as a starting point for discussion by each Provincial legislature.

Targeted participants: Provincial legislatures, CTAD

Outputs: Draft edicts or technical report stating principles to be incorporated in legislation

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.

Activity completed in Year 1

3.2.1 SA6 – Assessment of the financial management capacity of ETDs, especially in relation to generation and accounting for own revenues

Monitoring and updating accounts in each ETD to assist in raising revenue and implementing recommendations for improved financial management.

Targeted participants: ETDs

Outputs: Report on the results to date, and recommendations for further work.

3.2.1 SA7 – Development of participatory budgeting

Progressive introduction of participatory budgeting into ETDs involving both the preparation of the budget and monitoring of expenditure.

Targeted participants: ETDs

Outputs: Report on the results to date, and recommendations for further work.



3.2.1 SA8 – Strengthening the involvement of civil society in public management through introduction of citizen report cards and support for the monitoring committee

During the year we shall be developing experimental increased participation by civil society, through the established monitoring committee, in service delivery by the ETDs through the use of a simplified citizen report card methodology.

Targeted participants: ETDs

Outputs: Report on the results to date, and recommendations for further work.

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

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 was to be undertaken by PBG in Year 2, but delays in implementing the policy require that it be postponed until Year 4.

Targeted participants: Ministry of Finance and other Ministries (as required) in Maniema

Outputs: *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 SA 4 – Continuation 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 work will be expanded in Year 4, by continuing to reinforce our work already started in Bukanga Lonzo, Kolwezi and Bukavu and adding additional ETDs as requested by them.

This work parallels work being undertaken by IR1 in the field of awareness building and advocacy around corruption. It is hoped that the programs will be mutually supportive and lessons learned will benefit both IRs.

Targeted participants: Bukanga Lonzo, Kolwezi, Bukavu and others as requested

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

3.2.3 SA 5 – Developing more efficient method of identifying taxpayers and managing tax collection transparently in Bukavu

The *ville* of Bukavu has embarked on a project to prepare a data base of all commercial tax payers, give them addresses, and notify them of the liabilities in terms of what must be paid and when. The basics of the project were started in Year 3: it now remains to make it fully operational.

Targeted participants: Bukavu

Outputs: Data base and transparent tax records, commercial properties provided with street addresses.

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 SA5 – Adaptation of M&E systems as a means of increasing transparency and permitting citizen participation

As an essential part of decentralization, monitoring and evaluation systems must be developed and implemented at the ETD level. Systems are now firmly established, but regular support by PBG will be provided to all ETDs to ensure that there is regular monitoring of ETD financial management.

Targeted participants: ETDs

Outputs: Continuing training and technical assistance in all ETDs, with special emphasis on developing transparency to allow civil society monitoring of public budgeting, receipts and expenditure

3.2.8 – Develop a public relations capacity 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

3.2.8 SA1 – Work with local officials to solicit participation in the budget process and disseminate budget (see also 3.2.1 – 6)

Year 4 sees the beginning of intensive training in participatory budgeting and citizen report cards. The long term effect will be to bring citizens into active participation in public affairs and improve public relations between the government and the citizens.

Targeted participants: All ETDs

Outputs: Report on workshops

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

3.2.9 SA6 – Basic training of ETDs in public financial management and on the budgeting process as a financial and policy tool

The technical assistance started in Year 2 which has resulted in many improvements in financial management will be continued during the year. There is also a close link between this activity and activity 3.2.3.3. The involvement of civil society in this activity is crucial, and it is being implemented with the support of IR1.

Targeted participants: All ETDs

Outputs: Financial management and budget process technical assistance and training for all ETDs

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 SA8 – Closing of the PPP deals in Katanga

This activity was slightly delayed in Year 3 through difficulties in finding suitably qualified and informed private sector partners. It is hoped that the first PPPs will be signed in Year 4.

Targeted participants: Katuba

Outputs: Public private partnership contract documents completed

3.2.10 SA9 – Tour by selected ETDs from South Kivu, Maniema and Bandundu to Katanga to study PPPs and decide whether there is potential in their ETDs

Katanga was chosen as the target province for the first PPPs thanks to its comparatively well developed private sector. This activity will consist of a study tour by other ETDs to determine whether they are interested and whether the project should support PPPs in other provinces.

Targeted participants: ETDs from South Kivu, Maniema and Bandundu

Outputs: Report concerning the results of the tour.

3.2.12 - Action Plans developed and signed



3.2.12 SA10 – Solicit proposals from ETDs for grant funding

This activity is substantially complete, but there remain a few cases to be finalized.

Targeted participants: Selected ETDs

Outputs: Officials in selected ETDs receive the opportunity to apply management techniques imparted through PBG capacity building.

3.2.12 SA11 – Establish mechanisms to track local development cross sectorally

This activity is linked to the Action Planning process. Each Action Plan is managed by a Steering Committee formed jointly between the ETD and civil society. This Committee has the job of monitoring all development within the community, covering all sectors. There is overlap between this activity and 3.2.12 – 12: Updating of Action Plans

Targeted participants: All ETDs

Outputs: Report from each ETD tracking donor-funded development projects in each area, scheduling, balancing and coordinating projects by sector

3.2.12 SA12 – Reviewing and Updating Action Plans

This activity was started in year 3 and will be completed in Year 4. All Action plans are being reviewed in a participatory process, and monitoring committees are being supported to continue their work effectively.

Targeted participants: All ETDs

Outputs: Report from each ETD regarding updates Action Plans.

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



3.4.4 SA1 – In connection with public financial management and participatory budgeting, track other donor-funded activities

Action Plans form the basis for ETDs' awareness of donor funded investments within their jurisdictions. This will be supplemented in Year 4 by increased attention in relation to budgets to all donor funded capital projects and their budgetary implications.

Targeted participants: All ETDs

Outputs: Report from each ETD

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

Although the Constitution requires that a Conference of Governors should be convened by the President twice per year only a few have been held since the start of the project: these have been hurriedly convened without public notification. We have tried to communicate our willingness to assist, but no request for assistance has been received.

3.5.3 SA8 – 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 4 through continuous provision of technical resources and coaching. Each province has formed an executive committee and prepared annual plan. During the year, in collaboration with IR1, we shall determine if there is useful synergy between this body and the Women's circles established under IR1.

Targeted participants: Women public servants in PBG provinces

Outputs: Round Table of women local government leaders supported and a minimum of 2 Round Table events held.

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

3.6.1 SA 2 - Determine points of difficulty regarding decentralization within the executive branch of government

Renewed efforts will be made during the year to convene meetings at which representatives of the legislature's Bureau D'Etudes, parliamentary Justice Committee and the Supreme Council of the *Magistrature* are able to discuss matters of common interest regarding decentralization.

Targeted participants: Bureau D'Etudes, parliamentary Justice Committee and the Supreme council of the *Magistrature*

Outputs: Workshop report

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

3.6.2 SA1 - Following needs assessment conducted under 3.6.1 – 2, educative sessions will be held with IR2

We shall work with *CTAD* to convene meetings to bring together national Deputies, central government staff and judicial representatives to allow discussion regarding the intent and effect of decentralization legislation. Sessions will be held in collaboration with IR2.

Targeted participants: National Assembly Deputies, Ministry staff, *CTAD* staff and representatives from the Supreme council of the *Magistrature*

Outputs: Workshop report.



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

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

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

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3.1.2 - 1	KIN	R	SA 1: Provide material and technical support to the Cellule in establishing a library and database for decentralization literature and training modules.	1-Dec-09	15-Mar-10	Completed on schedule.	N/A
3.1.2 - 2	KIN	R	SA 2: Develop a website to access decentralization laws and policies in coordination with UNDP. Information will also include training modules on decentralization.	5-Jan-10	30-Jun-10	As approved in Quarter 2 work plan, the UNDP is developing this website and PBG will contribute significant information (as in from Activity 3.1.2. above) to the website each year. PBG is also planning in Year 2 to take over the website development from PNUD if they do not progress sufficiently on the site by the end of 2010 (See 3.1.2.3.)	N/A
3.1.2 - 3	KIN	R	SA 3: (Repeats some of SA 2 in Year 1) Develop a website to access decentralization laws and policies in coordination with UNDP. Information will also include training modules on decentralization.	1-Nov-10	28-Feb-11	As cited in Year 1, PBG will either heavily contribute to UNDP efforts on this site, or fully take over the development of the site.	N/A
3.1.2 - 4	KIN	R M	SA 4: CTAD given TA to manage the site and data base unaided	1-Oct-12	30-Sep-13		
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
3.1.3 - 4	KIN	R L	SA 4: One policy-option training event at the national level (1) for relevant DRC decision-makers	1-Oct-12	30-Sep-13		
3.1.4 R Assist the Ministry responsible for decentralization to analyze the need for and draft enabling legislation for key laws							
3.1.4 - 1	KIN	R	SA 1: Review the legal framework for decentralization	1-Feb-10	26-Feb-10	Completed on schedule.	N/A



3.1.5 R Provide technical assistance to the Ministry responsible for decentralization and other line ministries as appropriate (e.g. Health, Education, Mining) to help draft remaining laws for decentralization and reconcile old and new legislation to eliminate any discrepancies and streamline authorities							
3.1.5 - 1	KIN	R	SA 1: Develop the initial outlines of a legal map of the decentralization process.	1-Jun-10	30-Sep-10	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	Study undertaken on Transfert des Competences	N/A
3.1.5 - 3	KIN	R	SA-3: Work with CTAD and UADS on Transfert des competences and other issues as required by CTAD.	1-Oct-11	30-Sep-12		
3.1.5 - 4	KIN	R H	SA-4: Work with CTAD on implementing the road map for the Transfert de competences and other issues as required by CTAD.	1-Oct-12	30-Sep-13		
3.1.6 R Assistance to the Ministry responsible for Decentralization and Parliament in order to draft, review and adopt organic laws pertaining to decentralization							
3.1.6 - 1	KIN	R	SA 1: TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Apr-10	30-Jun-10	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
3.1.6 - 7	KIN	R	SA 7: (Continues in Year 3 from SA 5) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-11	30-Sep-12		

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3.1.6 - 8	KIN	R M	SA 8: (Continues in Year 4 from SA 7) TA to bodies responsible for drafting, reviewing and implementing the laws and enabling legislation for decentralization.	1-Oct-12	30-Sep-13		
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	Delayed due to risk analysis regarding emphasis on decentralization in early part of year, and CTAD	3.4
3.1.7 - 5	All 4 prov	O	SA 5: Support to the Union des Villes, Communes et Territoires du Congo	1-Oct 10	30-Dec-10		
3.1.7 - 6	All 4 prov	R	SA 6: (Continues in Year 3 from SA 4) Facilitate bi-monthly inter-governmental thematic working groups . Likely focus on input on decentralization legislation.	1-Oct-10	30-Sep-11		
3.1.7 - 7	All 4 prov	R	SA 7: (Continues in Year 3 from SA 4) Promote discussion of decentralization through the media with at least one national and four provincial radio events w/participation of government officials	1-Oct-11	30-Sep-12		
3.1.7 - 8	All 4 prov	O	SA 8: Support to the Union des Villes, Communes et Territoires du Congo as requested by CTAD	1-Oct 11	30-Sep-12		
3.1.7 - 9	All 4 prov	O L	SA 9: Support to the Union des Villes, Communes et Territoires du Congo as requested by CTAD	1-Oct 12	30-Sep-13		



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.	N/A
3.1.8 - 2	All 4 prov	R	SA 2: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Feb-11	10-Mar-11		3.4
3.1.8 - 3	Kin	R	SA 3: Dissemination of laws relating to decentralization for study by stakeholders	1-Oct-10	30-Mar-11		
3.1.8 - 4	All 4 prov	R	SA 4: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Oct-11	30-Sep-12		
3.1.8 - 5	All 4 prov	R L	SA 5: TA to identify key issues in coordination and collaboration at provincial level leading to national level workshop to identify required legislative reforms and issues for resolution by consensus.	1-Oct-12	30-Sep-13		
3.1.8 - 6	All 4 prov	R L	SA 6: Dissemination of draft laws on decentralization for review by stakeholders	1-Oct-12	30-Sep-13		
3.1.9 O Short-term technical assistance to assist the Cellule for two specific and complex studies: (i) on local finances, and (ii) on the feasibility of a national local development fund for local investment							
3.1.9 - 1	KIN	O	SA 1: Study on Local Finances (Nomenclature of taxes)	1-Mar-11	30-Sep-11	Delayed at request of CTAD	N/A
3.1.9 - 2	KIN	O	SA 2: Study of feasibility of national local development fund for local investment (to be undertaken in conjunction with study of Caisse de Péréquation)	1-Mar-11	30-Sep-11	Delayed at request of CTAD	N/A



3.1.9 - 3	KIN	O H	SA 3: Study on Local Finances (Nomenclature of taxes)	1-Oct-12	30-Sep-13	To be undertaken when requested by CTAD	
3.1.9 - 4	KIN	O M	SA 4: Study of feasibility of national local development fund for local investment (to be undertaken in conjunction with study of Caisse de Péréquation)	1-Oct-12	30-Sep-13	To be undertaken when requested by CTAD	
3.1.9 - 5	KIN	O L	SA 5: Support for the development of Provincial laws on public financial management	1-Oct-12	30-Sep-13	To be undertaken when requested by CTAD	

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

3.2 - INCREASED INSTITUTIONAL CAPACITY OF SELECTED PROVINCIAL AND LOCAL ENTITIES

3.2.1	R	Institutional and managerial assessment of the ability of pilot provincial governments to deliver services in health education and natural resource management					
3.2.1 - 1	All 4 prov	R	SA 1: Institutional and managerial assessments of key national provincial and ETD institutional and service delivery capacity.	3-Dec-09	31-Mar-10	Completed on schedule.	3.1 : 3.2
3.2.1 - 2	BAN	R	SA 2: Three (3) multi-stakeholder workshops to discuss results and develop recommendations in Bandundu (action plans)	1-Apr-10	30-Jun-10	Completed on schedule. (Q3 report incorrectly stated that these workshops were postponed for Maniema, South Kivu, and Katanga. They had not, in fact, been scheduled under Year 2.	3.1 : 3.2
3.2.1 - 3	MAN SUK KAT	R	SA 3: Nine (9) multi-stakeholder workshops to discuss results and develop recommendations (action plans)	1-Oct-10	28-Feb-11		3.4 : 3.5
3.2.1 - 4	All 4 prov	R	SA 4: Review of financial management and revenue collection performance of ETDs	1-Oct11	30-Sep-12		
3.2.1 - 5	All 4 prov	R H	SA 5: Review of financial management and revenue collection performance of ETDs	1-Oct-12	30-Sep-13		

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3.2.1 – 6	All 4 prov	R H	SA 6: Introduction of participatory budgeting and monitoring of ETD financial management	1-Oct-12	30-Sep-13		
3.2.1 – 7	All 4 prov	R H	SA 7: Development of system of Citizen Report Cards	1-Oct-12	30-Sep-13		
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 & responsibilities 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 Depenses	1-Apr-11	30-Jun-11	Systems not ready by end of FY 2011	3.4 : 3.5
3.2.2 – 5	MAN	R	SA 5: Workshop on the Chaine de Depenses	1-Oct-11	30-Jun-12	Carried over from year 2	
3.2.2 – 6	MAN	R L	SA 6: Workshop on the Chaine de Depenses	1-Oct-12	30-Jun-13	Carried over from year 3	
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

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3.2.3 – 3	Any of 4 prov	R	SA 3: Support for existing and establishment of new multi-sectoral working groups on local taxation to reduce conflict and recommend and implement anti-corruption activities.	1-Oct-11	30-Sep-12		
3.2.3 – 4	Any of 4 prov	R L	SA 4: Support for existing and establishment of new multi-sectoral working groups on local taxation to reduce conflict and recommend and implement anti-corruption activities.	1-Oct-12	30-Sep-13		
3.2.3 – 5	SUK	R H	SA 5: Continuation of Bukavu’s development of data base of taxpayers, addressing and transparent financial management	1-Oct-12	30-Sep-13		
3.2.4		R	Develop public relations mechanisms This is addressed under Activity R 1.2.6 (PR training for government officials). Additional input can be programmed later if necessary.				
3.2.5		R	Study tours in the region for a small group at the central level to be exposed to different experiences in fiscal transfers (especially for investment) such as the Mali experience. This activity was undertaken in Year 1 - see Activity 3.1.6 -2.				
3.2.6		R	Assessment of the management capacity of a number of ETDs in the pilot provinces				
3.2.6 - 1	BAN	R	SA 1: Report on Bandundu ETD <u>technical and material needs.</u>	1-Jan-10	30-Mar-10	Completed on schedule.	3.1; 3.2
3.2.7		R	Design of a training program for the ETDs, such as short-term Technical Assistance (TA) and On-the-Job Training (OJT) to both levels to help them develop monitoring and evaluation systems				
3.2.7 - 1	BAN	R	SA 1: TA on <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 Bukanga Lonzo, 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

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3.2.7 - 3	MAN SUK KAT	R	SA 3: TA on M&E systems adapted to capacity and conditions in each of the three selected ETDs in Maniema, South Kivu, and Katanga.	1-Feb-11	30-Mar-11		3.4
3.2.7 - 4	All 4 prov	R	SA 4: TA on M&E systems adapted to capacity and conditions in all ETDs	1-Oct-11	30-Oct-12		
3.2.7 - 5	All 4 prov	R M	SA 5: TA on M&E systems adapted to capacity and conditions in all ETDs	1-Oct-12	30-Sep-13		
3.2.8		R	Develop a public relations for ETDs with activities such as town-hall meetings, public audiences between civil society and local officials, publication of local budgets in prominent places in the community This will be started once Local Council elections have been held, as part of the development of an individual identity of the ETDs. Meanwhile the ground is being laid for this activity under 3.2.1-6 and 3.2.1-7 concerning participatory budgeting and citizen report cards.				
3.2.8 - 1	All 4 prov	R H	SA 1: Work with local officials to solicit participation in budget process and disseminate budget (see also 3.2.1 – 6)	1-Oct-12	30-Sep-13		
3.2.9		R	Training programs in planning and basic administration and financial management for the provincial government administration.				
3.2.9 - 1	BAN	R	SA 1: Financial Management training for each of the three ETDs in Bandundu (3 workshops total)	1-Sep-10	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 SUK KAT	R	SA 3: Financial Management training for each of the three ETDs in Maniema, South Kivu, and Katanga (9 workshops total)	1-Nov-10	30-Apr-11		3.4 - 3.4
3.2.9 – 4	MAN SUK KAT	R	SA 4: Budgeting process training for each of the three (3) ETDs in Maniema, South Kivu, and Katanga.	1-Nov-10	30-Apr-11		3.4 - 3.5

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3.2.9 – 5	All 4 prov	R	SA 4: Financial Management and Budgeting process training for all ETDs	1-Oct-11	30-Sep-12		
3.2.9 – 6	All 4 prov	R H	SA 6: Financial Management and Budgeting process training for all ETDs	1-Oct-12	30-Sep-13		
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	Delayed by implementation of 3.2.10 – 7	
3.2.10 - 4	KAT	R	SA-4: Contract signature and start of implementation	1-Sep-11	30-Sep-11	Delayed by implementation of 3.2.10 – 7	
3.2.10 - 5	MAN	O	SA-5: Drafting of manual for community-based partnerships	1-Dec-11	30-Sep-11	Not to be undertaken	
3.2.10 - 6	All	O	SA-6: Study of the role of the private sector in service delivery	1 Nov-10	30-Mar-11		
3.2.10 – 7	KAT	R	SA-7: PPP contract documents completed	1-Oct-11	30-Sep-12		
3.2.10 – 8	KAT	R H	SA-8: PPP contract(s) signed	1-Oct-12	30-Sep-13		
3.2.10 – 7	SUK, MAN, BAN	R M	SA-9: Study tour of Katanga PPP projects	1-Oct-12	30-Sep-13		
3.2.11		R	Assessment of current situation at startup with stakeholders This was undertaken in Year 1 under the institutional managerial and stakeholder assessment (1.3.1) and the Provincial and ETD assessments to be undertaken under 3.2.1 and 3.2.6.				
3.2.12		R	Action Plans developed and signed (all levels)				

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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	O	SA 4: Memorandum of Understanding signed between each of the ETDs and the provincial governments of Maniema, South Kivu, and Katanga.	1-Dec-10	30-Jun-11	Concept not accepted by local authorities	
3.2.12 – 5	BAN	R	SA 5: Solicit proposals from ETDs for grant funding	1-Dec-10	30-Jun-11		3.4
3.2.12 – 6	BAN	R	SA 6: Establish mechanisms to track local development cross sectorally	1-Dec-10	30-Jun-11		3.2 - 3.4
3.2.12 – 7	All 4 prov	R	SA 7: Solicit proposals from ETDs for grant funding	1-Oct-11	30-Sep-12		
3.2.12 – 8	All 4 prov	R	SA 8: Establish mechanisms to track local development cross sectorally	1-Oct-11	30-Sep-12		
3.2.12 – 9	All 4 prov	R	SA 9: Action plans reviewed in all ETDs	1-Oct-11	30-Sep-12		3.2 - 3.4
3.2.12 – 10	All 4 prov	R H	SA 10: Finalize remaining proposals from ETDs for grant funding	1-Oct-12	30-Sep-13		
3.2.12 – 11	All 4 prov	R L	SA 11: Support mechanisms to track local development cross sectorally	1-Oct-12	30-Sep-13		
3.2.12 – 12	All 4 prov	R H	SA 12: Action plans reviewed	1-Oct-12	30-Sep-13		

3.2.13

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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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | Assistance at the central level in the implementation of the law regarding the reform of civil service and the restructuring of the State services <i>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 | <input type="radio"/> | 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 | <input type="radio"/> | 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 | <input type="radio"/> | Assessment of training resulting from these transfers to adjust and upgrade the skills of transferred personnel to their new functions - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities. |



3.3.5 **O** **Support for investment programming and maintenance of infrastructure** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

3.4 - MORE EFFECTIVE FINANCIAL MANAGEMENT AND BUDGETING

3.4.1 **R** **Basic training in public financial management** -
Activities being conducted at the provincial level under Activity 3.2.2 and at the ETD level under Activity 3.2.9

3.4.2 **R** **Activities to support the devolution of funds** - These activities will be started when the necessary Finance Law and Perequation Law have been enacted, as there is currently no system for the devolution of funds.

3.4.3 **R** **Activities for monitoring fund expenditures** - This is dependant on the ETD having powers and funds under proposed legislation and cannot be started until legislation has been enacted.

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

3.4.4 -1	All 4 prov	R H	In connection with public financial management training and participatory budgeting, track other donor-funded activities (see also 3.2.1 – 6)	1-Oct-12	30-Sep-12		
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3.4.5 **O** **Support for local revenue mobilization** - Most optional activities will receive inputs only once required activities are undertaken unless they are found to readily fit into planned required activities.

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

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

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

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



3.5.3 – 1	KIN	R	SA 1: Provide speakers to present PBG-prepared discussion paper for July session of the Conference of Governors . Paper relevant to discussions on roles & responsibilities of government officials at different levels.	1-Jul-10	Year 2	The GDRC has decided not to hold this conference this year. Is now 3.5.3.3. for Year 2.	3.7
3.5.3 – 2	KIN	R	SA 2: Establish and conduct first Round Table of Women Leaders .	1-Jun-10	August	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	Postponed indefinitely	3.4
3.5.3 – 4	KIN	R	SA 4: Continued support to the Round Table of Women Leaders .	1-Feb-11	31-Jul-11		N/A
3.5.3 – 5	MAN	R	SA 5: Develop new links between local communities, ETDs and Provincial authorities for environmental management	1-Feb-11	31-Jul-11	Cancelled	3.4
3.5.3 – 6	MAN	R	SA 6: Report on process used as guideline for community involvement in legislative frameworks	1-Feb-11	31-Jul-11	Cancelled	3.4
3.5.3 – 7	Kin	R	SA 7: Continued support to the Round Table of Women Leaders .	1-Oct-11	30-Sep-12		
3.5.3 – 8	Kin + 4 prov	R H	SA 8: Continued support to the Round Table of Women Leaders.and engage with Women's Circles	1-Oct-12	30-Sep-13		



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

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.	3.7
3.6.1 - 2	KIN	R L	SA 2: Two (2) meetings/events to possibly include the <u>Bureaux d'etudes, the PAJ, and the Supreme Council</u> of the Magistrature to address issues in implementation of decentralization policy.	1-Oct-12	30-Sep-13		
3.6.2 - 1	KIN	R L	SA 1: Following needs assessment following meetings conducted under 3.6.1 - 2, sessions will be held in conjunction with IR 2	1-Oct-12	30-Sep-13		

ANNEX 3: CALENDAR OF ACTIVITIES FY 2013 QUARTER 2: January 1 - March 31 , 2013

DATE	LOCATION	ACTIVITY	TYPE
1/1/2013	BAN	Draft Edict: Edit portant organisation de la passation des marchés publics dans la province du Bandundu et dans ses entités territoriales décentralisées (Assistance technique d'un consultant de l'autorité de régulation des marchés publics.)	Law/Edict
1/9/2013	KAT	Atelier Mixte: 1.1.1 - 1 Atelier - Contrôle Citoyen KAT (Complété - 01/09/2013 to 01/11/2013)	Event
1/9/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
1/18/2013	BAN	Atelier de formation Société Civile: 1.1.3 - 3 Programme de Subventions BAN (Complété - 01/18/2013 to 01/21/2013)	Event
1/19/2013	MAN	Atelier Mixte: 3.2.7 - 4 Appui technique sur la gestion des finances locales MAN (Complété - 01/19/2013 to 01/25/2013)	Event
1/19/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
1/21/2013	KAT	Assistance Technique: 1.1.3 - 3 Programme de Subventions KAT (Complété - 01/21/2013 to 01/24/2013)	Event
1/21/2013	BAN	Atelier de formation Parlement/Assemblée: 1.1.1 - 1 Atelier - Contrôle Citoyen BAN (Complété - 01/21/2013 to 01/23/2013)	Event
1/21/2013	BAN	Échange: Formation (Initiée par PBG)	Exchange
1/22/2013	SUK	Atelier de formation Gouvernement: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie SUK (Complété - 01/22/2013 to 02/05/2013)	Event
1/23/2013	BAN	Atelier de formation Société Civile: 1.1.3 - 3 Programme de Subventions BAN (Complété - 01/23/2013 to 01/25/2013)	Event
1/23/2013	MAN	Atelier Mixte: 3.2.12 - 5 Solliciter les propositions des ETD pour le financement de la subvention des petits projets MAN (Complété - 01/23/2013 to 01/24/2013)	Event
1/23/2013	BAN	Échange: Formation (Initiée par PBG)	Exchange
1/23/2013	MAN	Échange: Formation (Initiée par USAI-DAI-PBG)	Exchange
1/23/2013	MAN	Échange: Réunion (Initiée par)	Exchange
1/28/2013	KAT	Atelier de formation Société Civile: 1.1.3 - 3 Programme de Subventions KAT (Complété - 01/28/2013 to 01/30/2013)	Event
1/28/2013	MAN	Atelier Mixte: 3.2.7 - 4 Appui technique sur la gestion des finances locales MAN (Complété - 01/28/2013 to 02/02/2013)	Event
1/28/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
1/28/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
1/29/2013	SUK	Assistance Technique: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie SUK (Complété - 01/29/2013 to 01/29/2013)	Event
1/29/2013	BAN	Atelier Mixte: 1.1.1 - 4 Site Web BAN (Complété - 01/29/2013 to 01/31/2013)	Event
1/29/2013	BAN	Échange: Formation (Initiée par PBG)	Exchange
1/29/2013	MAN	Événement Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie MAN (Complété - 01/29/2013 to 01/29/2013)	Event
1/29/2013	BAN	Media: Article Published (ACP) - Presse	Media
1/31/2013	KAT	Atelier Mixte: 3.2.12 - 5 Solliciter les propositions des ETD pour le financement de la subvention des petits projets KAT (Complété - 01/31/2013 to 01/31/2013)	Event
1/31/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
1/31/2013	N/A	Publication Deliverable: Quarterly Report: DAI-PBG Quarterly Report 1 FY 13 October 1 - December 31, 2012 - PBG Team (Final/USAID Approval Not Needed)	Publications
2/1/2013	BAN	Media: Article Published (ACP) - Presse	Media
2/1/2013	KAT	: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie KAT (Complété - 02/01/2013 to 02/01/2013)	Event
2/4/2013	BAN	Atelier de formation Gouvernement: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie BAN (Complété - 02/04/2013 to 02/15/2013)	Event
2/4/2013	KAT	Atelier de formation Société Civile: 1.1.3 - 3 Programme de Subventions KAT (Complété - 02/04/2013 to 02/07/2013)	Event
2/4/2013	MAN	Atelier Mixte: 1.1.1 - 1 Atelier - Contrôle Citoyen MAN (Complété - 02/04/2013 to 02/06/2013)	Event

2/4/2013	MAN	Atelier Mixte: 3.2.7 - 4 Appui technique sur la gestion des finances locales MAN (Complété - 02/04/2013 to 02/09/2013)	Event
2/4/2013	BAN	Échange: Formation (Initiée par pbg)	Exchange
2/4/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
2/4/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
2/6/2013	BAN	Atelier de formation Société Civile: 1.1.3 - 3 Programme de Subventions BAN (Complété - 02/06/2013 to 02/09/2013)	Event
2/6/2013	BAN	Échange: Formation (Initiée par PBG)	Exchange
2/6/2013	KAT	Échange: Réunion (Initiée par Cadre de Concertation de la Societe civile)	Exchange
2/8/2013	BAN	Atelier de formation Société Civile: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Centre des Ressources en Démocratie BAN (Complété - 02/08/2013 to 02/08/2013)	Event
2/8/2013	KAT	Atelier Mixte: 3.2.12 - 5 Solliciter les propositions des ETD pour le financement de la subvention des petits projets KAT (Complété - 02/08/2013 to 02/08/2013)	Event
2/8/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
2/11/2013	KIN	Atelier de formation Gouvernement: 3.5.3 - 8 Continuation de l'appui à la Table Ronde des Femmes Leaders et implication des Cercles des Femmes KIN (Complété - 02/11/2013 to 02/13/2013)	Event
2/11/2013	SUK	Atelier Mixte: 1.1.1 - 1 Atelier - Contrôle Citoyen SUK (Complété - 02/11/2013 to 02/13/2013)	Event
2/11/2013	KIN	Échange: Formation (Initiée par PBG)	Exchange
2/11/2013	SUK	Échange: Formation (Initiée par)	Exchange
2/11/2013	SUK	Échange: Formation (Initiée par)	Exchange
2/14/2013	SUK	Assistance Technique: 3.2.7 - 4 Appui technique sur la gestion des finances locales SUK (Complété - 02/14/2013 to 02/20/2013)	Event
2/14/2013	MAN	Atelier Mixte: 1.1.1 - 4 Site Web MAN (Complété - 02/14/2013 to 02/14/2013)	Event
2/14/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
2/15/2013	MAN	Atelier Mixte: 1.1.1 - 4 Site Web MAN (Complété - 02/15/2013 to 02/15/2013)	Event
2/15/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
2/16/2013	MAN	Atelier Mixte: 2.1.16 - 5 Extension du réseau de recherché politique au niveau provincial MAN (Complété - 02/16/2013 to 02/16/2013)	Event
2/16/2013	MAN	Échange: Formation (Initiée par USAID-DAI-PBG)	Exchange
2/18/2013	SUK	Assistance Technique: 1.1.3 - 3 Programme de Subventions SUK (Complété - 02/18/2013 to 02/19/2013)	Event
2/18/2013	SUK	Échange: Formation (Initiée par PBG)	Exchange
2/18/2013	SUK	Échange: Réunion (Initiée par)	Exchange
2/21/2013	SUK	Assistance Technique: 2.1.16 - 4 Mise en palce d'un réseau de recherche en politique SUK (Complété - 02/21/2013 to 02/21/2013)	Event
2/21/2013	SUK	Atelier de formation Gouvernement: 3.2.7 - 4 Appui technique sur la gestion des finances locales SUK (Complété - 02/21/2013 to 02/27/2013)	Event
2/21/2013	SUK	Échange: Formation (Initiée par PBG)	Exchange
2/21/2013	SUK	Échange: Formation (Initiée par)	Exchange
2/22/2013	SUK	Assistance Technique: 1.1.1 - 4 Site Web SUK (Complété - 02/22/2013 to 02/22/2013)	Event
2/22/2013	KAT	Atelier de formation Parlement/Assemblée: 2.1.6 - 6 AT aux 4 assemblées pour élaborer un manuel de procédures administratives KAT (Complété - 02/22/2013 to 02/26/2013)	Event
2/22/2013	KAT	Atelier Mixte: 1.1.3 - 3 Programme de Subventions KAT (Complété - 02/22/2013 to 02/22/2013)	Event
2/22/2013	SUK	Échange: Formation (Initiée par PBG)	Exchange
2/22/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
2/23/2013	SUK	Atelier de formation Société Civile: 1.1.1 - 4 Site Web SUK (Complété - 02/23/2013 to 02/23/2013)	Event
2/23/2013	SUK	Échange: Formation (Initiée par)	Exchange
2/25/2013	SUK	Atelier de formation Société Civile: 1.3.6 - 2 AT - Compte rendu sur l'exécution des stratégies en matière de Communication SUK (Complété - 02/25/2013 to 02/27/2013)	Event
2/26/2013	KAT	Atelier Mixte: 1.1.3 - 3 Programme de Subventions KAT (Complété - 02/26/2013 to 02/26/2013)	Event
2/26/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
2/26/2013	BAN	Échange: Réunion (Initiée par ADIVB)	Exchange

2/27/2013	KAT	Atelier Mixte: 1.1.1 - 4 Site Web KAT (Complété - 02/27/2013 to 02/28/2013)	Event
2/27/2013	KAT	Échange: Formation (Initiée par USAID/DAI)	Exchange
2/28/2013	SUK	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD SUK (Complété - 02/28/2013 to 02/28/2013)	Event
2/28/2013	SUK	Échange: Audience publique (Initiée par)	Exchange
3/1/2013	SUK	Assistance Technique: 3.2.7 - 4 Appui technique sur la gestion des finances locales SUK (Complété - 03/01/2013 to 03/01/2013)	Event
3/1/2013	KAT	Atelier Mixte: 2.1.16 - 5 Extension du réseau de recherché politique au niveau provincial KAT (Complété - 03/01/2013 to 03/01/2013)	Event
3/1/2013	KAT	Échange: Formation (Initiée par USAID/DAI/PBG)	Exchange
3/1/2013	SUK	Échange: Formation (Initiée par)	Exchange
3/1/2013	BAN	Media: Radio Program on Air (Radio bangu, Bandundu fm, Radio amen FM) - Radio	Media
3/5/2013	MAN	Assistance Technique: 2.1.6 - 6 AT aux 4 assemblées pour élaborer un manuel de procédures administratives	Event
3/5/2013	BAN	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD BAN (Complété - 03/05/2013 to 03/05/2013)	Event
3/5/2013	BAN	Échange: Audience publique (Initiée par DAI PBG)	Exchange
3/7/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/07/2013 to 03/07/2013)	Event
3/7/2013	KAT	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD KAT (Complété - 03/07/2013 to 03/07/2013)	Event
3/7/2013	KAT	Échange: Audience publique (Initiée par USAID/DAI)	Exchange
3/8/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/08/2013 to 03/08/2013)	Event
3/9/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/09/2013 to 03/09/2013)	Event
3/11/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/11/2013 to 03/11/2013)	Event
3/11/2013	BAN	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD BAN (Complété - 03/11/2013 to 03/11/2013)	Event
3/11/2013	SUK	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD SUK (Complété - 03/11/2013 to 03/11/2013)	Event
3/11/2013	MAN	Échange: (Initiée par SYNERGIE DES FEMMES EN ACTION)	Exchange
3/11/2013	SUK	Échange: Audience publique (Initiée par CAPSA)	Exchange
3/11/2013	BAN	Échange: Audience publique (Initiée par DAI PBG)	Exchange
3/11/2013	BAN	Échange: Audience publique (Initiée par PBG)	Exchange
3/11/2013	MAN	Échange: Événement public (Initiée par PBG)	Exchange
3/11/2013	MAN	Événement Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Ce	Event
3/12/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/12/2013 to 03/12/2013)	Event
3/12/2013	BAN	Atelier Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Ce	Event
3/12/2013	BAN	Échange: Événement public (Initiée par GP)	Exchange
3/12/2013	BAN	Événement Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Ce	Event
3/14/2013	BAN	Échange: Formation (Initiée par GP)	Exchange
3/14/2013	BAN	Événement Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Ce	Event
3/15/2013	MAN	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD MAN (Complété - 03/15/2013 to 03/15/2013)	Event
3/15/2013	MAN	Échange: Audience publique (Initiée par UMAMA)	Exchange
3/18/2013	KAT	Atelier Mixte: 3.2.1 - 7 Développement d'un système de cartes de rapportage des citoyens KAT (Complété - 03/18/2013 to 03/18/2013)	Event
3/18/2013	KAT	Échange: Réunion (Initiée par USAID/DAI/PBG)	Exchange
3/18/2013	KAT	Échange: Réunion (Initiée par USAID/DAI/PBG)	Exchange
3/18/2013	KAT	Événement Mixte: 2.4.5 - 2 Un atelier par province pour la couverture médiatique des affaires de l	Event
3/18/2013	KAT	Media: TV Program on Air (RT KYONDO) - Radio,Media: TV Program on Air (RT KYONDO) - TV	Media
3/19/2013	KAT	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD KAT (Complété - 03/19/2013 to 03/19/2013)	Event
3/19/2013	KAT	Échange: Audience publique (Initiée par USAID/DAI/PBG)	Exchange
3/19/2013	KAT	Media: TV Program on Air (RT KYONDO) - Radio,Media: TV Program on Air (RT KYONDO) - TV	Media
3/20/2013	MAN	Assistance Technique: 1.1.3 - 3 Programme de Subventions MAN (Complété - 03/20/2013 to 03/23/2013)	Event
3/20/2013	KAT	Media: Radio Program on Air (Radio OKAPI) - Radio	Media
3/22/2013	KAT	Atelier Mixte: 1.1.3 - 3 Programme de Subventions KAT (Complété - 03/22/2013 to 03/22/2013)	Event
3/22/2013	KAT	Échange: Réunion (Initiée par Mairie de Kolwezi)	Exchange
3/23/2013	BAN	Atelier Mixte: 1.1.3 - 3 Programme de Subventions BAN (Complété - 03/23/2013 to 03/23/2013)	Event
3/23/2013	KAT	Audience Publique: 1.2.1 - 2 Dialogue pour l'Action mis en œuvre au niveau de l'Assemblée KAT (Complété - 03/23/2013 to 03/23/2013)	Event
3/23/2013	KAT	Échange: Audience publique (Initiée par CJP/Kolwezi)	Exchange
3/29/2013	BAN	Atelier Mixte: 1.1.3 - 1 AT - Lancement de campagnes sur le plaidoyer BAN (Complété - 03/29/2013 to 03/29/2013)	Event
3/29/2013	KAT	Audience Publique: 1.2.2 - 1 Dialogue pour l'Action mis en œuvre au niveau des ETD KAT (Complété - 03/29/2013 to 03/29/2013)	Event
3/29/2013	KAT	Échange: Audience publique (Initiée par SOCIKAT)	Exchange
3/29/2013	BAN	Échange: Événement public (Initiée par PBG)	Exchange
3/29/2013	BAN	Événement Mixte: 1.1.3 - 5 Initiative Spéciale - Tribune d'Expression Populaire, FEMMES, MUSIQUE, Ce	Event

SUCCESS STORY

KIKWIT: Tripling of students enrolled at the *Institut Technique Agricole et Vétérinaire de Kikwit* rehabilitated under USAID's Good Governance Program



“Now, the students are safe, because before, the old building risked falling and potentially killing the students. I wasn't calm; that worried me every day. But now, I don't worry anymore, the students are in good conditions.”

-ITAVK Prefect Mr. Gaston Gubonga, comparing the school's campus before and after the USAID grant funding.

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
<http://stories.usaid.gov>

In existence since 1963, The *Institut Technique Agricole et Vétérinaire de Kikwit*, “ITAVK,” was in a state of complete disrepair, with students and staff alike fearing that the buildings would one day collapse in on them. Such fears prompted the Lukolela Municipality to include the school's rehabilitation as a priority activity under their Municipality Action Plan, which had been developed with support from USAID's *Programme de Bonne Gouvernance* (PBG). Following the Action Plan development, Lukolela received an in-kind grant financed under the PBG to rehabilitate 10 classrooms, 2 offices and 9 latrines at the ITAVK campus, beginning in March 2012.

The rehabilitation of ITAVK completely revamped the school – in both physical appearance and the tangible impact the school would have on the education of its community's youth. Learning conditions vastly improved for both the students and teachers of the ITAVK. Before rehabilitation, students often sat on the floor, suffering through the facilities' leaking roofs during the rainy season. Now, students can be found at desks, protected from the harsh sun or downpours by the properly constructed buildings. Their one latrine was transformed into nine, with hand washing stations to ensure the healthy use of these facilities. Teachers and students no longer fear that roofs or walls will collapse in; they are able to teach and study with the ease of mind that comes with a safe learning environment.

Very quickly, the improved facilities attracted a significant number of new children wishing to enroll, and to the Prefect's delight, he finally had the facilities to accommodate these students. The number of students enrolled at ITAVK increased from 299 students during the 2011/2012 school year to 434 (of which 215 are girls) in 2012/2013 following the rehabilitation financed by USAID.

On top of this significant enrollment increase in one year's time, the ITAVK campus has also become home to the *Institut Kangulumba*, another technical school that risked spending another year without a school building prior to the rehabilitation of ITAVK. While the *Institut Kangulumba* searches for its own school facilities, they are now using the ITAVK's newly reconstructed campus during the afternoon hours, following ITAVK's morning schedule, to allow their students the opportunity to learn in safe conditions. The *Institut Kangulumba* totals 514 students and thus brings the number of students served by these new buildings to 948 students, more than tripling the enrollment for this year.

SUCCESS STORY

Bandundu: President of Provincial Assembly Calls on Assembly Members to Consult “Gouvernance Pour Tous” Website



Honorable NTWA BOSHIEWA, Bandundu Provincial Assembly President, during the opening remarks of the institution’s 12th session.

“I remind you all of the creative work that the Good Governance website financed by USAID/DAI, www.gouvernancepourtous.cd, has published on the internet; the question and response document and the 105 page manual containing speeches, lectures and official messages delivered from April 15th-December 29th, 2012 by Honorable President Boniface Ntwa Bshiewa. I call on you once again to consult this website to make yourselves aware of all the work that your institution has accomplished.”

Declaration made by the President of the Bandundu Provincial Assembly

Telling Our Story

U.S. Agency for International Development
Washington, DC 20523-1000
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Functioning democracies start with a populace that demands accountability. But to be able to do so, citizens need access to the information necessary to hold their government institutions accountable. USAID’s *Programme de Bonne Gouvernance* in the Democratic Republic of Congo took that demand and translated it into a service by collaborating with representatives from Civil Society in the creation of www.gouvernancepourtous.cd – “Governance for All.” The website offers easily accessible information on parliamentary activities, citizen control of Parliament and the activities of the central, provincial and local governments to its users both domestically and internationally.

Two years after its publication, the *Gouvernance Pour Tous* website has seen a number of successes, especially in regards to its popularity with provincial assembly members. Deputies across PBG’s provinces have become more willing to publish their own information on the website, as have other project partners across civil society.

An example of both the wealth of information hosted by this site, as well as the ownership process that is occurring across all PBG partners took place on Saturday March 30, 2013 during the official opening of the 12th Ordinary Session of the Bandundu Provincial Assembly. Attended by members of the provincial government, the judiciary and local notables, the President of the Bandundu Provincial Assembly, the Honourable NTWA Boniface, referenced the *Gouvernance Pour Tous* website in his opening speech when encouraging his fellow Assembly members to visit the website to educate themselves on the work being done by the Provincial Assembly of Bandundu. Honorable Boniface had himself initiated in January 2012 the publication of a question-response bulletin and a 105-page manual containing all his Presidential speeches and official messages delivered between 15 April 2010 and 29 December 2012.

This unsolicited publicity for the *Gouvernance Pour Tous* website by the Bandundu Provincial Assembly President demonstrates the potential the website has both as a tool for citizens to keep a watchful eye on their elected representatives, as well as a tool for the elected officials to keep their constituents informed of the good work being done by their institutions.

SUCCESS STORY

KATANGA: Thanks to methodology used by USAID's Good Governance Program, the City of Kolwezi benefits from construction of water wells funded by multiple donors



Declaration of the Deputy Mayor of Kolwezi:

“This activity has been very rewarding for me, as a leader of the ETD, as it allowed me to know from top to bottom the actual situation of my city, which will reorient my work in order to better serve the population of Kolwezi.”

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USAID's *Programme de Bonne Gouvernance (PBG)* in the Democratic Republic of Congo facilitated, under its component to support the the decentralization process, a workshop in February 2011 to develop the city of Kolwezi's action plan after it had been selected as one of PBG partner ETDs in the province of Katanga.

This workshop brought together all stakeholders in Kolwezi, including local authorities of the city and its two municipalities, representatives of decentralized technical services and representatives from civil society. At the end of this workshop, the ETD identified the drilling of 15 portable water wells as the city's top priority among numerous other important proposed projects, due to the lack of available portable water in the city.

Building off of the guidance of this workshop, the City of Kolwezi took the initiative to use the newly developed action plan as a launching board to solicit assistance from other national and international organizations present in the city. The ETD used its action plan to seek out the support needed to implement the proposed portable water project, which would help bring needed basic services to the population of this desert town.

A year and a half after this workshop, Kolwezi's action plan has earned its weight in water. With the support of numerous donors approached by the ETD following the action plan development, Kolwezi now has access to clean and safe portable water. UNICEF drilled 47 wells, 37 of which are operational, World Vision constructed 17 operational hand-pump wells, ADP MUTOSHI drilled 44 wells, of which 23 are operational and Pact Congo has delivered one well and two operational water sources. In addition, the City of Kolwezi has also financed one of its own projects off of the action plan: the construction of the town hall's multipurpose room, which will be completed before the end of this year.

According to the Coordinator of the NGO, ASIBOG, based in Kolwezi, the population welcomed the innovative methodology used by PBG to bring together the local government and its constituents to develop the town's action plan, which has led to long-lasting and sustainable development.