



EVALUATION

Final Performance Evaluation of the Building Recovery & Reform through Democratic Governance in the DRC (BRDG) Project

December 19, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Development & Training Services, Inc. (dTS).



USAID
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DEMOCRATIC REPUBLIC OF CONGO

**FINAL PERFORMANCE EVALUATION
OF THE BUILDING RECOVERY & REFORM THROUGH
DEMOCRATIC GOVERNANCE IN THE DRC (BRDG)
PROJECT**

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This work presents the detailed results of the Final Evaluation of Building Recovery and Reform through Democratic Governance Program (BRDG) in the Democratic Republic of Congo (DRC), funded by the United States Agency for International Development (USAID) and implemented by Development Alternatives, Inc. (DAI), from April 2008 through September 2010. This final performance evaluation would not have been possible without the assistance of numerous people and institutions that deserve our thanks.

We thank Toby Vaughan, the Chief of Party, and Parfait Moukoko, DAI Activity Coordinator, as well as DAI staff members, for making themselves available to the evaluation team.

We would also like to thank the many respondents: national and provincial deputies, current and former members of the central government and provincial governments, supervisors of decentralized territorial entities and services, members of civil society organizations as well as the Independent National Elections Commission (CENI).

ACRONYMS

| | |
|-----------|---|
| BRDG | Building Recovery and Democratic Governance |
| CENI | Independent National Elections Commission |
| CEPAS | Centre of Studies for Social Welfare |
| CFGL | Council of Facilitators from the Great Lakes |
| CRD | Centre of Resources for Democracy |
| CSM | High Council for the Judiciary |
| CTAD | Technical Committee for Support to Decentralization |
| CTB | Belgian Technical Collaboration |
| DAI | Development Alternatives, Inc. |
| DDR | Demobilization, Disarmament, and Reintegration |
| Dir. Cab. | Chief of Staff |
| ECOFIN | Economic and Financial Commission (in the National Assembly) |
| FORECAP | Foundation for Populations Capacity Building |
| IGI | International Governance Institute |
| IR | Intended Result |
| MONUSCO | United Nations Organization Mission for Stabilization in the Democratic Republic of Congo |
| OGP | Observatory Governance and Peace |
| NGO | Non Governmental Organization |
| PAJ | Administrative, Political and Judicial Commission (in the National Assembly) |
| DRC | Democratic Republic of Congo |
| RECIC | Civic Education Network in Congo |
| RTGB | Radio Television Graben in Beni |
| RTNC | Radio National Television Congolese |
| SFCG | Search for Common Ground |
| SYNAMAC | Autonomous Labor Union of Congo Magistrates |
| ULPGL | Université Libre des Pays des Grands Lacs |
| UNICEF | United Nations Children's Fund |
| USAID | United States Agency for International Development |

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EXECUTIVE SUMMARY

The USAID/Democratic Republic of the Congo funded the Building Recovery and Democratic Governance (BRDG) project implemented by DAI, and operated from April 2006 to September 2010. This program was aimed at reinforcing institutions and democratic gains made after the elections and adoption of the Constitution of 2006. DAI designed and implemented activities to address the following project components:

- Strengthening of legislation
- Decentralization and local governance
- Reform of justice
- Electoral process

This evaluation report attempts to make an objective assessment of this program by taking into account its intervention strategy, the organized activities and their overall results. Therefore this evaluation provides an outline of achievements, possible impact and lessons learned from activities executed as part of this program.

It is readily apparent that the BRDG program contributed to the introduction of institutional change in the targeted provinces. Its interventions were often the catalysts for positive change and the project was instrumental in:

- The introduction of sound management principles to territorial entities such as town halls and communes, through training of staff
- Improving productivity of representative bodies by providing training on public finances and drafting of legal texts
- Improving the efficacy of institutions, notably by the organizational audit of the Ministry of Justice, as well as through the provision of certain institutions with computer equipment and furniture
- Raising awareness among people about civic and political responsibility to increase the demand for transparency and accountability

Beneficiaries of the program cited the above as evidence of the positive changes brought about by the BRDG project when interviewed by the evaluation team.

Key Results

- The focus of this program—providing institutional support and supporting the democratic process in DRC—was appropriate and essential. The nation had just emerged from a protracted period of crisis in terms of legitimacy as well as political and institutional stability to hold its first elections. In this context, the GDRC was in need of support to build up its institutions so they could function effectively and efficiently to serve the needs of the people.
- Using participatory methods to identify beneficiary needs at the early stages of the project ensured a high level of involvement and investment on their part. This also ensured that the project was addressing issues important to the society.
- Training sessions organized for the benefit of the supervisors of the institutions were appreciated and considered useful for those attending.

- While material assistance was broadly considered to be useful, many felt that it was not enough and will be unsustainable as funds are not available locally to continue with facility modernization.
- Public forums that promoted free dialogue between elected officials and their constituencies were viewed as a useful way of promoting transparency and accountability.
- Organized training sessions significantly improved the capacity of institutional managers and promoted a better understanding of the issues surrounding decentralization.
- The drafting of several legal texts and regulations are direct results of training received through the BRDG program.
- The introduction of the local development plans in territorial decentralized entities (notably in Kindu) is directly attributable to activities undertaken by BRDG.
- Beneficiaries of the program called for cyclical or permanent training mechanisms instead of ad hoc interventions.
- Most of the activities supported by the BRDG program remain difficult to continue without outside assistance.
- Establishing resource centers for democracy was a very good strategy to support to local initiatives.
- The BRDG program's documentation of its activities was insufficient and therefore an objective comparison of results versus targets was difficult to make.

Summary of Recommendations

- A system of documenting activities, program information and results for any follow-on activity is vital to ensure efficient monitoring and evaluation of program results. The lack of this information made a full evaluation of the project impossible.
- Some felt that the timing of training was disruptive as they did not mesh well with the work schedules of some beneficiaries. Better planning and consultation in this area may minimize this.
- Future programs would be more effective by providing the beneficiaries with a stronger impression of transparency.
- For more sustainable results, instituting a permanent cycle of training would guarantee the conservation of knowledge as well as educating new government officials as they pass through the ranks.
- Networking and supporting community radio should be reinforced as they are an effective medium for information dissemination and therefore an effective tool in spreading information about decentralization and reform.
- Being focused on fewer interventions with more monitoring activities and synergy would be more efficient and have a more sustainable impact than the multiplicity of activities in several areas of intervention.

INTRODUCTION

BACKGROUND AND PROBLEMS OF THE BRDG PROGRAM

In 2006 the first free and democratic general elections took place in the DRC since independence in 1960. This resulted in the inauguration of the president, the creation of a bicameral parliament with a Senate and National Assembly composed of 500 MPs, representing 169 electoral districts. This was the result of a long, hard peace process and extended period of national institution building and stabilization. The success of the 2006 election process marked a decisive step toward the consolidation of democracy despite lasting challenges in terms of peace, democracy and governance.

Despite the progress of establishing a democratically elected government, the Government of Democratic Republic of the Congo (GDRC) faces some key vulnerabilities. Public management and administration capacity remains low and affects the effective functioning of security, economic, financial and judicial components of the state. Additional support to the GDRC to strengthen capacity in these areas is a vital part of preserving and building on the democratic gains of the 2006 elections.

THE BRDG PROGRAM

The DAI BRDG project is part of USAID/DRC's focus on reinforcing transparency and accountability in public resource management thereby supporting DRC's institutions to more effectively serve the public interest. This is the result of the process for institutional and governance reform triggered by adoption of the new 2006 Constitution and elections.

The BRDG program was mandated to strengthen and encourage good governance in the DRC through institutional capacity building and governance reform. Implemented by DAI, the BRDG program had three main objectives:

1. Increasing the level of information from official institutions on decentralization and encouraging the participation of the population in this process in particular, and in governance in general;
2. Capacity building of MPs in lawmaking and control of the management at the national and the provincial levels;
3. Strengthening the independence and efficiency of justice.

Several activities were developed and undertaken to achieve these goals, including training sessions, public forums, expert support, audits, furniture provision, IT and telecommunications equipment or materials, and so on. These activities targeted three main branches of government (legislative, executive and judicial) and civil society. Thus, in its execution, the BRDG program focused on the following components:

- Capacity building in the legislative sector
- Decentralization and local development
- Reform of justice
- Support to the election process

ORGANIZATION AND METHODOLOGY

This evaluation examined the effects of the BRDG program which ran from April 2008 to September 2010. The evaluation team set out to assess the project's overall outcome taking into account the intervention strategy and activities. This assessment was also expected to provide an overview of the achievements, possible impact and lessons learned

ORGANIZATION & METHODOLOGY

It should be noted that the project lacked a baseline survey and that consequently it was not possible to objectively achievements and impacts.

The design of the evaluation was to link end states of the institutions assisted by the project with with the the varied assistance brought by the project.

This evaluation was scheduled to run from May 29, 2011 to July 5, 2011; however difficulties in travel and some administrative delays resulted in a two week delay in starting up. The field work was also delayed due to the same issues and ran for seven weeks as opposed to the originally scheduled five weeks.

The evaluation team managed to obtain a number of documents from DAI. The 14 documents received included the project's statement of work, quarterly reports, final report and work plans. The evaluation team was not given access to any project financial documentation.

With five three-person evaluation teams, the surveyors were deployed to five out of the six provinces targeted by BRDG program: Kinshasa, Bandundu, Maniema, North Kivu and South Kivu and Katanga. Each team was deployed in the field for six days on average, followed by debriefing and discussion sessions with the evaluation coordinator. Katanga was not surveyed since it was excluded from the second phase of BRDG and had a low level of activities overall and in particular no Democracy Resource Center. Given resource constraints for the evaluation, Katanga consequently had a low priority for evaluation among the six provinces in which DAI/BRDG operated.

Prior to deployment of the survey, preparation and training sessions were held with each of these teams and focused on ensuring that they understood the evaluation SOW as well as the BRDG project. Each investigator had a very good command of the evaluation questions and goals; the context of the BRDG program interventions as well as the various activities carried out as part of the program. These preparation sessions also involved the collective analysis of the interview questionnaires, updating of the respondents' lists and identifying points of contact for key informants.

The data collection tools developed by the evaluation team (interview questionnaires, narrative reports of the investigator, report sheet of those contacted) were based on the documentation made available to the evaluation team.

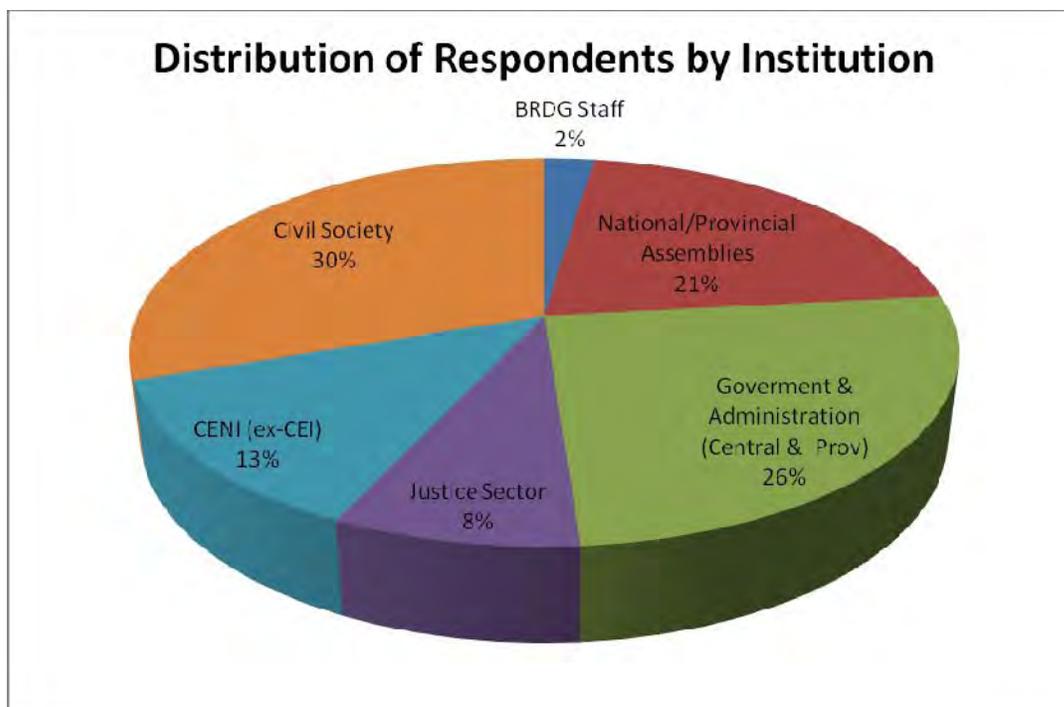
For this evaluation, qualitative and quantitative data were collected from a sample of 114 people. Data collection covered five of the six provinces targeted by the BRDG project: Kinshasa, Bandundu, North Kivu, South Kivu and Maniema and excluded Katanga. Key informants from these provinces were mainly actors within GDRC institutions or structures (national and provincial parliaments, CENI, governorates and ministries of decentralization, decentralized and devolved entities) as well as, heads of civil society (community radios, church leaders, community-based organizations and so on). Prior to commencing site visits, DAI gave the evaluation team lists of people to contact in each program site. These lists enabled the assessment team to directly contact informants from beneficiary institutions and organizations.

The following institutions were targeted by BRDG activities:

- National Assembly (especially ECOFIN and PAJ commissions)
- Provincial Assemblies
- Ministry of Decentralization (CTAD in particular)
- Governments and public administration at the provincial level (governorates, provincial ministries and territorial entities)
- The bodies of the judiciary sector at the national and provincial levels (Ministry of Justice, High Council of Magistrates, Court of Appeal and tribunals in provinces)
- The Independent (National) Election Commission
- Members of civil society organizations (association groups, NGOs and community radios)

As these institutions were direct beneficiaries of the BRDG program, they logically were target populations for the evaluation as the chart below indicates. In addition to these institutions, the assessment team decided to meet with BRDG program management (1) to better understand the strategy and context of implementation.

¹ The assessment team met with the Chief of Party M. Toby Vaughan as well as the coordinator of activities in provinces, M. Parfait Moukoko, at the DAI office in Kinshasa.



The majority of the respondents for the evaluation were from civil society (30%), followed by members of the government and members of the administration at the central and provincial levels (26%). Next were the national and provincial MPs (21%), the members of CENI (13%) and those from the judicial sector (8%).

ASSESSMENT COVERAGE

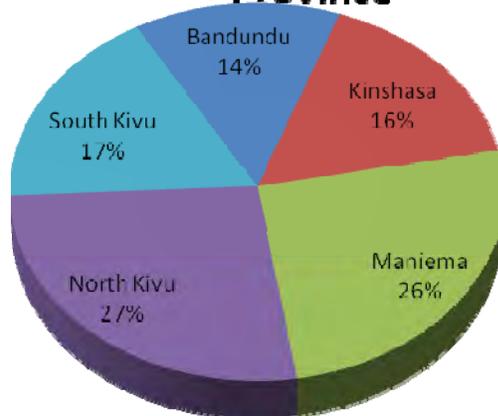
BRDG program activities were deployed in six provinces (out of 11 provinces in the DRC): Katanga, Bandundu, Kinshasa, Maniema, North Kivu and South Kivu, Bandundu and Katanga provinces. Katanga was, however, excluded from the second phase of BRDG, which is the subject of this evaluation and was not evaluated.

The evaluation covered the above mentioned provinces except for Katanga, although it is listed as one of the provinces where the most significant part of resources was spent (2). Using the documentation made available by DAI, the evaluation team drew up a list of 148 respondents (see Annex). Of these 148 respondents, 113 granted the team an interview. The chart below shows the distribution of respondents per province.

The provinces of North Kivu (27%) and Maniema (26%) provided just over half of the respondents to the survey conducted during the evaluation. South Kivu and the capital Kinshasa represent 17% and 16% of respondents respectively, while 14% of respondents came from Bandundu.

² DAI BRDG Final Assessment Scope of Work (SoW), page 4: "The most significant resources were expended in Bandundu, North Kivu, Maniema, and Katanga."

Distribution of Respondents by Province



DATA COLLECTION & ANALYSIS

Data collection began with a documentation review of the materials provided by DAI. In addition to this program's internal documentation, the evaluation team extensively used information from guided individual and group interviews. Interviews were conducted in person as well as over the phone. At the end of the site interviews, harmonization sessions took place between investigators and the assessment coordinator. During these sessions, the beneficiaries' responses and impressions were reviewed in order to clear up interpretation bias during data analysis and drafting.

Before going to the field, an input model was developed using Epi Info, a data input and analysis software that can generate cross referenced results. As the data came in from the field, an analyst was responsible for capturing and analyzing them. The different variables taken into account by the evaluation team were disaggregated by subject, province and target group. The results were presented in frequency tables, histograms and charts in order to facilitate analysis.

METHODOLOGY CONSTRAINTS

Informant availability was one of the biggest challenges for investigators in the field. For several high level interviewees with responsibilities in their respective jurisdictions, their availability was often in conflict with the time allotted to the site work. In most of these cases, phone interviews were conducted as an alternative.

In addition, the absence of documentary evidence relating to specific program activities hampered the assessment work. This made it difficult to match specific activities to beneficiaries. For instance, when equipment delivered by the BRDG project is shown to the evaluation team, it is difficult to establish, based on supporting documents from DAI, the origin or receipt of the equipment. The same is true of training sessions and workshops for which the reports were never made available to the evaluation team, either by the beneficiaries or by DAI. It should be noted that no baseline survey was conducted for the project, limiting the extent to which impact could be measured.

Finally, since BRDG's financial documentation was not available to the assessment team, a cost benefit analysis of the project's outcome versus money spent could not be made.

ASSESSMENT FINDINGS

MANAGEMENT OF THE BRDG PROGRAM

APPROACH

DAI used a consultative approach in implementing the BRDG project. Meetings were held with beneficiaries to discuss their needs, which formed a basis for a more specific identification of the beneficiaries' priorities, and therefore, which activities to undertake. This approach had the benefit of ensuring that activities under the project addressed the real needs of beneficiaries. In addition, the early consultation had the added benefit of arousing the interest and the positive involvement of beneficiaries in the activities undertaken. During the interviews for this evaluation, several beneficiaries mentioned that they were contacted for a needs assessment ahead of the BRDG program's start of activities.

However, some beneficiaries—including the Ministry of Decentralization—felt that these contacts prior to the interventions should not have been limited to only assessing needs. They believe that DAI should have also had a discussion about the budgetary resources available to various target groups and related activities. These beneficiaries felt that, in this respect, DAI should have been more transparent.

Moreover, such preliminary assessments of the beneficiaries' needs, though very significant, were not systematically applied to all target groups. While the activities themselves were appreciated, those beneficiaries not consulted during the needs assessment expressed regret at not being part of this initial planning. This was the case in the Provincial and National Assemblies and at the Court of Appeals of Kindu (Maniema) and Goma (North Kivu).

LOGISTICS

The quality of the transport infrastructure in the DRC often poses a problem in aid delivery as travel is difficult. This situation was mentioned by DAI as a disruptive factor. It made access to the target sites and maintaining the schedule of activities difficult. DAI often used humanitarian organization's air transport services (MONUSCO, WFP, UNHAS, etc.); however, as availability of seating depended on UN priorities, it was not a reliable mode of transport.

ACHIEVEMENTS OF BRDG PROGRAM

RELEVANCE OF THE PROGRAM

The BRDG program aimed at reinforcing institutions legitimized by the 2006 constitution and improving the legal and political framework in the DRC. Specifically, BRDG aimed at:

1. Increasing the level of information for the institutions' facilitators on decentralization and promoting the participation of the population in this process in particular, and in governance in general.
2. Building MPs' capacity in legislation and in managing the government at the national and provincial levels.
3. Strengthening independence and efficiency of justice.

Direct observation of government institutions revealed a significant need for increased capacity in order to function as envisioned in the new constitution. Further reform is also needed in the judicial sector. At the national and provincial level, poorly equipped offices are a reality and usage of new information and communication technologies is very low. This is compounded by managers whose skills are often not adapted to the scope and requirements of the work assigned to them. The new institutional structures and reforms mandated in the constitution of 2006 only highlighted the need for increased institutional strengthening.

The BRDG program was an answer to these existing problems which were a major issue in the minds of beneficiaries. In all groups targeted by the program—the training, the forums organized, the expertise, equipment and furniture received—have been recognized as being timely and responsive to current needs. Beneficiaries expressed a desire to see the program continue as they saw utility in making the program continuous and permanent. When asked about what they knew about BRDG’s activities, 35% mentioned training, 23% mentioned direct technical assistance and expertise, 20% mentioned material assistance (furniture and hardware), 13% talked about public forums, and 8% spoke about direct financial assistance.

Financial documentation for the program was not made available to the evaluation team so no comparison can be made in regard to resources invested and programmatic achievements.

EFFECTIVENESS OF THE PROGRAM

In order to reinforce institutions and promote the participation of citizens in reform and governance, the BRDG program developed measurable indicators and goals for each of the main objectives (3):

Goals for Objective 1: Decentralization and Local Development

- 1,600 members and managers of the national and provincial assemblies, the governments and the provincial administrations trained in the decentralization process
- 45 local dialogue mechanisms between those in power and those governed at the provincial level supported by the program
- 10 laws and amendments relating to decentralization drafted

Goals Objective 2: Capacity building in the law-making sector

- 32 laws and edicts drafted, discussed, examined by the civil society, passed and disseminated
- 6 laws, regulations and procedures on the independence of justice passed
- 1,483 members of national and provincial assemblies participated in training sessions or workshops
- 14 local dialogue mechanisms between those in power and those governed at the provincial level supported by the program

Goals for Objective 3: Reform of Justice

- 231 magistrates trained
- 1 priority task of the justice sector completed with the support of the program
- 6 laws, regulations and procedures passed relating to the independence of justice

Goals for Objective 4: Support to the Election Process & Civil Society

- Participation of BRDG program experts to 100 meetings with Abbot Malu Malu
- Participation of the technical advisors of DDR-related BRDG program in 20 conferences with the staff of Amani process

³ Source: Word File entitled “DRC Work plan 111708-DAI-last doc version1.”

- Production by the technical advisors of DDR-related BRDG program of two reports on the demobilization of Mai Mai combatants
- Provision of office equipment and furniture for Amani process

In addition to these four objectives, the program provided for the creation of Resource Centers for Democracy (RCD) in three targeted provinces.

Examined sequentially⁽⁴⁾, the three quarterly narrative reports and the final BRDG program narrative report submitted to the assessment team indicate a total of 30 training sessions on various topics with a total of 939 participants. On site, data collection on the number of training sessions, topics discussed and the number of participants were complicated due to the lack of an archiving or a documentation system for activities. Since several training activities discussed in the narrative reports were not carried out in a comprehensive manner with the number of participants, there is some doubt as to the quality of the aforementioned training figures. As a result of the questionable quality of the data, coming to a firm conclusion about whether the BRDG project achieved its quantitative goals is rather difficult. This data quality issue affected the project's other indicators as well. Thus, while the project's activities comply with all the objectives, the importance or level of these activities in relation to funds allocated to them is difficult to measure due to the lack of an information system to track project results.

However, even though actual training and attendance is difficult to track, it is worth noting that training has significantly improved the knowledge of the institutions' facilitators on decentralization issues. The immediate reactions of respondents during the interviews enable us to see the effects directly⁽⁵⁾. Although these training sessions took place over one year ago, respondents were almost all able to recollect most of the issues and material in the courses. These training sessions seem to have been especially beneficial since the concepts covered were new to the MPs and members of the provincial administration. Many of them commented that this training would have been useful earlier on in their official terms.

In addition to improving the level of knowledge on decentralization, several MPs recognized that they were now more familiar with how to draft legislation and regulatory acts as well as on developing and controlling the budget⁽⁶⁾. Some respondents pointed out that MPs' assistants should also be targeted given their key role in the preparation of documents produced by MPs.

IMPACT OF THE PROGRAM

The beneficiaries were asked about what the impact of the BRDG program was. In general, the following points were mentioned by respondents as a direct result of the interventions of the program:

- Increased demand for transparency and good governance from elected and non-elected officials by the wider society
- Effective training sessions or workshops that increased official's capacity
- Implementation of dialogue mechanisms between the population and their representatives
- Development of legal documents relating to decentralization, judicial reform, and election processes

⁴ See the result in Annex 4 Mapping of Activities of BRDG Program

⁵ See Figure 6, page 46

⁶ Idem

- Equipping offices with IT equipment, furniture and other commodities
- An increase in the level of knowledge among the wider society on decentralization, elections, and governance issues
- An improvement in the quality of service provision from public institutions at the provincial level
- Development of internal reference documents for some institutions

In the justice sector, an audit of the Ministry of Justice resulted in a clear picture of the ministry reorganization which involved repositioning some officials, promotion of others, the creation of new services, and the production of the Ministry's Action Plan. It should be noted here that the process of justice sector reform is in its initial stages. As the new organs of the judicial system are still being set up, the real impact of training provided for magistrates is difficult to gauge and quantify.

At CENI, the installation of a small printing press allowed the production of several documents used during sensitization and information campaigns on the election process.

The various training sessions had an impact recognized by almost all the respondents (7). Decentralization was a relatively new concept for most of the attendees from legislative, executive or judicial branches of the government. The beneficiaries appreciated and attributed their newly acquired understanding of the difference between decentralized entities and decentralized services as well as implications of decentralization for provincial versus central authorities.

The introduction of local development plans for the management of territorial entities is also an unprecedented contribution of BRDG program. The implementation of budgetary management technique has enabled the provincial institutions to better manage public finances. In Bandundu and in Maniema, for example, training on public finances were the source of many edicts and texts on finance, which shows a better control of procedures and instruments related to the provincial budget.

Public hearings or forums are another activity that has had a noticeable impact on both civil society activists and managers of public institutions. In some places, like Kalima in Maniema, this initiative was exceptional and has created real awareness among the population of their power to choose their representatives. These forums allowed people to be more demanding in terms of transparency and hold their representatives accountable without fear of retaliation.

PROGRAM SUSTAINABILITY

One of the opinions consistently made by respondents is that many of the BRDG project's activities will be difficult to sustain without outside support. This is due in part to the low financial capacity of the institutions supported. For almost all the public institutions targeted by the BRDG program, the basic expenses such as wages or operating costs are not fully supported by available finances. This makes programming and proper financing of activities impossible to continue, such as staff training or modernization of office space.

Nevertheless, the BRDG program has left structures and instruments that are still used by the beneficiaries even after the closure of the program. Training modules inherited from training

⁷ See Figure 5 and 6, page 46

sessions may be consulted by both the beneficiaries of training and new managers who did not attend them. The same can be said of the resource centers for democracy which support structures for local initiatives and which enable the various actors to find resources and learn about issues they face. These permanent centers at the local level enable the beneficiaries to build on the gains of training and information sessions provided during the program. In addition, these centers allow maintaining the momentum of the consultation and dialogue framework between the public and their representatives in public institutions.

COMPILATION OF SURVEY RESPONSES BY PROVINCE AND GENDER

KINSHASA

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Min. Justice, CSM, Bar...) | Civil Society (Associations, community radio...) | IEC |
|---|---|---|---|---|
| <i>Were the activities conducted as part of BRDG appropriate?</i> | | | | |
| <ul style="list-style-type: none"> • Training of senior staff in provinces • Support to the Forum on Decentralization • Training of agents on the management of the decentralization Website (6 people) • Organization of forum workshops in the city of Kinshasa and in communes CTAD gives a very nuanced appreciation: <i>"We appreciate the support of DAI which is a significant support, but it is always difficult to win with a weapon of other people."</i> | Capacity building considered advantageous by the vice-president of ECOFIN and by a member of the PAJ commission | According to Pierre Kaniki, the support of DAI in the audit of the Min. of Justice was very useful: <ul style="list-style-type: none"> • Allocation by the commission of an expert in the drafting of the terms of reference, • Support by the team of the audit with their motivation, logistical issues as well as the drafting of the final report | Financial support received by Christian Aid for <ul style="list-style-type: none"> - Support to CENI in the review of the electoral file - Support to RECIC in: <ul style="list-style-type: none"> • Its daily activities • Sensitization of the voters on their enrollment • Training and sensitization • Pausing of posters and streamers • Sensitization by loudhailers in the hot spots of the city | Support deemed strong and appreciated by the president of CENI: <ul style="list-style-type: none"> • Installation of a small printing device |
| <i>What has changed and which benefits the main shareholders have perceived as results from BRDG support?</i> | | | | |
| Appreciative of the support received at CTAD to make sure: <ul style="list-style-type: none"> • Laws are promulgated • The population expresses its enthusiasm • Setting up of the strategic plan (3 years) | | <ul style="list-style-type: none"> • Production of a clear image of the Ministry of Justice • Reorganization of the ministry • Repositioning of agents • Creation of new services • Refreshment of the actual agents | | - Production of several sensitization documents |

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Min. Justice, CSM, Bar...) | Civil Society (Associations, community radio...) | IEC |
|--|--|--|--|---|
| | | <ul style="list-style-type: none"> Production of the action plan of the Ministry of Justice | | |
| <i>What remains from BRDG interventions?</i> | | | | |
| | | | <ul style="list-style-type: none"> Good impression of DAI for the timeliness of the intervention in response to the needs presented Good collaboration between DAI, Christian AID and RECIC | <ul style="list-style-type: none"> Good collaboration between DAI and CENI |
| <i>Difficulties (weaknesses) raised by the beneficiaries</i> | | | | |
| <ul style="list-style-type: none"> Cumbersome procedures Lack of transparency in the management of funds Exclusion of the local civil servants Not taking into account resource people at the local level Difficulty of transfer of competencies to newer staff Absence of documents of disbursement procedures at the local level Numerous delays of urgent activities Periodicity of activities Noncompliance with commitments Slowing the pace of awareness campaigns resulting in a loss of momentum. Poor support of the local experts DAI refuses to support the designers of laws on decentralization (CTAD), but | <ul style="list-style-type: none"> Poor programming of interventions (training) which often enter in conflict with the calendar of Parliament's activities This poor programming does not make it easier for the participation of the deputies in training Training sessions at the end of the mandate of the deputies, reduced their impact significantly on the institution in cases where beneficiaries would not be reelected Procedure for obtaining very consistent assistance | <p>According to Pierre Kaniki:</p> <ul style="list-style-type: none"> Sudden change of the respondent during the audit which had begun with DAI and in full execution, Pro Justice had arrived and did not understand the methodology and the general vision. This will decelerate progress provided that the views are harmonized The biggest weakness is the fact of financing the audit, and not the exploitation of the results emanating from this. | <ul style="list-style-type: none"> Procedures for release of the funds of DAI considered very heavy (RECIC) causing the noncompliance with their timeline of activities Litigations relating to lack of refund, by DAI, of certain activities pre-funded by RECIC. Christian Aid will assure refund when all is said and done. | <i>Not Applicable</i> |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Min. Justice, CSM, Bar...)</i> | Civil Society <i>(Associations, community radio...)</i> | IEC |
|---|--|---|--|---|
| <p>prefers seriously supporting the deputies and senators.</p> <ul style="list-style-type: none"> • They do not encourage local expertise (internal experts) however they are the ones who give materials to the foreign experts who then make them theirs. This gives the bad impression that the support comes from foreign experts. | | | | |
| <i>Lessons learned (recommendations from beneficiaries)</i> | | | | |
| <p>CTAD: <i>"We encourage the partners to pursue transparency together"</i></p> | <ul style="list-style-type: none"> • Schedule training sessions at the beginning of the mandate of the deputies for greater impact • Involve the beneficiaries in the planning of interventions for better ownership and sustainability • Noticeable gap between the emergency of the beneficiaries and the preferences of the dealers (partners) | <p>1st CSM Secretary-Reporter:</p> <ul style="list-style-type: none"> • May USAID take into account military magistrates in their assistance programs | <ul style="list-style-type: none"> • There is a potential risk of crisis in the trust between different partners. | <ul style="list-style-type: none"> • Collaboration based on partnership is the most productive opposed to assistantship (<i>Abb é Malu Malu</i>) |
| <i>Observations and Recommendations of the Interviewers</i> | | | | |
| <p><u>Observations</u></p> <ul style="list-style-type: none"> • To requests documents justifying the activities, responses were often negative; sometimes they promised to provide them; however, promises have never been fulfilled up to the time of drafting the present report • DAI proved to be flexible when faced with emergency (according to Christian Aid) • CTAD made a remark that DAI does not communicate about funds available <p><u>Recommendations</u></p> <ul style="list-style-type: none"> • Potential risk of crisis of trust between partners was noticed by the beneficiaries (Christian Aid and RECIC); it will be necessary to take this into account in next intervention strategies | | | | |

MANIEMA

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Court of Appeal) | Civil Society (Associations, community radio...) | CENI |
|---|--|--|---|---|
| <i>Were the activities conducted as part of BRDG appropriate?</i> | | | | |
| <ul style="list-style-type: none"> Seminars on decentralization Training in management of public finances <p>All considered intellectually excellent insofar as most of the attendees had no knowledge on the topics dealt with.</p> | <p>Training sessions deemed very appropriate given:</p> <ul style="list-style-type: none"> timeliness of the topics dealt with almost absence of information and knowledge from most of the deputies on the difference between decentralized entities and services. almost absence of information and knowledge from most of the deputies on the drafting of decrees and regulation acts. | <p>Seminary on topics vary (<i>the Constitutional Court, the Supreme Court of Appeal, the Council of State, the status of the magistrates, Labor laws, assets laundering</i>) excellent judges and very appropriate.</p> | <ul style="list-style-type: none"> Financial Assistance (received by radios Maniema Liberté [\$4,374] and Haki za Binadamu [+ \$3,000]) considered to be appropriate by the beneficiaries Audiences (public forums) have been a new experience in Kalima (very appropriate and received by the population) Training in the intention of civil society on good governance and decentralization resulting in a training module | <p>Was not a beneficiary of BRDG interventions in this province CENI / Maniema was rather supplier of its logistical support to DAI</p> |
| <i>What has changed and which benefits the main shareholders have perceived as results from BRDG support?</i> | | | | |
| <ul style="list-style-type: none"> Increase of the communal receipts (Commune of Alunguli) Opening of a bank account for the commune (of Alunguli) Important improvement of collaboration with the agents in the daily execution of the work Involvement of civil society in awareness-building for good fiscal citizenship The management of the town hall of Kindu is consequently made on the basis of a plan and not only based on the budget as it was the case before Better understanding of the management of retrocession funds which are not a favor made to decentralized entities but a right guaranteed by the law | <ul style="list-style-type: none"> A better understanding of difference between decentralized entities and decentralized services A better understanding by the deputies of procedures for the development of the provincial budget The capacity acquired by the deputies to differentiate the decrees of regulatory acts | <p>The effect on the beneficiaries of the seminary was:</p> <ul style="list-style-type: none"> of having revived the vocation of the magistrates, of having provoked the desire to see these new institutions materializing and taking part in it as supervisor. As for the real impact of these training sessions, the 1st President has estimated that this impact can be observable only after the real installation of these new institutions. | <ul style="list-style-type: none"> General awareness of the population by realizing that it detains the power to appoint and to sanction (by vote) its representatives This awareness is an encouragement for radios to continue the work of community sensitization In Kalima, public hearings allowed liaison between the governments and the population, and contributed to reduce the fright of the population to be accused for having exercised its freedom of expression. On radio Haki za Binadamu, the exchange of very rewarding experiences with other radio channels in other provinces and | <p><i>Not applicable</i></p> |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal)</i> | Civil Society <i>(Associations, community radio...)</i> | CENI |
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| <ul style="list-style-type: none"> • Production of the five-year development plan of the Commune of Kasuku | | | development of new useful relations | |
| <i>What remains from BRDG?</i> | | | | |
| <ul style="list-style-type: none"> • The five-year development plan of the Commune of Kasuku • A manual (Understanding Decentralization in DRC) gathering knowledge acquired in decentralization at the end of the organized training. (This manual is available only in the Commune of Kasuku). | | Sustainability of the impact of received training depends on: <ul style="list-style-type: none"> • The installation of the new institutions • The availability of permanent in-service training structures | <ul style="list-style-type: none"> • Continuance of activities deemed extremely difficult without the continuance of the assistance of outside partners • The management problems encountered by the radio Haki za Binadamu have seriously compromised the conservation of equipment bought with the financing of BRDG • Training module received by FORECAP Civil Society | <i>Not applicable</i> |
| <i>Difficulties (weaknesses) raised by the beneficiaries</i> | | | | |
| <ul style="list-style-type: none"> • In spite of training organized on decentralization, the implementation of decentralization. The decentralized services, which, with regard to law are the responsibility of the central government, continue being supported by the provincial authority • poor political will of politicians for the application of the law on decentralization • insufficiency of a follow-on funding for the process of decentralization. They attribute this, including, the non-application of the retrocession principle including 83% of | According to one view from ECOFIN: <ul style="list-style-type: none"> • The training officers did not take into account the level of the audience. • Their methodology was poor, • Training was scheduled while the provincial deputies were in parliamentary session • motivation was trifling | <ul style="list-style-type: none"> • Huge gap of time between the moment when training is provided and the real installation of new institutions .There is therefore a huge risk that skills learned in training are lost due to lack of practice. • The disturbances of the working schedule of the magistrates by capacity building activities initiated by the partners whose calendar is still not known by judicial officials. | <ul style="list-style-type: none"> • The problems of internal management on the radio Haki za Binadamu • The absence of training adapted for radio presentation • FORECAP deplores the fact of not having received material and financial assistance to form their grassroots | <i>Not applicable</i> |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal)</i> | Civil Society <i>(Associations, community radio...)</i> | CENI |
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| <ul style="list-style-type: none"> communal expenses • Promise, not yet met by DAI, to provide to the Commune of Alunguli 4 computers and 1 VSAT Antenna for Internet connection. • Action Plan for Communal Development (of Alunguli) still being developed by DAI • Mutations of the supervisors of the institutions who raise divergences of understanding and interpretation between former qualified supervisors and the new unqualified ones • Insufficiency of rooms for the offices of the town hall • Shortage of telecom equipment | | | | |
| <i>Lessons learned (recommendation from beneficiaries)</i> | | | | |
| <ul style="list-style-type: none"> • Create or reinforce structures that can guarantee permanent training for adults education such as refresher courses for the managers of institutions so as to mitigate loss of capacity due to personnel turnover | | <ul style="list-style-type: none"> • Involve the beneficiaries (provincial authorities) to the design and programming of interventions • Improve the coordination of interventions given that there are rival outside partners • Envisage strengthening or creation of institutions especially designed for the capacity building (for instance school of magistracy) | <p>Ex-Dir. Radio Haki za Binadamu:</p> <ul style="list-style-type: none"> • Favor material assistance rather than financial assistance to minimize the management problems of FORECAP: • May DAI multiply efforts to understand what takes place between governments and the people governed • Make material resources available to allow people targeted for training to provide feedback | |
| <i>Observations and Recommendations of Interviewers</i> | | | | |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal)</i> | Civil Society <i>(Associations, community radio...)</i> | CENI |
|---|----------------------------|--|---|-------------|
| <p><u>Observations</u></p> <ul style="list-style-type: none"> Only radio Maniema Liberté could present to the assessment team the contract to be signed with DAI for the assistance received (In-Kind Grant N° MN008 of February 4, 2010). This contract was co-signed by DAI's Chief of Party and the radio. None of other beneficiaries of DAI interventions could produce a similar contract. Even the local service of DAI could not provide us with one. This lack of material does not facilitate the verification of statements of the beneficiaries about the assistance received from DAI. <p><u>Observations</u></p> <ul style="list-style-type: none"> No institution visited by the interviewers could produce a single activity report or a receipt order for the equipment. Only the Communes of Kasuku and Alunguli could present to the assessment team two documents written at the end of training sessions, in addition to the Development Plan of the Commune of Kasuku. <p><u>Recommendations</u></p> <ul style="list-style-type: none"> For interventions meant to be sustainable in time, special attention will have to be placed on the management of the information relating to interventions conducted both on the side of the actors and on the side of beneficiaries. For sustainable impact of training, workshops timely conducted have uncertain effectiveness. It is necessary to envisage permanent structures or cyclical training programs. Programming of training has to be aligned with timetables and working schedules of the beneficiaries to facilitate approval. Additional effort is necessary in the coordination of interventions with competing partners. | | | | |

SOUTH KIVU

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal)</i> | Civil Society <i>(Associations, community radio ...)</i> | CENI |
|---|----------------------------|--|---|-------------|
| <i>Were the activities conducted as part of BRDG appropriate?</i> | | | | |
| <p>In Mwenga, Trainings by Mrs. Azile Tanza on:</p> <ul style="list-style-type: none"> • Decentralization • Participative dialogue (80 participants) • Training of the trainers on good governance and decentralization (50 participants) along with certificates and training modules <p>In Bukavu, Training on participative budget deemed very advantageous and applied</p> | | | <p>In Mwenga, Trainings by Mrs. Azile Tanza on:</p> <ul style="list-style-type: none"> • Decentralization • Participative dialogue (80 participants) • Training of the trainers on good governance and decentralization (50 participants) along with certificates and training modules <p>In Bukavu,</p> <ul style="list-style-type: none"> • Training of journalists of Vision Shala, Radio Star, RTNC. • Support of media with information processing equipment (lap top, recorders, etc.) • Support to journalists for design of programs, information review. | |
| <i>What has changed and which benefits the main share-holders have perceived as results from BRDG support?</i> | | | | |
| <ul style="list-style-type: none"> • Thanks to training, it was possible to address with more precision the issues of decentralization and popular participation in the management of the State. | | | <p>Impact of the support to local media:</p> <ul style="list-style-type: none"> • Journalists are less afraid of tackling sensitive issues such as corruption. • Increased infatuation of political and administrative authorities for topics dealt with in the media. They agree to be invited by the press to give opinions on sensitive issues. - The presence of authorities in certain programs (corruption, | |

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Court of Appeal) | Civil Society (Associations, community radio ...) | CENI |
|--|---------------------|------------------------------|--|------|
| | | | <p>governance, fraud, functioning of the Parliament) became a tool for de-traumatizing, because the population is attentive to answers given by authorities on actual social problems.</p> <ul style="list-style-type: none"> • A contagion effect is noticed by the appearance of new programs (ex: Round table, Governance Television, Peace and Development " Radio Maendeleo") on other channels • The population becomes more and more informed on decentralization process and because of this or that it is more demanding for issues of transparency in the management of public resources | |
| <i>What remains from BRDG?</i> | | | | |
| <ul style="list-style-type: none"> • Establishment of the basic frameworks of cooperation on governance and decentralization. • The training modules received are for the 'quarter' a working tool, given poor knowledge of the agents on decentralization | | | <ul style="list-style-type: none"> • Feedback workshops organized • Creation of monitoring committees for recommendations resulting from the trainings | |
| <i>Difficulties (weaknesses) raised by the beneficiaries</i> | | | | |
| | | | <p>According to the training Facilitator in Mwenga,</p> <ul style="list-style-type: none"> • Having intervention zone is a big mistake while the need is general. For him, limiting the program to the territory of Mwenga cannot have a significant impact in terms of changes. | |

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Court of Appeal) | Civil Society (Associations, community radio ...) | CENI |
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| | | | <ul style="list-style-type: none"> • While the beneficiaries began enjoying decentralization and participative budget, the program came to an end. This minimized its sustainability. • In principle it was necessary that the local organizations having participated in workshops receive financial support in order to continue sensitization | |
| <i>Lessons learned (recommendation from beneficiaries)</i> | | | | |
| | | | <ul style="list-style-type: none"> • Maintain contacts with associations having benefited from training designed for monitoring of knowledge. • Set up assessment mechanisms in order to know the quality of what is done in the field. These must be timely • The financing of the radio project with in order to make social dialogues active and popularization of the legal texts. • Provide other means in order to allow supported structures to continue the activities. <p>For the former president of Civil Society:</p> <ul style="list-style-type: none"> • With short-term programs, it is difficult to feel the impact in public entities. • For him, it was necessary to extend the zone of the project and display it over a more or less reasonable duration. This involves an increase of means and the reorientation of intervention strategies | |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal)</i> | Civil Society <i>(Associations, community radio ...)</i> | CENI |
|--|----------------------------|--|--|-------------|
| <i>Observations and Recommendations of Interviewers</i> | | | | |
| <p><u>Observations</u></p> <ul style="list-style-type: none"> • Actions have not been sustained because DAI did not maintain contacts with local structures benefiting from the program. This absence of sustainability due to lack of follow-up with local structures was noted by several interviewees. • The assessment team has not found monitoring mechanisms of activities carried out as part of BRDG. • The assessment team has not found on the list of resource people, those from the Justice or Parliament. • Except for SFCG, the assessment team has not found documentary signs testifying to the support provided by DAI. • The assessment team has not noticed the real visibility of DAI throughout this program. <p><u>Recommendations</u></p> <ul style="list-style-type: none"> • Continue the execution of the project throughout local actors according to budgeting liquid assets. • Envisage a line for the visibility of DAI in the implementation of its projects | | | | |

NORTH KIVU

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal,)</i> | Civil Society <i>(Associations, community radio...)</i> | CENI |
|--|----------------------------|---|---|-------------|
| <i>Were the activities conducted as part of BRDG appropriate?</i> | | | | |
| <ul style="list-style-type: none"> • According to the Provincial Director, training on decentralization is deemed advantageous, sanctioned by certificates, relating documents and training modules • Training considered to be advantageous by the burgomaster of Karisimbi (Butembo) | | | <ul style="list-style-type: none"> • Financial support for radio programs for the education the population on constitution estimated advantageous by radios RTGB and radio Motorbike | |

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Court of Appeal,) | Civil Society (Associations, community radio...) | CENI |
|--|---------------------|-------------------------------|---|------|
| <i>What has changed and which benefits the main shareholders have perceived as results from BRDG support?</i> | | | | |
| <ul style="list-style-type: none"> If the population has begun a popular parade program (or social dialogue) every Friday at the town hall level, it was thanks to the training received (<i>former chief of staff for the Mayor de Butembo</i>) | | | <ul style="list-style-type: none"> In Beni, the requirement in governance of the population in relation to the governments is becoming more and more a necessity | |
| <i>What remains from BRDG?</i> | | | | |
| Training modules | | | <ul style="list-style-type: none"> Today the population expresses itself through local development committees (CLOD) (a burgomaster in Beni) | |
| <i>Difficulties (weaknesses) raised by the beneficiaries</i> | | | | |
| <ul style="list-style-type: none"> According to the Provincial Director, DAI has not honored all of what he understood as their promises, for instance the building of the provincial office of the Assembly in Mugungu. (not allowable costs under the project) According to facilitator of the training on decentralization in Beni and Butembo, five training days are insufficient to allow the beneficiaries to understand what decentralization is. Resources deemed very limited to apply the benefits of training (<i>Burgomaster of Karisimbi, Butembo</i>). | | | <ul style="list-style-type: none"> Disinterestedness of the part of the population in the radio programs on constitution further to linguistic barriers. The population had wished that the text was popularized in Swahili. Lack of interventions, which are generally short-term. | |
| <i>Lessons learned (recommendation from beneficiaries)</i> | | | | |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal,)</i> | Civil Society <i>(Associations, community radio...)</i> | CENI |
|---|--|---|---|-------------|
| <ul style="list-style-type: none"> • Put in place a center for the training of new people who will take power before starting the execution of their responsibilities • May USAID's support continue <i>(Chief of Staff - Prov. Min. of Health, Social Affairs, Gender, Family and Child)</i> | <ul style="list-style-type: none"> • The secretary of the office of the president of the Provincial Assembly suggests that the administrative staff of the Provincial Assembly are trained as trainers to act as mentors for the newly elected representatives who have to perform a new mandate in the Parliament but who do not have experience in the formulation of decrees. • The president of the Provincial Assembly provided Training to authorities by beginning at the level of the presidency. • He added by saying that exchanges between the Lower House and the Upper House be organized and even with other countries with good experience in good governance. Theories are good but they quickly fly off. Practice is needed. | | <ul style="list-style-type: none"> • A training consultant proposed that DAI can do the monitoring of the people trained instead of contenting himself with the only training activity | |

BANDUNDU

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal,)</i> | Civil Society <i>(Associations, community Radio , ...)</i> | CENI |
|---|---|---|--|------|
| <i>Were the activities conducted as part of BRDG appropriate?</i> | | | | |
| Assistance received in terms of training on public finances is very appropriate, according to the provincial Minister of Finance | <ul style="list-style-type: none"> Logistics support, in computer equipment, in training of staff considered very significant although limited | Support received in training considered very appropriate assistance received in equipment, in furniture, and in material considered to be often deficient | <ul style="list-style-type: none"> Appropriate support | |
| <i>What has changed and which benefits the main shareholders have perceived as results from BRDG support?</i> | | | | |
| <ul style="list-style-type: none"> Prov. Minister of finances confirms that without the assistance of BRDG, many decrees and texts, especially in economic and financial material would not be produced. According to him, it is thanks to this support that the provincial Parliament, was able to report on financial matters to donors to secure assistance for programs. The budget of Bandundu was created. Capacity building on the management tools for management of public finances. Budgeting law. | | | | |
| <i>Difficulties (weaknesses) raised by the beneficiaries</i> | | | | |
| <ul style="list-style-type: none"> The eastern part of the country is most favored for assistance according to the Chief of the Division for Planning. | <ul style="list-style-type: none"> Very limited assistance. Assistance proposed almost at the end of the mandate. | <ul style="list-style-type: none"> According to the Main Clerk of the Court of Appeal, the participants in training more concerned about the per diem than by the material taught. Authoritarian and non-advisory approach which does not involve | <ul style="list-style-type: none"> Deficient and uncoordinated support because partners do not favor the cohesion of the society. DAI contacts partnerships without consulting the office of civil society resulting in difficulty | |

| Decentralized Entities (Provincial Government, Town Hall, Communes) | Provincial Assembly | Justice (Court of Appeal,) | Civil Society (Associations, community Radio , ...) | CENI |
|---|--|---|--|------|
| | | beneficiaries in the implementation of the project (Prosecutor of the Republic) <ul style="list-style-type: none"> • There is no reform without the improvement of the living conditions of the agents of justice. They are first the center of everything (<i>problem of definition of the areas of intervention</i>) • Deficient furniture received and very limited works distributed in comparison with the number of magistrates • The eastern part of the country is most favored in interventions, according to the Prosecutor of the Republic. | for the latter to decide on the impact of the program on society | |
| <i>Lessons learned (recommendation from beneficiaries)</i> | | | | |
| | <ul style="list-style-type: none"> • Envisage training in a well scheduled perspective; and insert them into the planning of the institution. | <ul style="list-style-type: none"> • Necessity of more openness and transparency of the project | | |
| <i>Observations and recommendations of Interviewers</i> | | | | |
| <p><u>Observations</u></p> <ul style="list-style-type: none"> • Most of the actors do not know how to identify BRDG programs or others. • Among donors known in the city, USAID is as big as many others such as MONUSCO, UNICEF (World Bank), CTB. • USAID is more noticeable in the Provincial Assembly and particularly in the economic and financial commission. • Concerning the nature of assistance and its impact, and remains for most actors, useful for the future of the province but provided that it is improved, extended and made more fair and equitable and for the benefit of the province; and in comparison with others and between different internal services of the province. <p><u>Recommendations</u></p> <ul style="list-style-type: none"> • USAID must re-define the management of the project in its aspect of coordination and management, a lot of property has been wasted or even slanted. • Avoid that the program takes more economic orientation than financial and neglects the others. At this level certain actors considers it as neo-colonialist tool. • In a sustainable perspective, support for the program must be orientated toward allowing better monitoring and assessment. The mission found no trace of documentation. | | | | |

| Decentralized Entities <i>(Provincial Government, Town Hall, Communes)</i> | Provincial Assembly | Justice <i>(Court of Appeal,)</i> | Civil Society <i>(Associations, community Radio , ...)</i> | CENI |
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| <p>This does not allow estimating or quantifying the granted assistance.</p> <ul style="list-style-type: none"> • May USAID think about how to support the courts collaborating with traditional courts in order to consolidate enforcement of the law taking into account all the sectors of the country. | | | | |

GENDER CONSIDERATIONS

Article 14 of the DRC Constitution of February 18, 2006 asserts the entitlement of the woman to equitable representation within national, provincial and local institutions. Despite this, parity is still nonexistent. On September 24, 2008, the president of the Republic appointed 661 new leaders of regions, cities, territories and communes among whom only 83 were women, or just 12.5%. Women are certainly part of groups which are the least likely to actively and fully participate in the national policy.⁸

However within active civil society networks and organizations which campaign for the promotion of women in decision-making is a primary commission women were well represented in the project.

In spite of this fact and these opportunities in the gender sector, BRDG program mentioned the ‘woman’ only in an ancillary way in the formulation of its objectives. No intervention was specifically aimed at the promotion of women.

⁸ AfriMAP and OSISA, 2010, Democratic Republic of Congo: Democracy and participation in politics, p.49

CONCLUSION

This evaluation has been an objective evaluation of USAID's support to the GDRC to improve governance systems and transparency through the BRDG project. Before drawing conclusions, it will be useful to clarify some definitions. For this evaluation, a governance system is defined as the way in which public authorities manage or conduct public affairs relating to the rule of law, accountability and transparency. To this end, this evaluation examines all of the BRDG program's efforts in this area. The issue of institutional effectiveness is at the core of this assessment. The achievement of the government's objectives in terms of economic and social development depends on its institutional capacity. Our conclusions are drawn in relation to the following core dimensions of governance: political representation, economic management and institutional effectiveness

In general, current reforms in the DRC are in line with the introduction of a balanced power system; consolidation of the rule of law; and the protection and promotion of human rights. Indeed, the constitutional amendments of 2007 introduced new provisions that give priority to law; reinforce the supervisory powers of the parliament on the government policy; and revalue for the first time, the place of the public in the national political arena. At the same time, the DRC had new institutions responsible for ensuring respect for freedom and the rule of law, protection and promotion of human rights and establishment of administrative courts and tribunals. However, despite these efforts, the results of the survey carried out among the population suggest difficulties at the level of the actual implementation of reforms aimed at introducing transparency and ethics in public management

Institutional capacity is fundamental to the development of governance, especially in the context of governance prevailing in the DRC, both public authorities and nongovernmental actors find their share of responsibility. Indeed, the current political and economic situation in the DRC has never been favorable to the development of good governance. In general, the institutional capacities of public authorities still need significant reform actions to meet people's expectations in terms of good governance. This is clearly the case for legislative and judicial power that need to make sustained efforts at reform and capacity building to modernize their working methods in order to function more efficiently.

The problem of institutional capacity significantly hampers the efforts of public authorities and hampers development work aimed at meeting the needs of the population by government and non-government organizations. In general, the study reveals the need for public authorities to continue the reform process and the modernization of facilitators in all sectors targeted by the BRDG program in order to provide the DRC with institutional capacity in accordance with the universal standards of good governance.

Naturally there are different degrees in capacity assessment as pointed out by the review of the three powers constituted; it is undoubtedly the legislative power which is subject to the sharpest criticism in the perception of its ability to perform its duties, that is, the representation, the legislative work and control of governmental action.

For the judiciary, incapacity exists at the level of operating mechanisms of courts and result in mistrust of the system that emerge from their daily contact courts..

The executive branch, meanwhile, also suffers shortcomings, even while acknowledging that the incumbent is viewed favorably by the people. The criticisms toward the executive authority are mainly related to the slow process of the administration reforms, particularly the area relating to decentralization of State services.

MPs enjoy the benefits deriving from this program but do not hide their need to be better equipped to properly ensure their mission to make laws, evaluate and control governmental action continues.

LESSONS AND RECOMMENDATIONS

Lessons from this assessment and the resulting recommendations are derived from direct observations made during on-site meetings, from the responses of beneficiaries and from the documentation made available to the assessment team.

ONGOING TRAINING

Public institutions supported by the BRDG program are often subject to movement or changes in staff. This often leads to differences of opinion and understanding between new managers who have not undergone BRDG style training and former managers who have been trained. Solving this through the one time training sessions implemented by the BRDG will have only limited results.

What is needed is the creation or strengthening of ongoing training structures or cyclical training curricula. Thus, the benefits of training are not only available to current managers but also to several generations of future managers.

HARMONIZATION OF TRAINING MODULES

During the training sessions, the program used various experts to address different subject areas. While this meant that attendees benefited from the most current knowledge, the lack of standardized course material, methods, and content make it difficult to assess the overall effect of the training as content depended on the trainer. Efforts should be made to harmonize the modules and training methods to ensure that the knowledge and skills transferred are uniform.

MONITORING AND EVALUATION

Overall, the lack of documentation for project activities has made evaluation of the project's impact difficult. Increased monitoring would also ease the management of the project by helping to make sure targets were met. One example of is the, Democracy Resource Centers at the local level were an effective and appreciated innovation on the part of the BRDG project. However, establishing a more effective monitoring mechanism for these centers would be useful for tracking program activities.

The BRDG program has provided substantial support to the institutional reform process, however, sustainable results, even with all the financial resources and all the necessary political will, can only really be measured a relatively long time. As the outcomes of the program are intended to last, special attention should be paid to the management of information before, during and above all, after activities are carried out. An organized system of collection, storage and updating of information relating to the project's activities would ensure more effective, long term, monitoring of program results. The absence of such a system has also resulted in a lack of paper evidence relating to the support provided at the intervention sites.

SOCIAL DIALOGUE OR PUBLIC FORUM

Public forums that promoted dialogue between people and their representatives in institutions were widely appreciated by the recipients. Many praised this activity by saying that it allowed the population to be aware of the power they have in choosing and sanctioning their elected leaders, holding them accountable, to promote freedom of expression, and reduce tensions among communities. This type of activity should

be incorporated into future interventions. The assessment identified civil society organizations, like OGP, whose proven experience in this area is an excellent opportunity for future action and collaboration.

IMPROVING COORDINATION WITH OTHER DONORS

Coordinating with other donors can be a resource for development of the program by favoring a unified effort throughout the country. Moreover, joint planning mechanisms with national authorities should be implemented in order to promote complementarities, predictability and alignment of external support to the national objectives.

MATERIAL ASSISTANCE

Material assistance received was appreciated but also often deemed either insufficient, not to have met expectations or in some cases promised and not delivered. This is the case, for example, of computers and VSAT internet connections that were promised but not yet provided to the Provincial Assembly and to Alunguli Commune (Maniema), construction of the office of the Provincial Assembly at Mugungu (North Kivu) promised, or the office furniture deemed insufficient at the Bandundu Court of Appeal. Any future projects should be careful about what is promised to beneficiaries and also be proactive about making sure that beneficiaries understand the limitations of the program.

INTERVENTION PLANNING AND ACTIVE PARTICIPATION OF BENEFICIARIES

Timing of the training sessions was an issue raised by many of the beneficiaries interviewed. Many MPs complained, for instance, that training sessions came almost at the end of their term, minimizing their impact on the institution. Moreover, many felt that closer consultation was needed to plan the training as many sessions interrupted ongoing work. Beneficiaries should be consulted when planning the timing for these training sessions and care taken, when possible, to time training around elected officials' terms in office.

INEFFECTIVENESS OF SOME INSTITUTIONS

Some institutions announced by the decentralization process or the process of justice reform are far from being operational. There is, therefore, a risk of erosion of the gains of some training provided as those trained will not be able to apply their newly acquired skills.

ACCOUNTABILITY OF THE PROGRAM

As the program aims at good governance, it is important that this quality understood by the beneficiaries in the way the program is executed. They often remain unsatisfied with the transparency and accountability of the BRDG program itself. Better messaging about program's work as well as making sure beneficiaries understand the limitations of what the program can provide would go a long way to resolving this.

NETWORKING WITH COMMUNITY RADIOS

Community radio is recognized by beneficiaries as being an effective method of raising awareness in communities. Thus further strengthening links with community radios should be reinforced with an emphasis on those broadcasting in local languages. The effectiveness of some of the communication and public education efforts undertaken by BRDG were not as effective as they could have been as they were in French instead of better understood local languages.

GENDER

The BRDG program could have made a better effort at incorporating women into their work. Women's involvement in the demand for good governance has been known to be very effective, and in future, using women's networks and organizations maybe something to consider for future programming.

INTERVENTIONS

Focusing on fewer interventions with more follow-up and synergistic activities would be more effective and have a more sustainable impact than the broad spectrum of activities undertaken by BRDG. For example, efforts to strengthen the effectiveness of institutions will hardly bear fruit when salaries for managers and staff are not competitive and thus creating a situation where staff has little incentive to stay in the public sector.

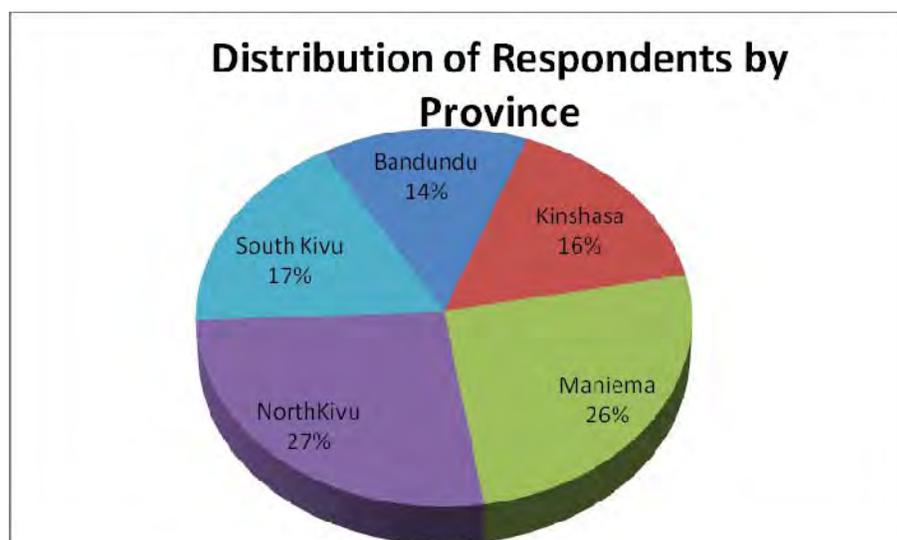
ANNEX I. SURVEY OUTCOMES FOR DIRECT BENEFICIARIES

COMPOSITION OF RESPONDENTS

DISTRIBUTION OF RESPONDENTS PER PROVINCE

The BRDG program was executed in two main phases: the first phase from April 2008 to May 2009 and the second from June 2009 to September 2010. The activities were deployed in six provinces (out of 11 of the DRC) Katanga, Bandundu, Kinshasa, Maniema, North Kivu and South Kivu. The provinces of Bandundu and Katanga were not part of the second phase.

The evaluation work covered the aforementioned provinces except Katanga, although this one was mentioned among the provinces where the most important part of resources was spent (9). The use of the documentation made available for the evaluation, and information from DAI as well as the evaluation team's own research resulted in a list of 147 potential key informants. Of these 147 potential respondents, 113 granted an interview to the team. The chart below shows the distribution of respondents per province.



Just over half of the respondents came from North Kivu (27%) and Maniema (26%). Respondents from South Kivu and Kinshasa represent 17% and 16% respectively while 14% were from Bandundu.

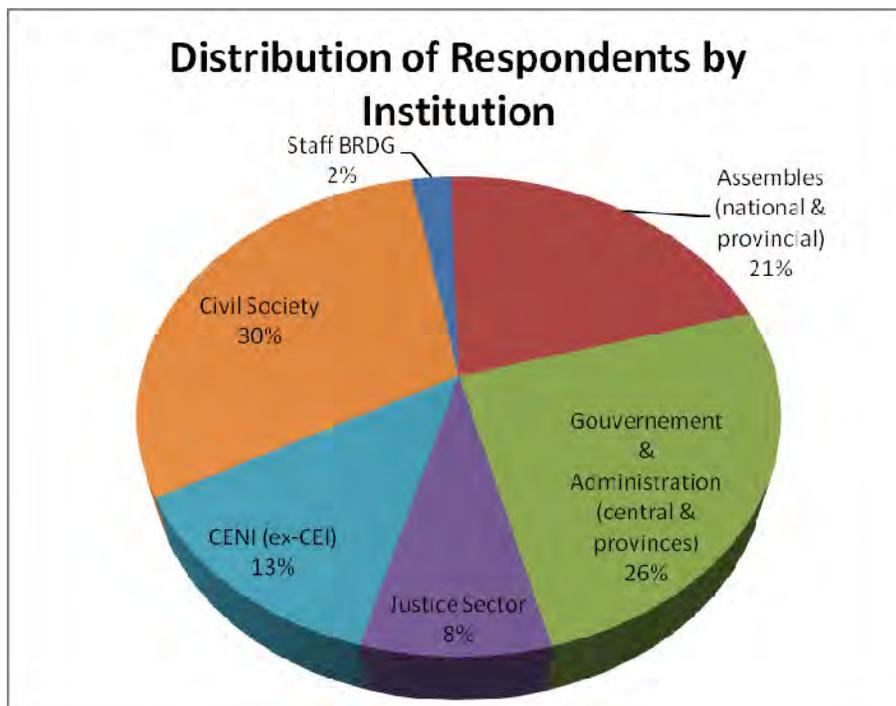
⁹ DAI BRDG Final Assessment Scope of Work (SoW), page 4: "The most significant resources were expended in Bandundu, North Kivu, Maniema, and Katanga."

DISTRIBUTION OF RESPONDENTS BY INSTITUTIONS (OR ORGANIZATIONS)

PBRG program aimed at speeding up the decentralization process, improving the effectiveness of legislation and the control of the government, increasing independence and efficiency of justice, access of the population to information on elections and the promotion of participation of the population in reforms and governance.

Thus the following institutions were targeted by the program's interventions:

- National Assembly (especially ECOFIN and PAJ commissions)
- Provincial Assemblies
- Ministry of Decentralization (CTAD in particular)
- Governments and the public administration at the provincial level (governorates, provincial ministries and territorial entities)
- Bodies of the judiciary sector at the national and provincial levels (Ministry of Justice, High Council of Magistrates, Courts of Appeal and Tribunals in provinces)
- (National) Independent Election Commission
- Member organizations of civil society (association groups, NGOs and community radios)



As these institutions were the direct beneficiaries of PBRG program interventions, they constituted the target population for the evaluation mission. In addition to these institutions, the team met with the management of the BRDG program (10) in order to better understand the context, strategy, and execution of the program. The figure above shows the distribution of interviewees by institutions or organizations.

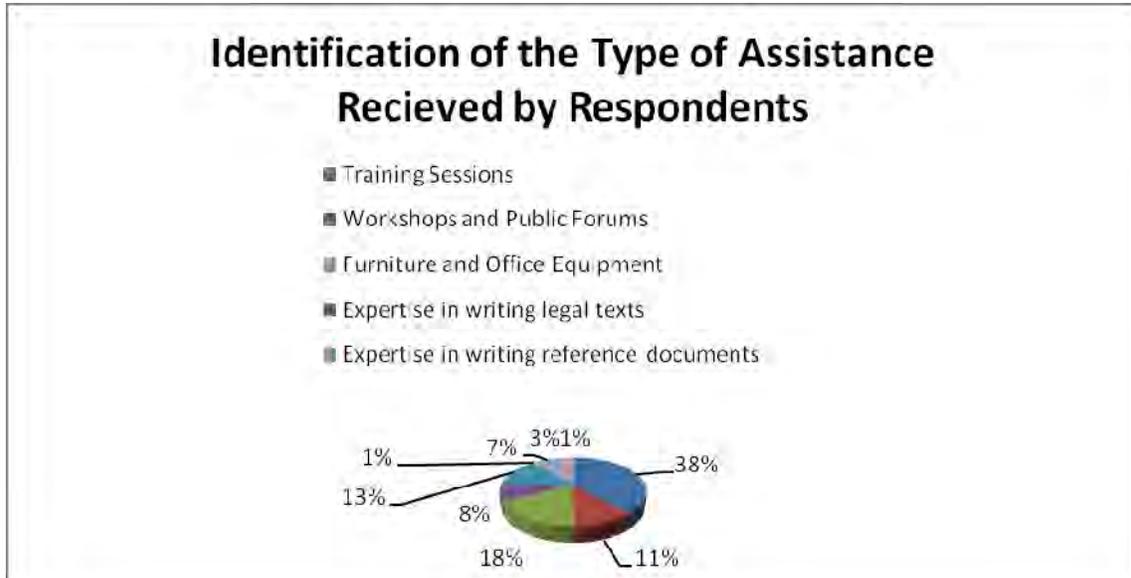
¹⁰ The assessment team met with the Chief of Party M. Toby Vaughan as well as the coordinator of activities in provinces, M. Parfait Mukoko, in the DAI office in Kinshasa.

This chart shows that the majority of those interviewed during the evaluation belong to civil society (30%), followed by the members of the government and the administration at the central and provincial levels (26%). Then the national and provincial MPs (21%), members of CENI (13%) and those of the judicial sector (8%).

BENEFICIARIES' PERCEPTIONS ON SUPPORT FROM BRDG PROGRAM

PBRG program beneficiaries interviewed by the evaluation team gave their opinions on the nature of support they received. Their direct opinions are interesting insofar as what the beneficiaries can identify directly as support from BRDG activities.

NATURE OF SUPPORT

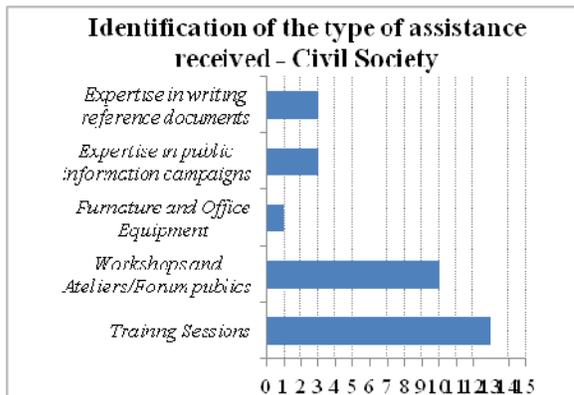
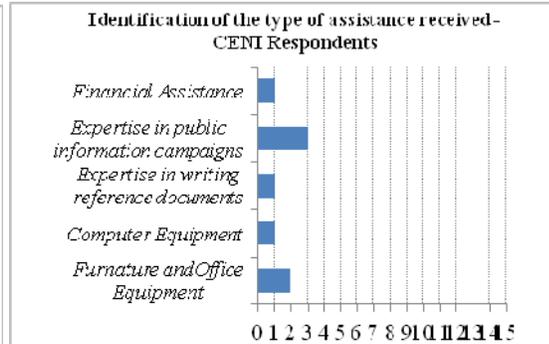
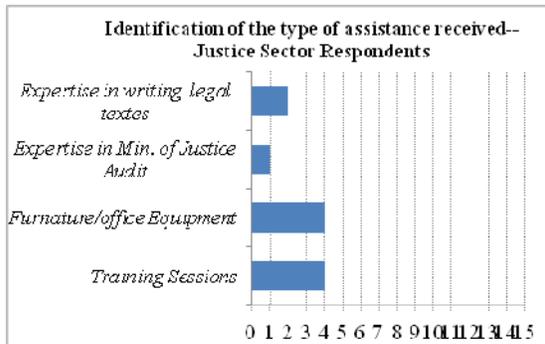
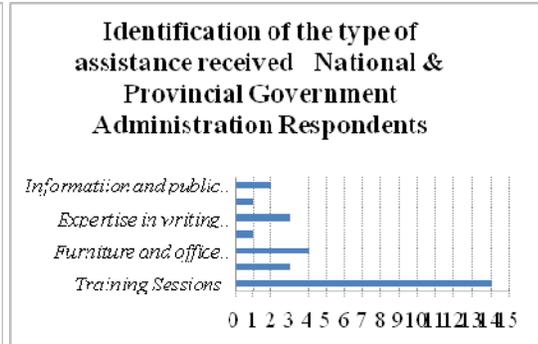
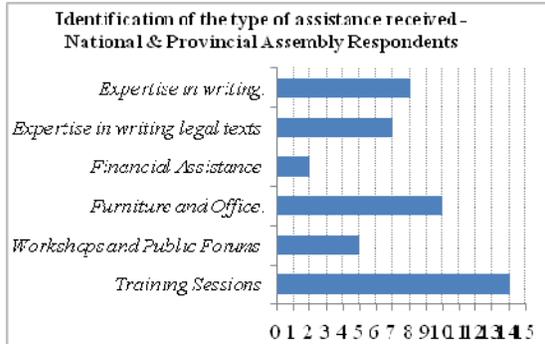


In analyzing the responses of the respondents, it appears that in almost all the institutions that they first, and most commonly, received training. Eight percent of the beneficiaries' answers reflected this. The next most recognized type of assistance was through direct technical assistance by experts. This was further disaggregated by the type of assistance received. Thirteen percent received training in writing reference documents, 9% received expert assistance in the drafting of legal documents and 1% received expertise in monitoring the decentralization. A total of 23% of respondents cited that this type of expertise played a major part in the development of legal or reference documents. Seven percent of respondents identified assistance in the formulation of information or the population awareness campaigns. Material support such as office furniture and equipment was mentioned in 18% of responses and public forums in 11% of responses. Three percent of responses dealt with direct financial support while, 1% mentioned computer equipment. Finally, 7% of responses recognized assistance with information and public awareness campaigns.

IDENTIFICATION OF SUPPORT BY INSTITUTIONS

The distribution of responses on the nature of the assistance as described by Figure 3 above varies from one institution to another. The charts below show the differences between institutions.

The respondents identified the training sessions first, then assistance in office furniture and equipment, followed by expertise in the development of the legal texts and other reference documents. This was followed by assistance in the organization of public forums (audiences) and, to a lesser extent, direct financial assistance (see Figure 4).



ASSEMBLIES (NATIONAL AND PROVINCIAL)

The table below presents a redistribution of responses by provinces.

Table 1 - Distribution of perceptions on the nature of assistance received by assemblies according to provinces

| Nature of assistance received | Bandundu | Kinshasa | Maniema | N Kivu | Total |
|---|----------|----------|----------|----------|-----------|
| Expertise in development of other documents | 1 | 1 | 0 | 0 | 2 |
| Expertise in development of legal texts | 2 | 1 | 0 | 0 | 3 |
| Office furniture/equipment | 2 | 1 | 1 | 0 | 4 |
| Expertise in the preparation of dialogue mechanisms between justice sector institutions | 2 | 1 | 1 | 2 | 6 |
| Total of responses | 7 | 4 | 2 | 2 | 15 |

MINISTRY OF DECENTRALIZATION, THE PROVINCIAL GOVERNMENTS AND ADMINISTRATIONS

As in National and Provincial Assemblies, training sessions constitute the most mentioned activity by the respondents. Assistance in office furniture and/or equipment is the next most mentioned form of assistance.

The third most mentioned form of assistance was expertise received from BRDG program in the drafting of reference documents (such as development plans for decentralized entities and modules or documents relating to decentralization). The organization of the public workshops/forums, information campaigns, as well as expertise received in the monitoring of decentralization process were, to a lesser extent, mentioned by the respondents belonging to provincial governmental and administrative structures (see Figure 4).

Table 2 - Distribution of perception on the nature of the assistance received by the Ministry of Decentralization, the provincial governments and administrations, per province

| Nature of assistance received | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|---|----------|----------|-----------|-----------|----------|-----------|
| Expertise in the development of decentralization program (implementation strategy, identification and programming of actions to take) | 0 | 0 | 1 | 2 | 0 | 3 |
| Expertise in monitoring of decentralization process | 0 | 0 | 0 | 1 | 0 | 1 |
| Expertise in the drafting of legal texts | 0 | 0 | 1 | 0 | 0 | 1 |
| Office furniture and/ or equipment | 0 | 0 | 2 | 2 | 0 | 4 |
| Training session | 1 | 0 | 6 | 6 | 1 | 14 |
| Communication/Sensitization on the matter | 0 | 0 | 1 | 1 | 1 | 3 |
| Workshops/Public Forum | 0 | 0 | 1 | 1 | 1 | 3 |
| Total responses | 1 | 0 | 12 | 13 | 3 | 29 |

THE JUSTICE SECTOR

In the justice sector, the respondents predominantly mentioned training sessions and the assistance received in office furniture and equipment as the support they received. Expertise in the development of legal texts was the third most mentioned form of assistance and the least mentioned assistance activity was the organizational audit of the Ministry of Justice (see Figure 4).

Table 3 - Distribution of perception on the nature of the assistance received by the Ministry of Justice and related services per province

| Nature of assistance received | Bandundu | Kinshasa | Maniema | N Kivu | Total |
|--|----------|----------|----------|----------|-----------|
| Expertise in the execution of the audit of the Ministry of Justice | 0 | 1 | 0 | 0 | 1 |
| Expertise in the drafting of other documents | 1 | 1 | 0 | 0 | 2 |
| Expertise in the drafting of legal texts | 2 | 1 | 0 | 0 | 3 |
| Training sessions | 2 | 1 | 1 | 0 | 4 |
| Office furniture and/or equipment | 2 | 1 | 1 | 0 | 4 |
| Total responses | 7 | 5 | 2 | 0 | 14 |

CENI

At CENI, expertise received from BRDG for the campaign for electoral process file review was the most mentioned activity, followed by provision of office furniture and equipment. The least mentioned assistance activities were technical expertise provided for the development of reference documents, financial assistance and assistance in computer equipment procurement.

Table 4 - Distribution of perceptions on the nature assistance received par CENI per provinces

| Nature of assistance received | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|--|----------|-----------|----------|----------|----------|-----------|
| Expertise in the drafting of legal texts | 0 | 1 | 0 | 0 | 0 | 1 |
| Expertise in the drafting of other documents | 0 | 1 | 0 | 0 | 0 | 1 |
| Workshops/Public forums | 1 | 4 | 1 | 1 | 4 | 11 |
| Financial assistance | 0 | 1 | 0 | 0 | 0 | 1 |
| Expertise for conducting campaigns to revise electoral lists | 0 | 2 | 0 | 1 | 0 | 3 |
| Office furniture and/or equipment | 0 | 2 | 0 | 0 | 0 | 2 |
| Total responses | 1 | 11 | 1 | 2 | 4 | 19 |

CIVIL SOCIETY

The members (or member organizations) from civil society interviewed acknowledged BRDG program's interventions focused predominantly on training and public forums. The next most mentioned assistance activity was technical expertise for the design and implementation of information campaigns and the drafting of reference documents (mainly relating with decentralization). Equipment provision was mentioned least by civil society organizations. (see Figure 4).

Table 5 - Distribution of perceptions on the nature of assistance received by civil society per province

| Nature of assistance received | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|-----------------------------------|----------|----------|----------|----------|-----------|-----------|
| Training | 1 | 0 | 2 | 2 | 8 | 13 |
| Workshops/Public forums | 1 | 0 | 1 | 2 | 0 | 10 |
| Office furniture and/or equipment | 0 | 1 | 0 | 0 | 1 | 2 |
| Financial assistance | 0 | 1 | 3 | 3 | 1 | 8 |
| Total responses | 2 | 2 | 6 | 7 | 10 | 33 |

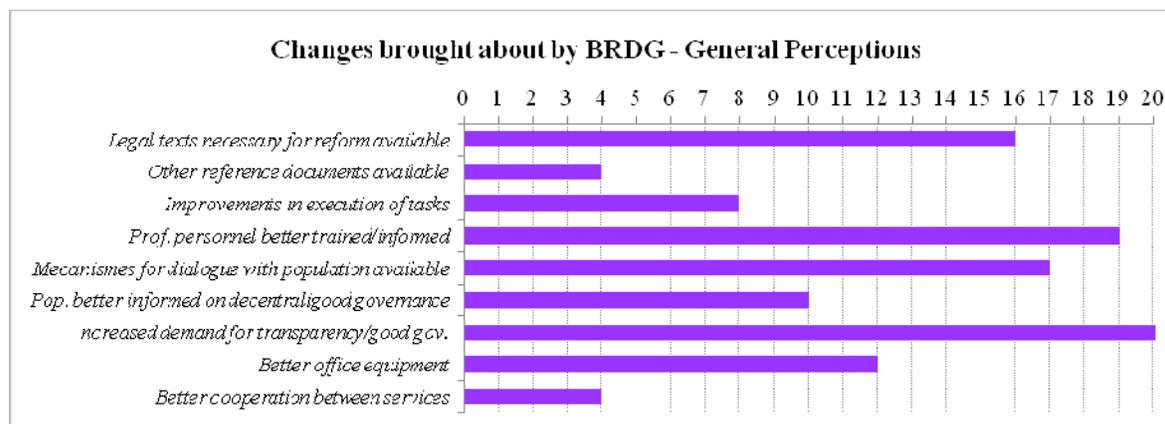
PERCEPTION OF THE BENEFICIARIES ON CHANGES BROUGHT BY THE BRDG PROGRAM

GENERAL PERCEPTION

Changes brought about by the BRDG project are detailed below in order of importance as distilled from interview responses:

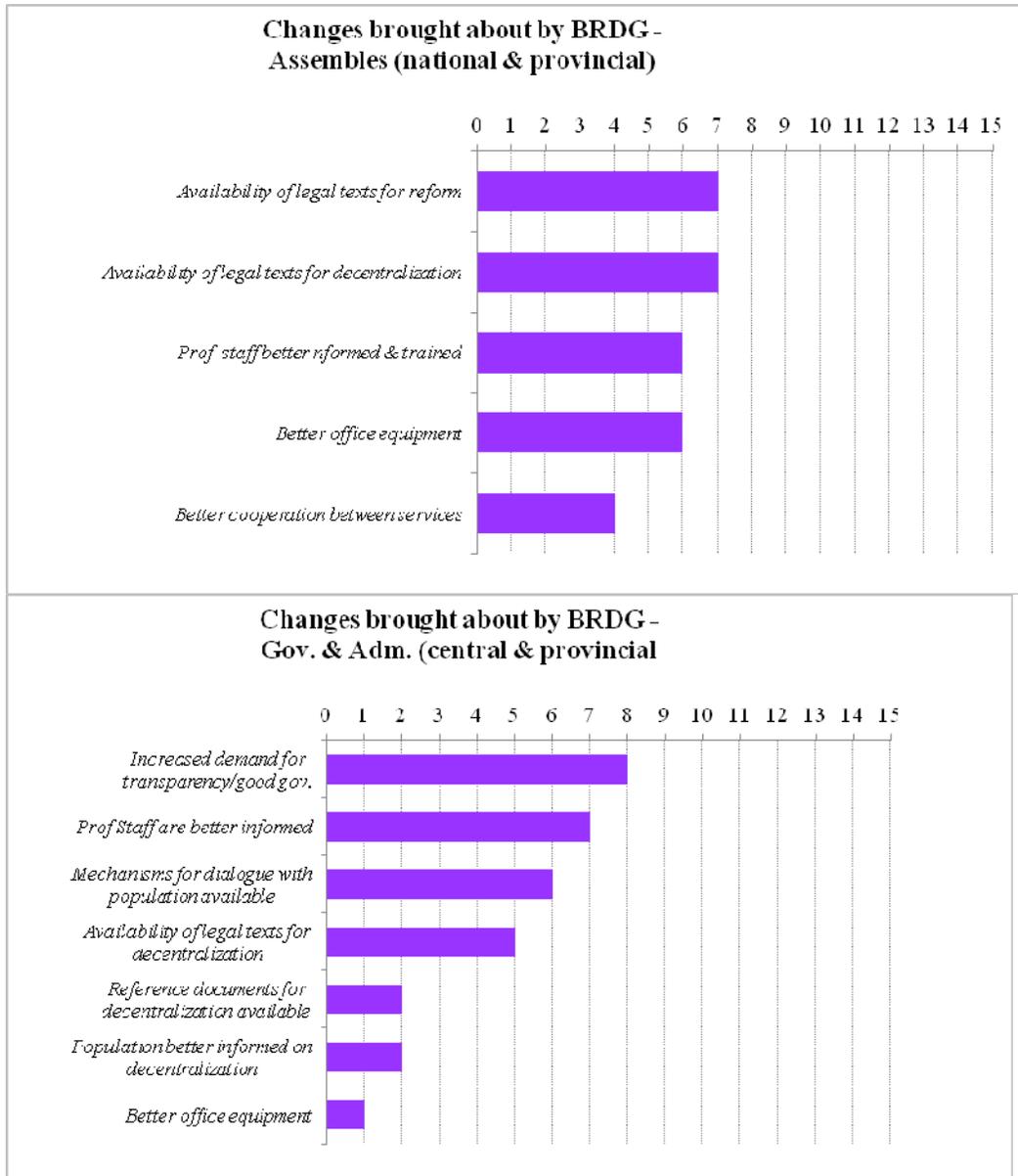
- Increased demand by the population for transparency and good governance vis-à-vis the governments and their representatives
- Capacity building as a result of training sessions or workshops
- Implementation of mechanisms for dialogue between the population and their government or their representatives
- Drafting legal texts relating to decentralization process, justice reforms or electoral process
- Provision of office furniture, equipment or computers
- Improvement of the population's level of information on decentralization, elections and governance
- Improvement of the quality of services provided by the managers of public institutions in provinces
- Development of internal reference documents for beneficiary institutions

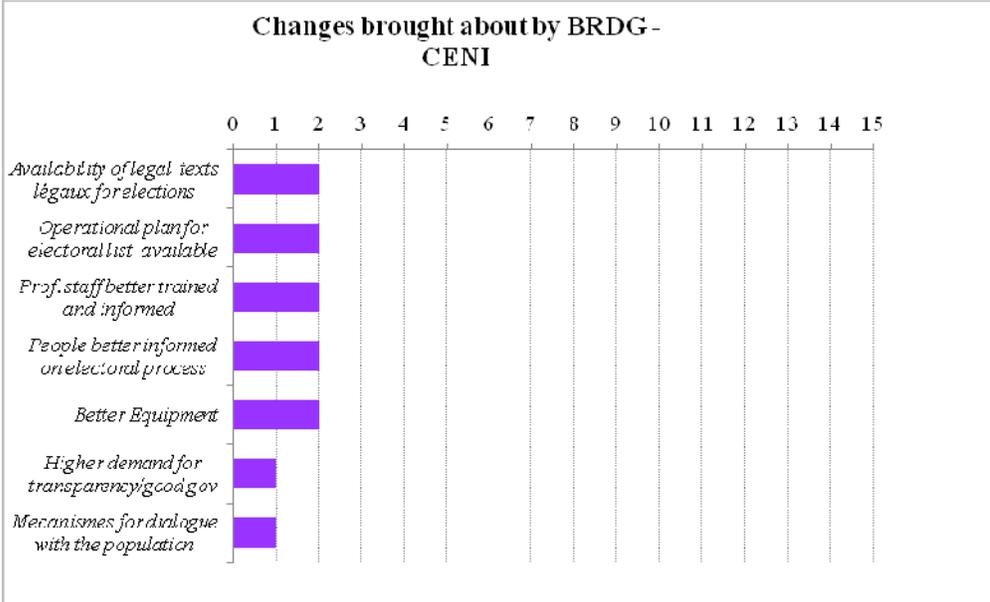
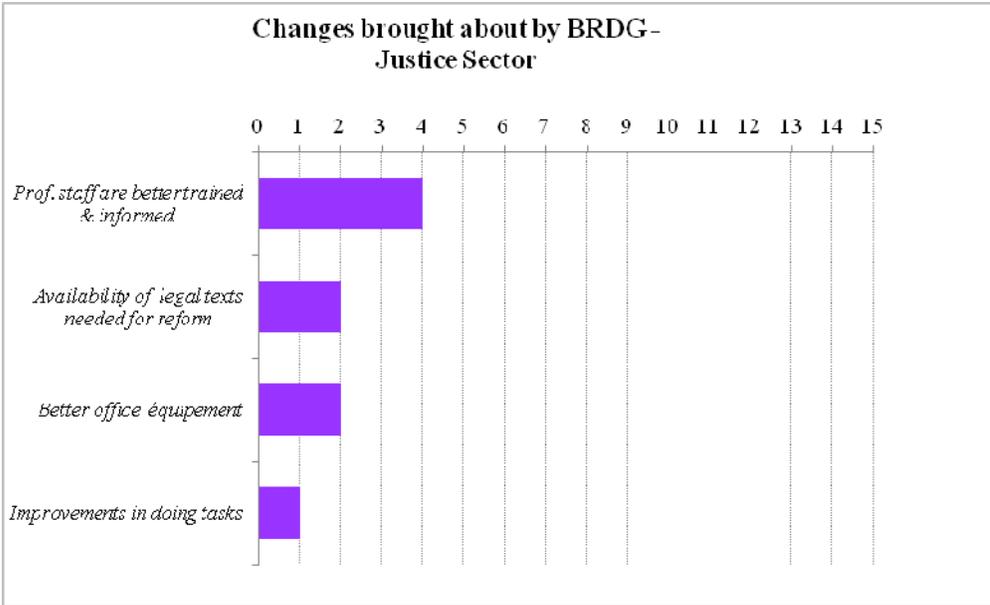
Figure 5 – General perceptions of respondents on changes brought by BRDG



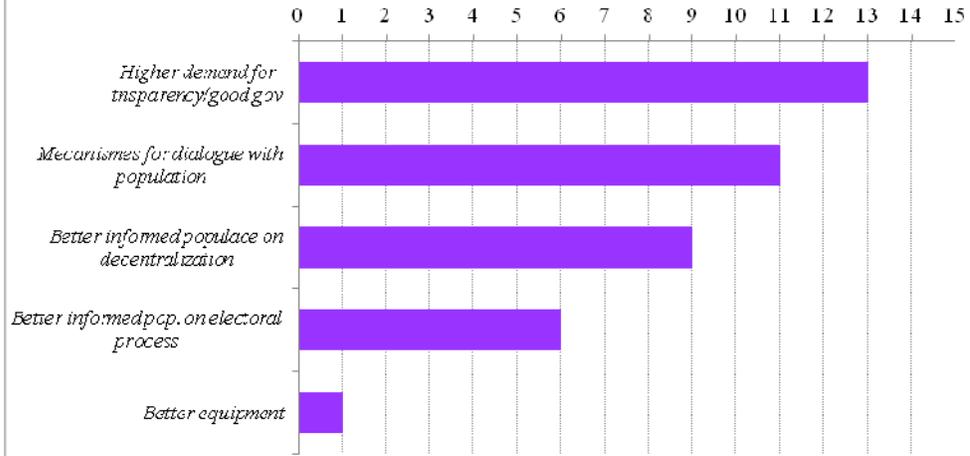
PERCEPTIONS ON CHANGES PER BENEFICIARY INSTITUTIONS

The figure below presents the perceptions depicted above disaggregated by beneficiary institutions





Changes brought about by BRDG - Civil Society



ASSEMBLIES (NATIONAL AND PROVINCIAL)

The national and provincial deputies interviewed, acknowledged changes brought by the interventions of the BRDG program demonstrated by: 1) the production of a certain number of legal texts; 2) important improvements in day to day professional performance; 3) improved capacity due to the training sessions received; 4) provision of furniture or computer equipment as well as; 5) for some, a remarkable improvement in collaboration between different services within the institution.

Table 6 - Distribution of changes noticed by the Assemblies per province

| Types of change | Bandundu | Kinshasa | Maniema | N Kivu | Total |
|---|-----------|----------|----------|----------|-----------|
| Existence of legal texts necessary for reform | 5 | 2 | 0 | 0 | 7 |
| Political/administrative seniors are trained/better informed | 5 | 0 | 1 | 0 | 6 |
| Speeding up in the execution of our tasks | 5 | 1 | 1 | 0 | 7 |
| Our institutions are materially better equipped | 4 | 0 | 1 | 1 | 6 |
| Better collaboration between different services/bodies of our institution | 2 | 1 | 0 | 1 | 4 |
| Total responses | 21 | 4 | 3 | 2 | 30 |

MINISTRY OF DECENTRALIZATION, PROVINCIAL GOVERNMENTS AND ADMINISTRATIONS

At the level of provincial governments and administrations, the facilitators interviewed, on the whole, stated that the primary impact of BRDG program was that the population was now well versed in good governance and transparency as a concept. Knowledge acquired from the organized training for leaders was also perceived as a major impact, though few respondents mentioned this. Thirdly, people interviewed in these institutions have mentioned the existence of mechanisms of social dialogue which allow the population to hold its leaders accountable, who are as well required to get closer to the population. The existence of certain legal texts comes in fourth position as attributable to BRDG before the increase of the level of information of the population on decentralization and provision in furniture or in computer equipment.

Table 7 - Distribution of changes noticed by the Ministry of Decentralization, provincial governments and administrations, per province

| Types of changes noticed | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|--|----------|----------|---------|--------|--------|-------|
| Existence of legal texts relating to decentralization | 0 | 0 | 1 | 3 | 1 | 5 |
| Existence of the decentralization program | 0 | 0 | 0 | 2 | 2 | 4 |
| The population requires more in matters of transparency and good governance | 0 | 0 | 1 | 6 | 1 | 8 |
| Senior civil servants are trained/better informed about decentralization and good governance | 0 | 0 | 3 | 3 | 1 | 7 |
| The population is better informed about decentralization | 0 | 0 | 0 | 2 | 0 | 2 |
| Existence of local mechanisms allowing the population to require accounts from their leaders | 0 | 0 | 1 | 5 | 0 | 6 |
| Our institutions are materially better equipped | 0 | 0 | 0 | 1 | 0 | 1 |

| Types of changes noticed | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|--------------------------|----------|----------|----------|-----------|----------|-----------|
| Total responses | 0 | 0 | 6 | 22 | 5 | 33 |

THE JUSTICE SECTOR

The senior officials of the judicial sector spoke about the benefit of the BRDG program in most cases in terms of knowledge acquired in the course of the training. The existence of the legal texts relating to the reform of the judicial sector was sometimes mentioned as much as the provision of furniture and computer equipment. To a lesser extent, improvement in the execution of the common tasks was identified as an impact of BRDG.

Table 8 - Distribution of changes noticed by the sector of justice per province

| Types of changes noticed | Bandundu | Kinshasa | Maniema | N-Kivu | Total |
|--|----------|----------|----------|----------|-----------|
| Existence of legal texts necessary for the reform of justice | 1 | 1 | 0 | 0 | 2 |
| Senior officials of the sector of justice are trained/better informed about decentralization and good governance | 2 | 1 | 1 | 0 | 4 |
| Tasks are better executed | 1 | 0 | 0 | 0 | 1 |
| There is more transparency and good governance | 2 | 1 | 1 | 2 | 6 |
| Our institutions are materially better equipped | 1 | 1 | 0 | 0 | 2 |
| Total responses | 7 | 4 | 2 | 2 | 15 |

CENI

The responses of the officials of CENI mainly came from the facilitators based in Kinshasa where BRDG program's assistance in this institution was focused. Among changes brought by the program, the following were mentioned several times:

- Existence of legal texts relating to elections
- Existence of the operational plan for review of the electoral file
- Knowledge acquired from training
- Improvement of the population's level of information
- Provision of the institutions of computer equipment (and printing materials)

Besides, respondents at CENI have partly attributed to BRDG program the increasing requirement by the population for transparency and good governance as well as mechanisms for social dialogue between the population and its representatives/governments.

Table 9 - Distribution of changes noticed by CENI per province

| Changes noticed | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|---|-----------------|-----------------|----------------|---------------|---------------|--------------|
| Existence of legal texts relating to elections | 0 | 1 | 0 | 0 | 1 | 2 |
| Existence operational plan for the electoral file | 0 | 2 | 0 | 0 | 0 | 2 |
| The officials of our institution are trained/better informed on electoral operations | 0 | 2 | 0 | 0 | 0 | 2 |
| The population is better informed on the electoral process | 0 | 1 | 0 | 0 | 1 | 2 |
| The population is more demanding for transparency and good governance | 0 | 0 | 0 | 0 | 1 | 1 |
| Existence of local mechanisms allowing the population to demand accounts from their leaders | 0 | 1 | 0 | 0 | 0 | 1 |
| Our institutions are materially better equipped | 0 | 2 | 0 | 0 | 0 | 2 |
| Total responses | 0 | 9 | 0 | 0 | 3 | 12 |

CIVIL SOCIETY

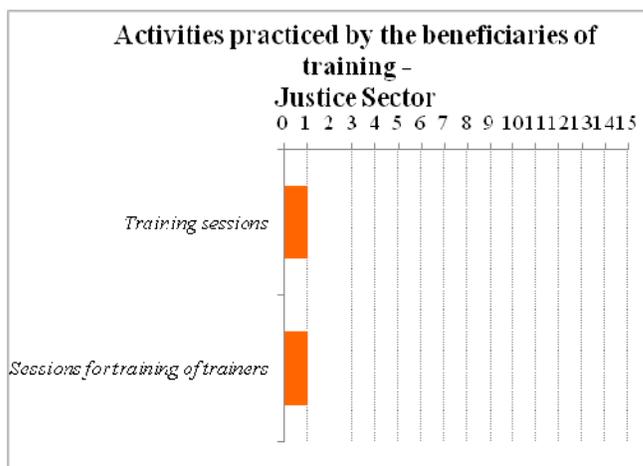
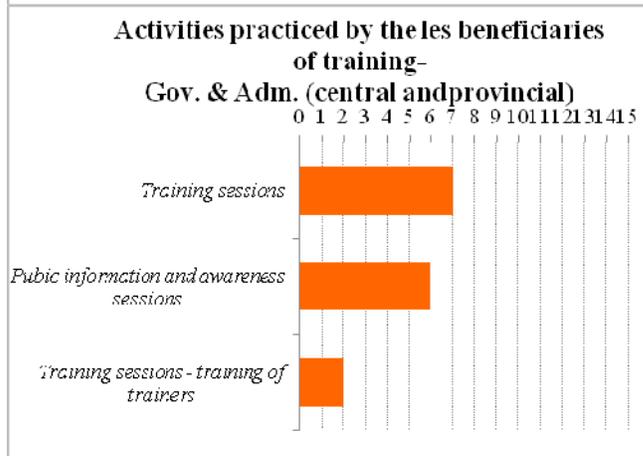
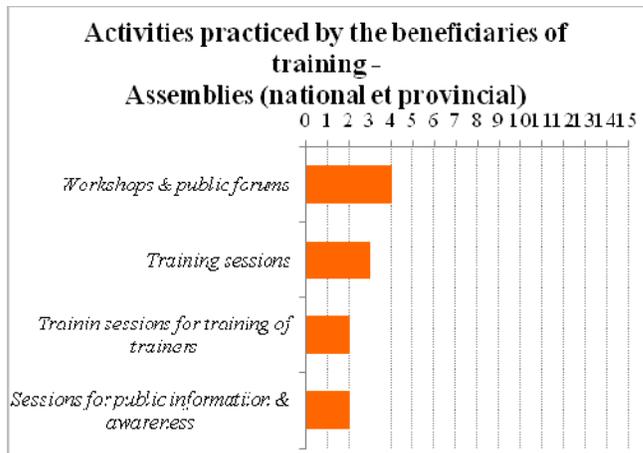
For the members of civil society joined by the evaluation team, the merit of the BRDG program is mainly that of having contributed in stimulating the population to more requirements for accountability from its representatives/governments. Also BRDG was said to be at the origin of the existence (or maintaining) of mechanisms of social dialogue between the population and the officials. Thirdly, increase of the level of information of the population in electoral material and decentralization was also said to be the result of interventions of BRDG as well as the provision of certain community media bodies with material equipment.

Table 10 - Distribution of changes noticed by Civil Society per province

| Changes perceived | Bandundu | Kinshasa | Maniema | N Kivu | S Kivu | Total |
|--|-----------------|-----------------|----------------|---------------|---------------|--------------|
| The population is better informed on the electoral process | 1 | 1 | 1 | 0 | 3 | 6 |
| The population is better informed on decentralization | 1 | 0 | 2 | 4 | 2 | 9 |
| The population is more demanding in the matter of transparency and good governance | 1 | 0 | 0 | 6 | 6 | 13 |
| Existence of local mechanisms allowing dialogue between the population and the leaders | 1 | 1 | 0 | 3 | 6 | 11 |
| Our institutions are materially better equipped | 0 | 0 | 0 | 0 | 0 | 1 |
| Total responses | 4 | 2 | 3 | 13 | 17 | 40 |

ACTIVITIES CONDUCTED BY THE BENEFICIARIES OF TRAINING

The training sessions constituted one of the most important activities of the BRDG program throughout all its intervention sites. The assessment was interested in the consequences of training provided. Particularly, the concern was the one of seeing if the training beneficiaries were later involved in any activities relating to the knowledge acquired. The figures below aggregate the comments of some of the beneficiaries that the evaluation team happened to join.



Generally speaking, we notice that significantly fewer beneficiaries gave their opinions about this question in comparison with the previous questions on the nature and the noticeable impact of the assistance received under the BRDG program. However, the observation of responses shows that the following activities were conducted in the following institutions:

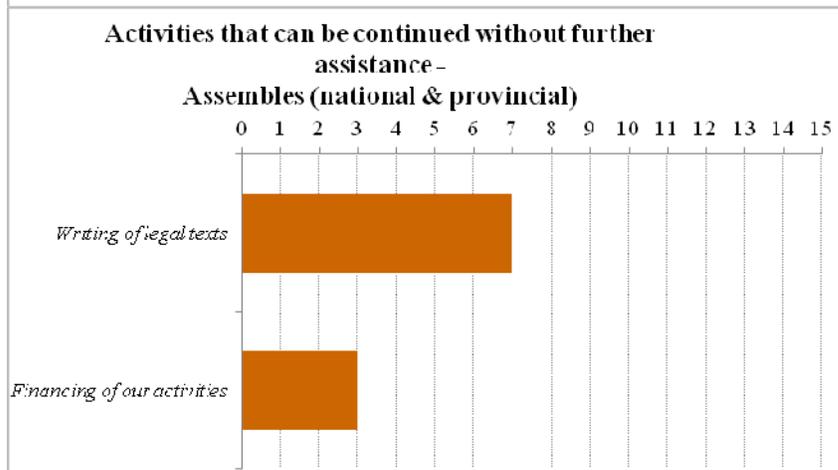
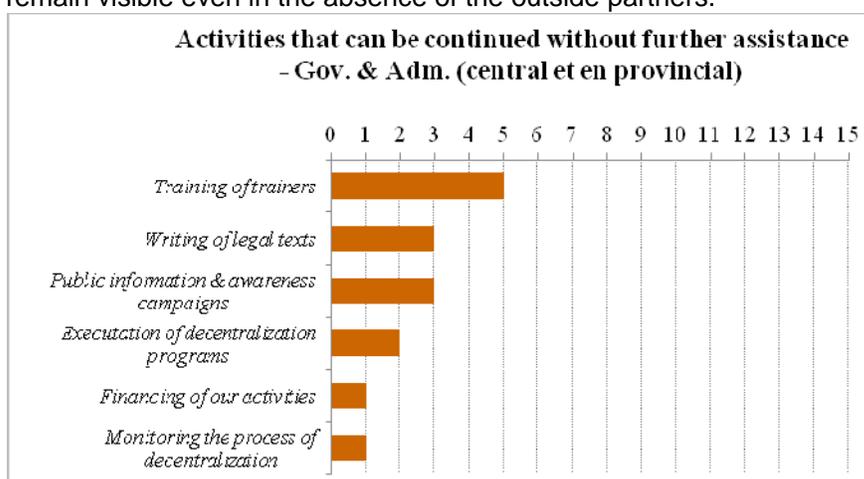
- Assemblies (national and provincial): public workshops/forums, training sessions, sensitization sessions
- Ministry of Decentralization, provincial governments and administrations: training sessions, sensitization sessions, training session for trainers
- Justice sector: training session of training for trainers

ACTIVITIES THAT CAN CONTINUE WITHOUT THE ASSISTANCE RECEIVED

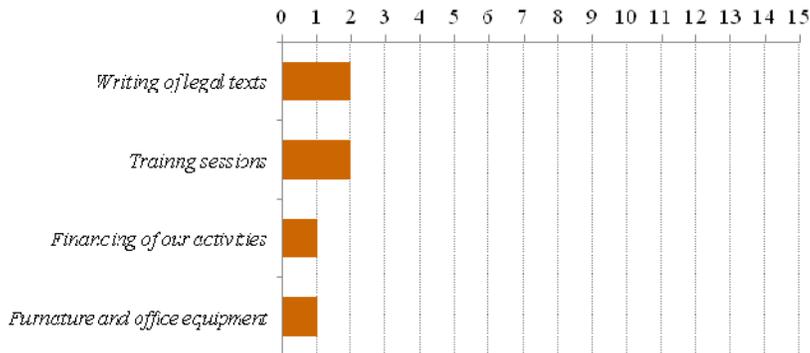
The assessment sought to see if, among the activities supported by BRDG, there are those beneficiaries who consider themselves able to continue autonomously. This question is trying to get a response regarding sustainability of the interventions of the BRDG program.

From the observation of the responses of the beneficiaries, we can point out that common activities of institutions are often mentioned as those able to continue without outside assistance. Although training sessions are mentioned among these activities, many respondents in their comments recognized their financial limitations for regular organization of training.

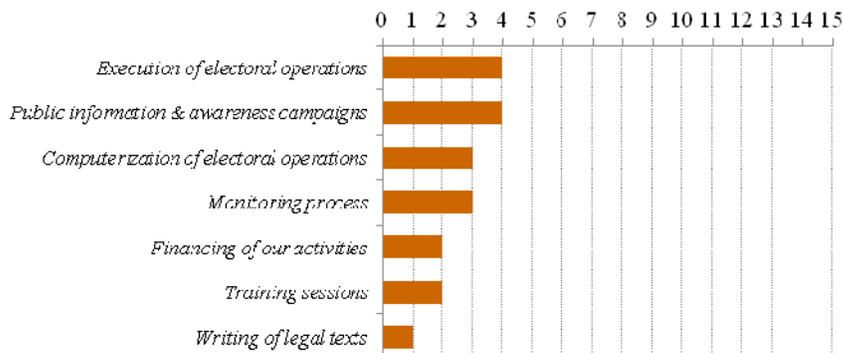
Certain respondents within civil society underlined, besides, that awareness as well as interest caused by public forums to the population constitute an important element which will remain visible even in the absence of the outside partners.



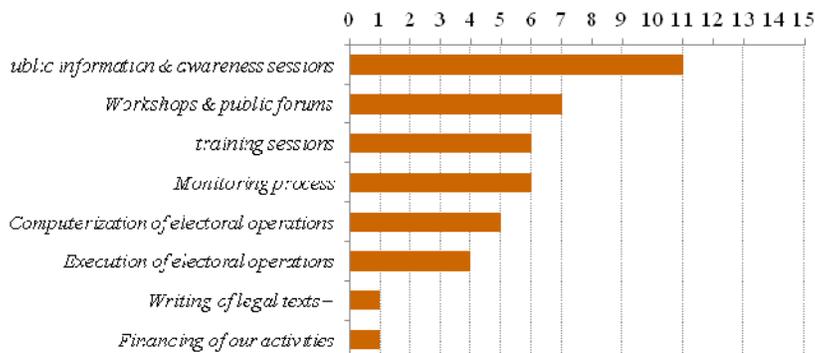
**Activities that can be continued without further assistance
-Justice Sector**



**Activities that can be continued without further assistance-
CENI**

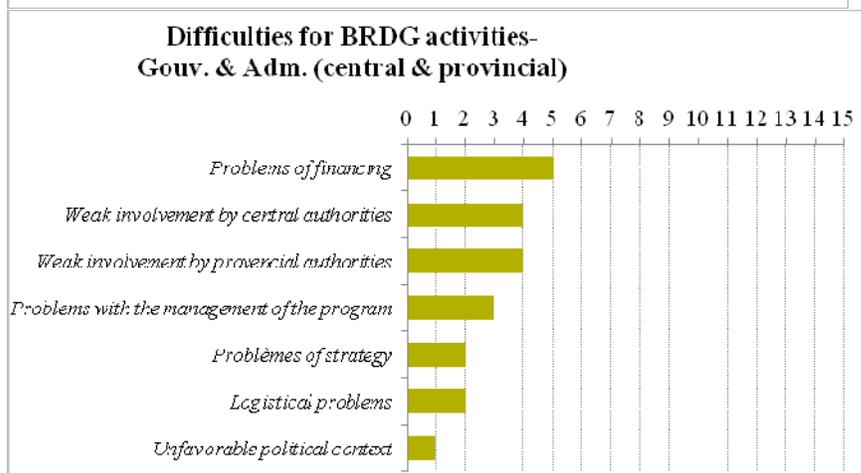
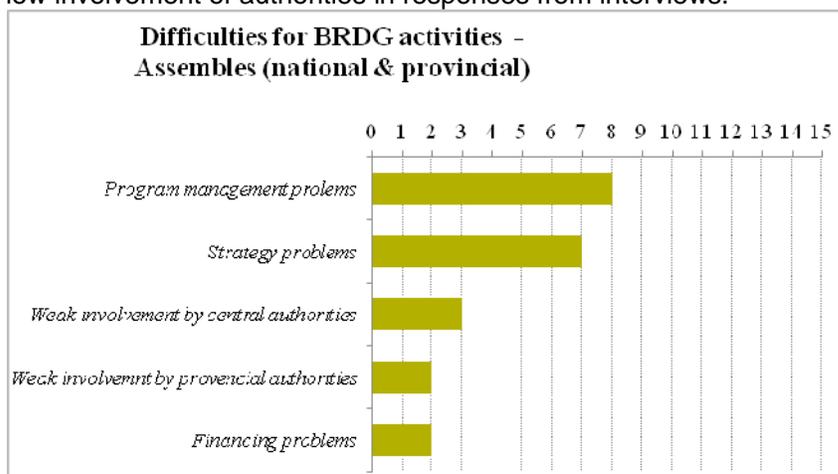


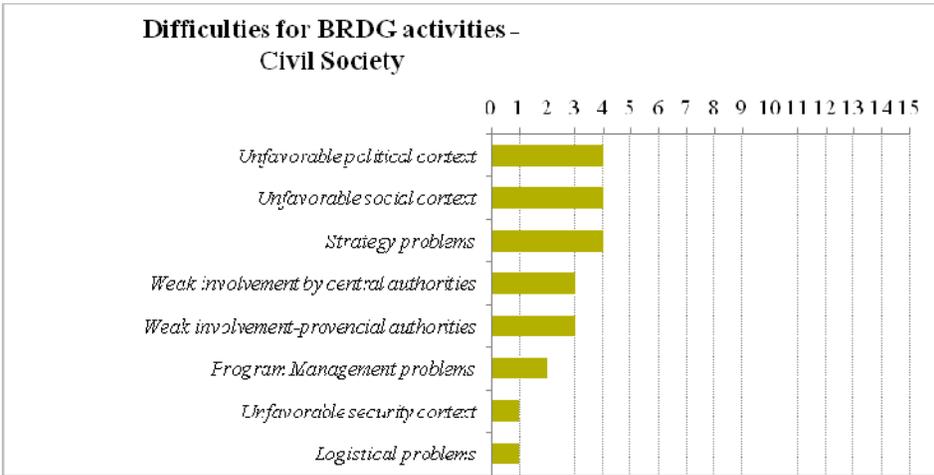
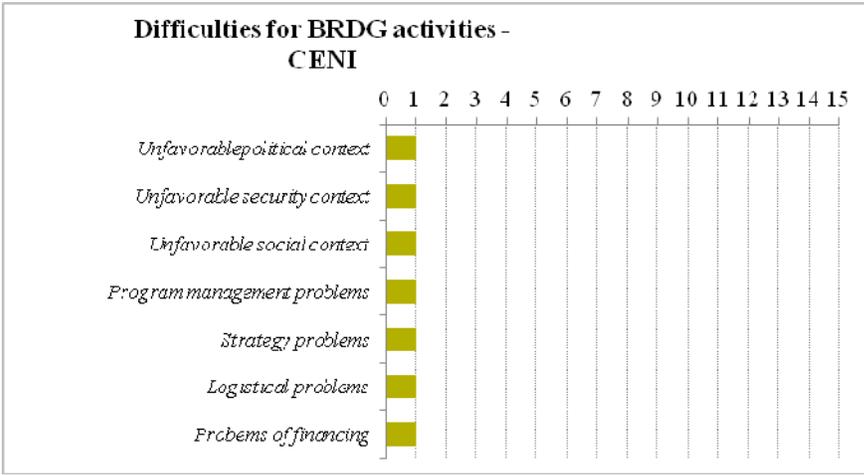
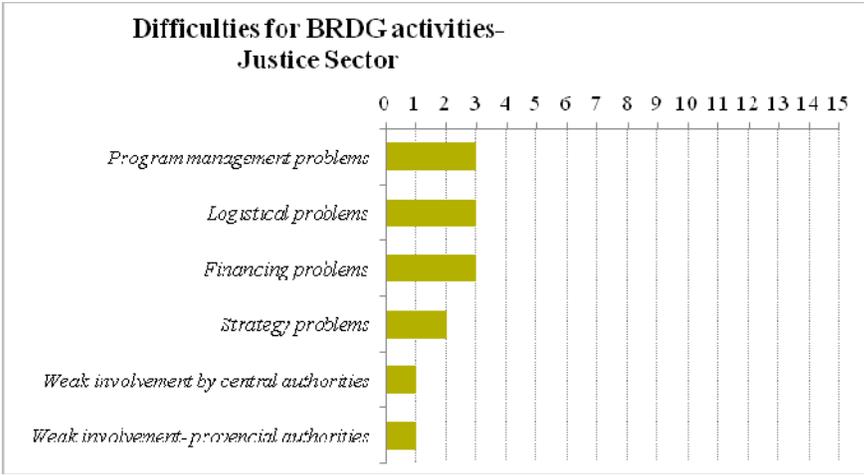
Activities that can be continued without further assistance Civil Society



DIFFICULTIES RELATING TO ACTIVITIES SUPPORTED BY THE BRDG PROGRAM

Invited to respond on difficulties encountered during the interventions of the BRDG program, many respondents stressed that those difficulties are also considered weaknesses of the interventions. Certain difficulties are attributed directly to the very program while others are attributed to external factors. In three of five institutional groups targeted (the legislative, the executive and the judiciary), the respondents were critical of interventions, while recognizing the benefits of the interventions. So, in these first three groups, identified difficulties linked to management and BRDG strategy were mentioned repeatedly. It also seems clear that the political will of authorities is often questioned and presented as a handicap for the production of sustainable results from the interventions of outside partners. This causes the recurrent low involvement of authorities in responses from interviews.





ANNEX 3. LIST OF DOCUMENTS RECEIVED

| No | Title | Number of Pages | Format | Availed by | Time received |
|----|---|-----------------|--------|------------|---------------|
| 1 | DAI BRDG Final Evaluation Scope of Work (SoW): Draft | 15 | | | |
| 2 | BRDG Final Report (Apr 1 2008 - Sept 30 2010) | 45 | | | |
| 3 | BRDG Quarterly Report 3 (Oct 1 - Dec 30 2008) | 20 | | | |
| 4 | DAI BRDG Quarterly Report 5 (Apr 1 - June 30 2009) | 23 | | | |
| 5 | DAI BRDG Quarterly Report 6 (July 1 - Sept 30 2009) | 19 | | | |
| 6 | 1207 Work plan submitted to and accepted by USAID1 | 1 | | | |
| 7 | Work plan 111708-DAI-last version1 | 14 | | | |
| 8 | Attachment 1- Baseline-list of mechanisms conducted in previous year- _12 | 1 | | | |
| 9 | Attachment 2b - List of Laws and amendments promoting decentralization3 | 2 | | | |
| 10 | Attachment 3 - List of Laws that come up to final vote in previous year4 | 1 | | | |
| 11 | Attachment 4 - List of all targeted laws and edicts5 | 3 | | | |
| 12 | Attachment 5 - List of laws-regulations and procedures on judicial Independence_17 | 1 | | | |
| 13 | Attachment file 7 - Local mechanisms on legislation6 | 1 | | | |

ANNEX 4. LIST OF PEOPLE INTERVIEWED

Table - Summary of numbers of people interviewed per mode of contact

| | Focus groups | Individual Interview | Telephone information | Total |
|-------------------|--------------|----------------------|-----------------------|------------|
| Kinshasa | 2 | 14 | 0 | 16 |
| Bandundu | 6 | 8 | 0 | 14 |
| Maniema | 4 | 24 | 1 | 29 |
| North Kivu | 0 | 20 | 8 | 28 |
| South Kivu | 0 | 26 | 0 | 26 |
| Total | 12 | 92 | 9 | 113 |

Table - Number of people interviewed per province

KINSHASA

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|----------------------------------|--------------------------------------|------------------------------|--|-----------|----------|
| 1 | DAI Office/Kinshasa | DAI | Moukoko Parfait | Coordinator | 999911813 | 08-06-11 |
| 2 | NGO Office LIFDED/Masina | National Assembly | Lula Grace | Member plenary/Electoral Commission | Missing | 08-06-11 |
| 3 | Palais du Peuple | National Assembly | Pool des Secrétaires (9) | Session secretaries | Missing | 09-06-11 |
| 4 | Palais du Peuple | National Assembly | Mirindi Charhangabo | Member of PAJ Commission | 990903374 | 09-06-11 |
| 5 | Palais du Peuple | National Assembly | Honorable Masala Loka Hubert | ECOFIN Executive Vice - President | 990903363 | 09-06-11 |
| 6 | Palais du Peuple | National Assembly | Kirongozi | CPRLC Chief of service | Missing | 15-06-11 |
| 7 | Palais du Peuple | National Assembly | Madjubole Patrice | Secretary General of the Assembly | 990903273 | 09-06-11 |
| 8 | Provincial Government | Provincial Ministry Decentralization | Mputela Lyeni | Minister's advisor for decentralization | Missing | 15-06-11 |
| 9 | Supreme Council of Magistracy | Supreme Council of Magistracy | Mogimba Kongo Langa | First Secretary-Rapporteur of SCM Permanent Secretariate | Missing | 10-06-11 |
| 10 | Court house | Justice | Kaniki Pierre | Coordinator of CMJ/Audit Member Min. of Justice | 815088068 | 16-06-11 |
| 11 | Amani Office in Kinshasa - Gombe | CEI | Abbé Malu Malu | CEI President | 812400111 | 10-06-11 |
| 12 | Amani Office in Kinshasa - Gombe | ONG Amani | Abbé Malu Malu | President | 812400111 | 10-06-11 |
| 13 | RECIC Office/Limete | Civil Society | Bisambu Gérard | Provincial Coordinator | | 14-06-11 |

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|-----------------------|--------------------|------------------------|-----------------------------|-----------|----------|
| 14 | CTAD | CTAD (focus group) | Mulasa Kuzembe | Deputy National Coordinator | 811654038 | 07-07-11 |
| | | | Ingole Georges | Expert | 816866912 | 07-07-11 |
| | | | Mango Christophe | Expert | 815048345 | 07-07-11 |
| | | | Baindu | Chief of section CTAD | 997745722 | 07-07-11 |
| | | | Fataki Anicet | Expert chief of section | 815768409 | 07-07-11 |
| | | | Ngindu Léonard Avenant | Chief of section | 990927549 | 07-07-11 |
| 15 | SYNAMAG Office | SYNAMAG | Sambayi Kayembe | President | Missing | 15-06-11 |
| 16 | Christian AID Office | Christian AID | Kasongo Antoine | Agent | Missing | 07-07-11 |

BANDUNDU

| No | Location of interview | Organization | Name of respondent | Position of Respondent | Telephone | Date |
|----|--------------------------------------|---|--|---|----------------------------|----------|
| 1 | Plenary Hall of provincial Assembly | Provincial Assembly (focus group) | Makombo Ovilo Oshe Léonard | Member of PAJ | 09942800/ 0812873082 | 14-06-11 |
| | | | Bola Luete Jean Bosco | President ECOFIN Commission | 081235361/ 0994279959 | 14-06-11 |
| 2 | Bureau de l'Assemblée Provinciale | Assemblée Provinciale | Mangayi | Vice-President Provincial Assembly | Missing | 17-06-11 |
| 3 | Assemblée Provinciale | Assemblée provincial Bandundu | Matangila Malala Louis | Former Vice-President | Missing | 16-06-11 |
| 4 | Assemblée provincial/PAJ | Assemblée Provinciale (focus group) | Mbo Avango | Chief of Political Staff Provincial Assembly | 0815139313/ 0896922965 | 14-06-11 |
| | | | Kotoko Kienze | Legal Advisor | 998157768/ 082136362 | 14-06-11 |
| | | | Muwoko Jean Jacques | Deputy Chief of Staff of Provincial Assembly | 816053324/ 0821363625 | 14-06-11 |
| | | | Bongo Masenga Laurent | Administrative director of Provincial Assembly | 896899623 / 0991288615 | 14-06-11 |
| 5 | Bureau du Greffier Principal a.i | Justice | Ipono Ndi' Ekkuk Saturnin Aristote Elgie | Principal Clerk/Court of Appeal Bandundu | 817482139 | 15-06-11 |
| 6 | Bureau du procureur de la république | Justice / Commission mixte / CSM /SYNAMAC | Ndumba M'Buy Jean Pierre | Public Prosecutor at PGI (Grand Court)/Bandundu | 0991297828 / 0814031655 | 15-06-11 |
| 7 | CEI Bureau du Coordonnateur | CENI Bandundu Bureau de la coordination provinciale (focus group) | M'Paty Boanerges | CEI Coordinator /Bandundu | 812400015 | 15-06-11 |
| | | | Ngokumu Faustin | Responsible for vote and collection of results | 812405670 | 15-06-11 |
| | | | Mputu Bala | Registration agent CENI/BDD | 811470250 | 15-06-11 |

| No | Location of interview | Organization | Name of respondent | Position of Respondent | Telephone | Date |
|----|---|---|------------------------------|--|---------------------------|----------|
| | | | Fasa François | Focal Point in charge monitoring for electoral disputes | 899893868 | 15-06-11 |
| 8 | Bureau de coordination Provinciale S.C/Bandundu | CRD/Société Civile (focus groupe) | Ndjore Prospère | Acting president of provincial coordination of S.C/Bdd | 0998141120/ 0899783040 | 16-06-11 |
| | | | Pasteur Wengese Jean | City Coordinator/ BDD-ville | 998957149 | 16-06-11 |
| | | | Muma Jeffurin | Secretary of provincial coordination | 0899887274/ 0998664470 | 16-06-11 |
| 9 | Gouvernorat | Division provinciale de GFAE (focus groupe) | Kakiela Ngalika Hubert | Chief of general services | 896264827 | 13-06-11 |
| | | | Muzinga Mupala Marie- Louise | Office Manager in charge NGOs | 813752883 | |
| | | | Balanda Malyia Rosalie | GFAE/BDD Division Chief | 81738872 | 13-06-11 |
| 10 | Gouvernorat | Direction provinciale (focus groupe) | Onya Michel | Office Manager at the secretariat | 815047509 | 13-06-11 |
| | | | Wabili Bondole André | Office manager in charge of secretariat and studies at the provincial management | 994285138 | 13-06-11 |
| | | | Nsiempina Fabien | Division Chief/ Coordinator provincial management | 813764663 | 13-06-11 |
| 11 | Résidence privée de l'Honorable Masangila | Division provinciale de GFAE | Wele Maziuz'Kulbich | Chief of provincial division | | 17-06-11 |
| 12 | Gouvernorat | Min. Affaires, urb, Hab, Agr, pêche et dév | Kinanga Zinga Edouard | Cabinet of Minister/BDD | | 17-06-11 |
| 13 | Gouvernorat | Min plan, Fin et Budg | Musieni Alain | Office of Minister | | 17-06-11 |
| 14 | Gouvernorat | Bureau de la division provinciale du plan/BDD | Kitoko Somy Freddy | Chief of prov. division Plan | | 16-06-11 |

MANIEMA

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|-------------------------------|-------------------------|------------------------------------|--|--------------------------|----------|
| 1 | DAI Office | DAI/Kindu (focus group) | Leya Gilbert | Good Governance advisor | Missing | 16-06-11 |
| | | | Kakule | Good Governance advisor | Missing | 16-06-11 |
| 2 | Office of Provincial Assembly | Ass. Prov (focus group) | Kishabongo Radjabu Kindanda Hubert | Speaker of Provincial Assembly | 814374441 | 18-06-11 |
| 3 | AP MMA/Kindu | National Ass. | Kalonda David | Parsec Expert Study office – Provincial Assembly | 998377763 | 20-06-11 |
| 4 | Home of Respondent | National Ass. | Honorable Tunda Kasongo Prosper | President of ECOFIN commission | 994403070/ 0814271448 | 20-06-11 |
| 5 | Town hall of Kindu | Min. Decentralization | Mulamba Kalukula Gaston | Deputy Burgomaster | 857464958 | 20-06-11 |

| | | | | | | |
|----|---------------------------------------|--------------------------------------|--|--|---|----------------------|
| | | (focus group) | Mulamba Jackson | Servant of the commune | 859607714 | |
| 6 | Commune of Kasuku | | Tambwe Katela | Burgomaster | Missing | 18-06-11 |
| 7 | Town hall/Kindu | Governorate | Missing | Maire de la ville | 854944688 | 18-06-11 |
| 8 | Commune de Kasuku | Governorate | Missing | Deputy Burgomaster | 857464958 | 18-06-11 |
| 9 | Governorate | Governorate | Missing | Vice-Governor | Missing | 16-06-11 |
| 10 | | Governorate | Missing | Chef du protocole du Governor | Missing | 20-06-11 |
| 11 | Motel Joli Rêve | | Mbayobo Simon Pierre | Ex Chief of staff/Prov. Min of Interior | 0853915818/ 0810930081 | 16-06-11 |
| 12 | Governorate | | Kawayo Yuma L. Thambwe | Prov. Minister Interior | 0814866801/ 0853938885/ 0991938119/ 0992979502 | 16-06-11 |
| 13 | Governorate | | Missing | Chief of staff/Prov. Min of Interior | Missing | 16-06-11 |
| 14 | DPK Office | DPK/Pro-Justice | Maître Carine | Chief of Antenna | Missing | 16-06-11 |
| 15 | Commune d'Alunguli | Commune of Alunguli | Sadiki Régine | Burgomaster | 0853935678/ 0819588846 | 16-06-11 |
| 16 | Town hall | Town hall/Kindu | Kikuni Sombenyama Victor | Deputy Mayor | Missing | 16-06-11 |
| 17 | Commune of Mikelenge | | Lubanda Shabani | Vice-Burgomaster | Missing | 16-06-11 |
| 18 | Governorate | Prov. Min Interior | Kaitenge Useni Kausa | Advisor in decentralization | Missing | 17-06-11 |
| 19 | Commune of Mikelenge | | Hamidi Saleh | Inspector Rural Dev. | 817674127 | 17-06-11 |
| 20 | Court of Appeal of Kindu | Court t of Appeal Kindu | Missing | First President | 0998210775/ 0853915850 | 18-06-11 |
| 21 | CEI Kindu Office | CEI | Dimoke Emile | Coordinator CEI Maniema | 812400021 | 18-06-11 |
| 22 | Radio Haki za binadamu | Radio Haki za binadamu | Alubati Xavier | Ex Director of programs / | 817375168 | 18-06-11 |
| 23 | Motel Joli Rêve | Civil Society Maniema | Mr. Masimango John | Président société civile Maniema | 990551198 | 19-06-11 |
| 24 | Radio Liberté (MALI) | Civil Society | SHABANI Adalbert | Coordinator in charge of information and communication | 853938025 | 18-06-11 |
| 25 | CARITAS | Civil Society | Milambo Munganga Augustin | Director of Justice and Peace Commission | 810387315 | 21-06-11 |
| 26 | Administrative Building Maniema Union | | Shakodi Fazili Kitchinza | President FORECAP | 994401619 | 20-06-11 |
| 27 | Caritas/Kindu | Caritas/Kindu | Abbé Ngoy Mulongo Albert | | 810564639 | |
| 28 | Radio Akiza | Radio Haki za Binadamu (focus group) | Ebolinda Roger Masimbu Shumaili David | Director Editor in-chief | 992091400 995513039 | 18-06-11 18-06-11 |

NORTH KIVU

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|---|--------------------------|-----------------------------|---|-----------|----------|
| 1 | Office of the speaker of Prov. Assembly | Provincial Assembly | Barianga R. | President of Prov. Assembly | 998666255 | 22-06-11 |
| 2 | Office of the Minister of Plan | Provincial Assembly | Kalimbiro Musafiri Daniel | Secretary of Cabinet | 995487236 | 20-06-11 |
| 3 | Office of ULPG/ Beni | Min. of Decentralization | Mufunza Bayengo | Director Administration former mayor of the city of Beni | Missing | 21-06-11 |
| 4 | OBLC/Goma | OBLC | Prof. Kisangani Endanda | Provincial Auditor | 99838507 | 15-06-11 |
| 5 | Office ULPG/ Beni (Telephone Contact) | Min. of Decentralization | Mr. Lumbulumbu Sylvain | Former Burgomaster of Beni | 998981606 | 18-06-11 |
| 6 | Governorate of North Kivu | Min. of Decentralization | Kambale Matimba Godefroid | Missing | Missing | 16-06-11 |
| 7 | Office of MSASGF | Min. of Decentralization | Kajibwame Jean Marie | Chief of Staff : Ministry of Health, Social Affairs & Gender and Family | Missing | 22-06-11 |
| 8 | Office of the Minister | Min. of Decentralization | Muhindo Kyakwa Belo | Chief of staff – Ministry of interior | 998777827 | 22-06-11 |
| 9 | Office of Court of Appeal | Prov. Min. Justice | Bushiri Charles | First President of the Court of Appeal North Kivu | 999933109 | 20-06-11 |
| 10 | Office of the Tribunal de Grande Instance | Justice | Bahati Yuma Christian | President TGI Goma | 997117109 | 20-06-11 |
| 11 | Office of Ceni Goma | CEI | Kasereka Gaspard | Provincial Executive secretary CENI Nord Kivu | 998668884 | 20-06-11 |
| 12 | Office ULPG (Contact téléphonique) | Civil Society | Mbake Muramya | ADG | 997739345 | 20-06-11 |
| 13 | Office of ULPG | Civil Society | Kikuni Kokonyange Jacques | Director, Editor - Radio Mwongano | Missing | 18-06-11 |
| 14 | Office of ULPG (Telephone Contact) | Civil Society | Mirhanyo Chifundire Telaine | Chief of antenna PNUD /BENI | 997338029 | 18-06-11 |
| 15 | Bureau ULPG (Telephone Contact) | Civil Society | Kavota OMER | Section President Beni | 993535353 | 18-06-11 |
| 16 | Office of ULPG (Telephone Contact) | Civil Society | Katakeruka Jean Batiste | Director Radio Moto | 991370314 | 17-06-11 |
| 17 | Office of ULPG (Telephone Contact) | Civil Society | Mungwengwe Jadon | General Manager Pgm/RT.GRABEN | 994838555 | 17-06-11 |
| 18 | Office (telephone Contact) | Civil Society | Mayira Anicet | Former Director | 994996145 | 17-06-11 |
| 19 | Office/ULPG | Civil Society | Muhindo Steeve | Freelance Consultant | | 20-06-11 |
| 20 | Office BARAZA | Civil Society | Kubuya | President Baraza inter-community | 998673864 | 16-06-11 |
| 21 | Office CDR | CDR | Nzonga Freddy | Governance Advisor | 997767255 | 08-07-11 |
| 22 | Governorate North Kivu | Governorate | Kahanya Kimuha Tassi | Provincial Director | Missing | 16-06-11 |

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|-----------------------------|-------------------|-----------------------------|---|-----------|----------|
| 23 | Governorate North Kivu | Governorate | Kabanda Pierre | Chief of staff - Ministry of plan | Missing | 16-06-11 |
| 24 | Office of Commune of Goma | Commune of Goma | Kambere Nzumuka James | Burgomaster | Missing | 16-06-11 |
| 25 | Office of Commune Karisimbi | Office of Commune | Singirankabo Samvura Ignace | Burgomaster of the Commune of Karisimbi | 810764296 | Missing |
| 26 | Office of Commune Butembo | Governorate | Missing | Current Deputy Mayor of the city | 998386727 | 22-06-11 |
| 27 | (Telephone Contact) | Missing | Missing | Former Director of Mayor of Butembo | 998178935 | 21-06-11 |
| 28 | Hôtel VIP/Goma | Attorney | Nepanda José | Trainer DAI 2008-2009 | | 18-07-11 |

SOUTH KIVU

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|-----------------------|---------------|------------------------|-------------------------------------|---------------------------|----------|
| 1 | DAI/PGG | DAI | Maheshe Gaudens | DAI Advisor | 993003559 | 24-06-11 |
| 2 | OGP | CEI | Kitambala Muke Léonard | Missing | 812148363 | 24-06-11 |
| 3 | Office OGP | Civil Society | Chakupewa Mutambala | President RFDA | 813200506 | 24-06-11 |
| 4 | CFGL | Civil Society | Banze Thomas Paul | In charge of Media program | 997019290 | 24-06-11 |
| 5 | OGP | Civil Society | Milenge Matthieu | Advisor CFGL | 993185631 | 24-06-11 |
| 6 | IGI | Civil Society | Wibuta Lyungu Ramazani | President ACDCR | 990575297 | 25-06-11 |
| 7 | IGI | Civil Society | Bitendano Christine | President ACFS | 993327796 | 26-06-11 |
| 8 | Office IGI | Civil Society | Abbé Kalifuli Albert | PC1 or PIAP | 997765646 | 26-06-11 |
| 9 | SFC | Civil Society | Ngonibwa Pacifique | DME Coordinator | 817005837 | 27-06-11 |
| 10 | IGI | Civil Society | Nafiliwa Kanazi | ONG/CADI | 813185448 | 28-06-11 |
| 11 | La Botte | Civil Society | Ir. Patrice Lwabugumu | Facilitator | 0997741834/ 0859337425 | 28-06-11 |
| 12 | Office CHDHI/OGP | OGP | Mugaruka Augustin | Chef de Quartier | Missing | 28-06-11 |
| 13 | OGP | | Bisimwa Muhagwa | Former Chief of staff Min. Interior | Missing | 27-06-11 |
| 14 | IGI | | Esengayu Bita Antoine | Civil Society | 993414810 | 26-06-11 |
| 15 | IGI | | Kasikilu Itongwa | Treasurer - OFVV Association | 991377663 | 26-06-11 |
| 16 | IGI | | Musobekelwa Joseph | ADEPEAKI | 993087289 | 26-06-11 |
| 17 | IGI | | Mushangulu Chinimura | Chef du quartier Ciriri | 993347160 | 26-06-11 |
| 18 | IGI | | Mulonde Sanganyi | | 997181303 | 26-06-11 |
| 19 | OGP | | Katomotome Kutungano | Chieftancy of Bwanda | 995677218 | |
| 20 | OGP | | Bilinomba Emmanuel | Supervisor BICCO | 990460749 | |
| 21 | OGP | | Mubekanya Anaclet | 8 th CEPAC Mwenga | 994363365 | |
| 22 | OGP | | Nabugorh Tch. | Sensor agent | 853543284 | |
| 23 | OGP | | Kibukilu Mupenye | Administrator of territory | 992099854 | |

| No | Location of interview | Organization | Name of respondent | Position of respondent | Telephone | Date |
|----|-----------------------|---------------|--------------------------|---|-----------|----------|
| | | | | of Mwenga | | |
| 24 | OGP | | Ndume Ikondo | President 'sous-noyau' / Civil Society | 997041719 | |
| 25 | OGP | | Mbonekupe Marie- José | Former Burgomaster c/Bagira | 999443905 | |
| 26 | MONUSCO/Bukavu | Civil Society | Pedro | Civil Affair | 994185656 | 27-06-11 |

ANNEX 5. LIST OF MEMBERS OF THE ASSESSMENT TEAM

| | Name | Qualification | Responsibility in the assessment |
|---------------------------------------|------------------------|---|---|
| Coordination of the assessment | | | |
| 1 | Mme Yvonne Kambale | MSc. Development Planning MSc. International Health | Coordination, design, analysis and drafting |
| 2 | M. Muyisa Abel | Master in Political Economy Licence in economy | Co-supervision, analysis and drafting |
| 3 | M. Manika Eugène | Licence in Computer science : specialty Design & management of information systems | Organization and computer data analysis |
| Interviewers | | | |
| 4 | Mme Limbaka Bernadette | Licence in demography | Data collection |
| 5 | Mme Shimba Esther | Licence in demography | |
| 6 | M. Bahati Saidia | Licence in Law | |
| 7 | M. Bakali Kasumba | Licence in Business Administration Graduate in Law | |
| 8 | M. Kajemba Eric | Licence in Journalism and Governance | |
| 9 | M. Kanyamanda Léonard | MSc. in Community Health Licence in Demography | |
| 10 | M. Kayungura Godefroid | MSc. in Community Health | |
| 11 | M. Lombo Laddy | DEA in Human Rights Licence in Sociology | |
| 12 | M. Milosi George | Licence in Law and Master in human rights, Specialty in Good governance, defense and common security | |
| 13 | M. Ntabe Edmond | M.D. Master in Public Health | |
| 14 | M. Nyavanda Lévis | Licence in rural development | |
| 15 | M. Zadig Martin | | |

ANNEX 6. INTERVIEW QUESTIONNAIRES

USAID/DRC Monitoring and Evaluation (M&E) Project
DAI BRDG Final Evaluation
Conducted jointly by dTS & CEPAS

Questionnaire for Interview

Date of Interview: ____ June 2011

Location of interview: _____

This interview is part of the evaluation of BRDG program () financed by USAID and implemented by DAI from April 2008 through September 2010. The objective is to draw lessons from interventions undertaken as well as their possible impact.

Name : _____
Organization : **BRDG Staff**
Position occupied : _____
Period of performance : _____

1. In which area(s) of intervention are you personally involved?

- | | |
|---|---|
| <input type="checkbox"/> Capacity-building in the sector of legislation | <input type="checkbox"/> Management of Resource Centers for Democracy |
| <input type="checkbox"/> Decentralization & Local Government | <input type="checkbox"/> Assistance to CEI |
| <input type="checkbox"/> Reform of judiciary sector | <input type="checkbox"/> All |
| | <input type="checkbox"/> Other (specify) _____ |

2. Who was involved in the development of BRDG program strategy?

- | | |
|---|---|
| <input type="checkbox"/> USAID | <input type="checkbox"/> CEI |
| <input type="checkbox"/> DAI Staff | <input type="checkbox"/> Independent national Experts |
| <input type="checkbox"/> Members of central government | <input type="checkbox"/> Experts of targeted ministries |
| <input type="checkbox"/> Members of provincial government | <input type="checkbox"/> International Experts |
| <input type="checkbox"/> Civil Society | <input type="checkbox"/> Other : _____ |

3. Was this strategy documented?

- Yes No

If yes, can this documentation be made available for assessment ?

4. How do you appreciate the contribution of different actors in the development of the program strategy?

| Mention Actors | Excellent | Good | Poor | None |
|--|-----------|------|------|------|
| <input type="checkbox"/> USAID | | | | |
| <input type="checkbox"/> DAI Staff | | | | |
| <input type="checkbox"/> Members of central government | | | | |

| | | | | |
|---|--|--|--|--|
| <input type="checkbox"/> Members of provincial government | | | | |
| <input type="checkbox"/> Civil Society | | | | |
| <input type="checkbox"/> CEI | | | | |
| <input type="checkbox"/> Independent national Experts | | | | |
| <input type="checkbox"/> Experts in targeted ministries | | | | |
| <input type="checkbox"/> International Experts | | | | |
| <input type="checkbox"/> Other: | | | | |

5. What motivated this limitation (L) and the choice (C) geographic sites targeted by BRDG program?

- | | |
|---|--|
| <input type="checkbox"/> Political context (L) (C) | <input type="checkbox"/> Competition with other donors (L) (C) |
| <input type="checkbox"/> Security context (L) (C) | <input type="checkbox"/> The amount of financing (L) (C) |
| <input type="checkbox"/> Recommendations of officials (L) (C) | <input type="checkbox"/> Other (L) (C): _____ |
| <input type="checkbox"/> Recommendations of USAID (L) (C) | |

6. What are the opportunities (O) or assets (A) which explain the continuation of the program up to the end ?

- | | |
|--|---|
| <input type="checkbox"/> Political context (O) | <input type="checkbox"/> Good management of the program (A) |
| <input type="checkbox"/> Security context (O) | <input type="checkbox"/> Strategy of the program (A) |
| <input type="checkbox"/> Support from officials at the central level (O) | <input type="checkbox"/> Logistics of the program (A) |
| <input type="checkbox"/> Support from officials the provincial level (O) | <input type="checkbox"/> Funding (A) |
| <input type="checkbox"/> Interest/involvement of civil society (O) | <input type="checkbox"/> Quality of experts (A) |
| <input type="checkbox"/> Social context (O) | <input type="checkbox"/> Other (O) (A) : _____ |

7. Which other donors have you collaborated with in the execution of the activities of BRDG program?

- | | |
|--|--|
| <input type="checkbox"/> UNDP (UNDP) | <input type="checkbox"/> OIF |
| <input type="checkbox"/> DFID | <input type="checkbox"/> SERACOB |
| <input type="checkbox"/> MONUSCO (MONUC) | <input type="checkbox"/> Other : _____ |

What have your respective contribution been?

8. Which activities have been undertaken in your sector of intervention?

- | | |
|---|---|
| <input type="checkbox"/> Meetings | <input type="checkbox"/> Provision of Equipment (Non-rolling stock) |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Provision of vehicles |
| <input type="checkbox"/> Workshops/Public Forum | <input type="checkbox"/> Expertise in the preparation of legal texts or other documents |
| <input type="checkbox"/> Study travels | <input type="checkbox"/> Audit |
| <input type="checkbox"/> Financial assistance | <input type="checkbox"/> Information and/or sensitization campaigns |
| | <input type="checkbox"/> Other : _____ |

9. Is there any detailed documentation relating to these activities?

- Yes No

If yes, can it be made available for the assessment?

10. Based on which criteria were participants in different activities selected ?

- | | |
|--|---------------------------------|
| <input type="checkbox"/> Belonging to entities targeted by the program | <input type="checkbox"/> Gender |
|--|---------------------------------|

- Position in decision making
- Availability
- Competence in the matter
- Other: _____

11. In which area(s) these activities have contributed in the building of the beneficiaries' capacities?

- Drafting of legal texts
- Communication and access to information
- Planning
- New information and communication technologies (computer)
- Budgeting
- Accountability
- Participation of the population in the reform process
- Other: _____
- Communication

12. Who was involved in the development of decentralization program?

- USAID
- CEI
- DAI Staff
- Independent National Experts
- Members of central government
- Experts from targeted ministries
- Members of provincial government
- International Experts
- Civil Society
- Other: _____

13. How do you appreciate the contribution of each actor involved in the development of this program?

| Mention Actors | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> USAID | | | | |
| <input type="checkbox"/> DAI Staff | | | | |
| <input type="checkbox"/> Members of central government | | | | |
| <input type="checkbox"/> Members of provincial government | | | | |
| <input type="checkbox"/> Civil Society | | | | |
| <input type="checkbox"/> CEI | | | | |
| <input type="checkbox"/> Independent national Experts | | | | |
| <input type="checkbox"/> Experts in targeted ministries | | | | |
| <input type="checkbox"/> International Experts | | | | |
| <input type="checkbox"/> Other: | | | | |

14. Which changes do you perceive as direct result BRDG program activities?

- Improvement of transparency
- Better participation of the population in reforms
- Improvement of accountability
- Execution of reforms
- Institutions often serve better public interests
- Promotion of independence of justice
- Increase of knowledge on decentralization
- Increased interest for the electoral process
- Increased demand of the population for transparency and accountability (be accountable)
- Other : _____

15. Which are the signs showing changes?

16. What are the difficulties and/or weaknesses encountered in the execution of the program?

- Favorable political context
- Management of problems of the program
- Favorable security context
- Strategy problems
- Poor involvement of authorities at the central level
- Logistic problems
- Poor involvement of authorities at the provincial
- Funding problems

level

- Lack of interest from civil society
- Poor performance of experts

- Unfavorable social context
- Other : _____

17. How were these difficulties (D) and/or weaknesses (F) concretely shown (examples if possible)?

18. Have these difficulties and/or weaknesses affected your strategy and/or your activities?

- Yes
- No

Explain :

If yes, how did you resolve them ?

19. How do you appreciate the performance of the program:

| Mention Level of appreciation | Excellent | Good | Poor | None |
|--|-----------|------|------|------|
| At the global level | | | | |
| Concerning the needs of beneficiaries | | | | |
| Concerning timing | | | | |
| Concerning resources | | | | |

20. Do you have other comments?

USAID/DRC Monitoring and Evaluation (M&E) Project

DAI BRDG Final Evaluation

Conducted jointly by dTS & CEPAS

Questionnaire for Interview

Date of Interview : ____ June 2011

Location of interview : _____

This interview is part of the evaluation of the BRDG program () financed by USAID and implemented by DAI from April 2008 till September 2010. The objective is to draw lessons from interventions undertaken as well as their possible impact .

Name : _____

Organization : **Min. Decentralization/CTAD**

Position occupied : _____

Performance period : _____

1. What is the status of the current progress of decentralization process?

- Very advanced slow static

2. What explains the situation you have just mentioned ?

- | | |
|--|---|
| <input type="checkbox"/> Appropriate legal framework | <input type="checkbox"/> Appropriate legal framework still not available |
| <input type="checkbox"/> Involvement of the central authorities | <input type="checkbox"/> Poor involvement of central authority |
| <input type="checkbox"/> Involvement of provincial authority | <input type="checkbox"/> Poor involvement of the provincial authorities |
| <input type="checkbox"/> Communication/sensitization on the matter | <input type="checkbox"/> Poor communication/sensitization on the subject |
| <input type="checkbox"/> Involvement of civil society | <input type="checkbox"/> Poor involvement of civil society |
| <input type="checkbox"/> Public financing resulting from the process | <input type="checkbox"/> Insufficiency of public financing results of the process |
| <input type="checkbox"/> Assistance of outside partners | <input type="checkbox"/> Insufficient support of outside partners |
| <input type="checkbox"/> Security | <input type="checkbox"/> Security problems |
| | <input type="checkbox"/> Other (specify) _____ |
- _____
- _____

In the case of progress of the decentralization process is slow or static

3. What are the factors which can speed up the decentralization process?

- | | |
|---|--|
| <input type="checkbox"/> Appropriate legal framework | <input type="checkbox"/> Involvement of civil society |
| <input type="checkbox"/> Involvement of the central authority | <input type="checkbox"/> Public financing resulting from the process |
| <input type="checkbox"/> Involvement of the provincial authority | <input type="checkbox"/> Assistance of outside partners |
| <input type="checkbox"/> Communication/sensitization on the subject | <input type="checkbox"/> Security |
| | <input type="checkbox"/> Other (specify) _____ |
- _____
- _____

4. What is the strategy of your institution to speed up decentralization process?

5. What is the nature of the assistance received throughout the BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Expertise in the development of decentralization du program (strategy for implementation, identification and programming of actions to be undertaken) | <input type="checkbox"/> Expertise in the monitoring of the decentralization process |
| <input type="checkbox"/> Expertise in the drafting of legal texts | <input type="checkbox"/> Office furniture and/or material |
| <input type="checkbox"/> Workshops / Public forums | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financial assistance |
| <input type="checkbox"/> Information and or sensitization Campaigns | <input type="checkbox"/> Other : _____ |

6. Is there any detailed documentation relating to activities that you have identified?

- Yes No

If yes, can it be made available for the evaluation?

7. How do you appreciate the assistance that you benefited from?

| Mention Assistance received | Excellent | Good | Poor | None |
|--|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the development of decentralization program (strategy of implementation, identification and programming of actions to be undertaken) | | | | |
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Workshops /Public forums | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Information and/or sensitization campaigns | | | | |
| <input type="checkbox"/> Expertise in the monitoring decentralization process | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. What were the criteria on which participants in the activities supported by BRDG program were selected?

- | | |
|--|--|
| <input type="checkbox"/> Belonging to entities targeted by the program | <input type="checkbox"/> Gender |
| <input type="checkbox"/> Position in decision-making | <input type="checkbox"/> Availability |
| <input type="checkbox"/> Competence in the subject | <input type="checkbox"/> Others: _____ |

9. Who were involved in the development of the decentralization program?

- | | |
|---|---|
| <input type="checkbox"/> USAID | <input type="checkbox"/> CEI |
| <input type="checkbox"/> DAI Staff | <input type="checkbox"/> Independent national experts |
| <input type="checkbox"/> Members of central government | <input type="checkbox"/> Experts from targeted ministries |
| <input type="checkbox"/> Members of provincial government | <input type="checkbox"/> International experts |

Civil Society

Others : _____

10. How do you appreciate the contribution of each actor involved in the development of this program?

| Mention Actors | Excellent | Good | Poor | Null |
|---|-----------|------|------|------|
| <input type="checkbox"/> USAID | | | | |
| <input type="checkbox"/> DAI Staff | | | | |
| <input type="checkbox"/> Members of central government | | | | |
| <input type="checkbox"/> Members of provincial government | | | | |
| <input type="checkbox"/> Civil Society | | | | |
| <input type="checkbox"/> CEI | | | | |
| <input type="checkbox"/> Independent national Experts | | | | |
| <input type="checkbox"/> Experts in targeted ministries | | | | |
| <input type="checkbox"/> International Experts | | | | |
| <input type="checkbox"/> Other: | | | | |

11. Which legal texts have been drafted /passed/promulgated due to the BRDG assistance program?

| N° | Level Legal text | Proposed | Voted | Promulgated |
|----|------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other (Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|-------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

12. Which activities have been undertaken by direct beneficiaries of training supported by the BRDG program?

| Activity | Facilitator/Organizer | Number |
|-------------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization / information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

13. Which difficulties have you encountered in the execution of activities supported by the BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

14. How have these difficulties concretely been seen?

15. Have these difficulties affected your strategy (or your activities) ?

- Yes No

Explain:

If yes, how have you resolved those ?

16. Which changes do you perceive as a direct result of BRDG program activities?

- | | |
|--|--|
| <input type="checkbox"/> Improvement of transparency | <input type="checkbox"/> Better participation of the population in reforms |
| <input type="checkbox"/> Improvement of accountability | <input type="checkbox"/> Execution of reforms |
| <input type="checkbox"/> Institutions often serve better public interests | <input type="checkbox"/> Promotion of independence of justice |
| <input type="checkbox"/> Increase of knowledge on decentralization | <input type="checkbox"/> Increased interest for the electoral process |
| <input type="checkbox"/> Increased demand of the population for transparency and accountability (be accountable) | <input type="checkbox"/> Other : _____ |

17. What are the signs that show that there has been a change?

18. What are the activities that continue without support from outside partners?

- | | |
|---|--|
| <input type="checkbox"/> Implementation of the decentralization program | <input type="checkbox"/> Monitoring decentralization process |
| <input type="checkbox"/> Drafting of legal texts | <input type="checkbox"/> Office Equipment |
| <input type="checkbox"/> Workshops/Public forums | <input type="checkbox"/> Vehicles |

- Training sessions
- Information and/or sensitization campaigns
- Computerization of decentralization program operations
- Financing of activities
- Other : _____

19. The BRDG program has set up grounds for partnership between the U.S. Government and the Ministry of Decentralization.

- Fully agree
- Agree
- Neutral
- Do not really agree
- Do not agree at all

20. If necessary, how will this collaboration (or this partnership) be built?

21. How is this partnership shown?

22. What are current results of this partnership?

23. Who are the important people to be contacted in the matter of decentralization in the provinces or within civil society?

24. Which lessons have you drawn from the assistance received from the BRDG program?

25. Do you have any other comments?

5. What is the nature of assistance received through the BRDG program?

- | | |
|---|--|
| <input type="checkbox"/> Expertise in the drafting of legal texts | <input type="checkbox"/> Office furniture and/or equipment |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financial assistance |
| <input type="checkbox"/> Workshops/Public forum | <input type="checkbox"/> Other : _____ |

6. Is there any detailed documentation relating to the activities you have identified?

- Yes No

If yes, can this be made available for the assessment?

7. How do you appreciate the assistance you have received?

| Mention Assistance received | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Workshops/Public forums | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. Based on which criteria were participants in different activities selected ?

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Belonging to entities targeted by the program | <input type="checkbox"/> Gender |
| <input type="checkbox"/> Position in decision making | <input type="checkbox"/> Availability |
| <input type="checkbox"/> Competence in the matter | <input type="checkbox"/> Other: _____ |
-

9. Which legal texts (or other) have been drafted/adopted/promulgated thanks to the assistance of BRDG program?

| N° | Level Legal texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other(Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

10. Which activities have been undertaken by direct beneficiaries of trainings supported by the BRDG program?

| Activity | Facilitator/Organizer | Number |
|-----------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization/information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

11. Which difficulties have you encountered in the execution of activities supported by the BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

12. How have these difficulties concretely been seen?

15. Have these difficulties affected your strategy (or your activities) ?

- Yes No

Explain:

If yes, how have you resolved those?

14. Which changes do you perceive as being the result of direct support received from the BRDG program?

- Existence of legal texts needed for reform of justice
- Political/administrative senior officials are trained/better informed
- Speeding up in the performance of our tasks
- Our institutions are materially better equipped
- Better collaboration between different services/bodies of our institution
- Other :

Through which signs is this change noticeable?

15. What are the activities which continue without support from outside partners?

- Drafting of legal texts
- Workshops / Public forums
- Training sessions
- Office equipment
- Vehicles
- Financing of our activities
- Other : _____

16. Has your institution benefited from other support from USAID after the BRDG program?

- Yes
- No

17. What are the results of this support?

18. Who are the important people to be contacted in the matter of justice reform (in the National or Provincial Assembly)?

19. Which lessons have you drawn from the assistance received from the BRDG program?

20. Do you have any other comments?

USAID/DRC Monitoring and Assessment (M&E) Project

DAI BRDG Final Evaluation

Conducted jointly by dTS & CEPAS

Questionnaire for Interview

Date of Interview : ____ June 2011

Location of interview : _____

This interview is part of the assessment of BRDG program () financed by USAID and implemented by DAI from April 2008 through September 2010. The objective is to draw lessons from interventions undertaken as well as their possible impact .

Name : _____
Organization : **National Assembly /ECOFIN**
Position occupied : _____
Duration of performance: _____

1. What is the current progress status for the reform of justice (or of legislation on reform of justice)?

- very advanced slow static
-

2. What explains the situation you have just mentioned?

- | | |
|---|--|
| <input type="checkbox"/> Involvement of the Parliament | <input type="checkbox"/> Poor involvement of the Parliament |
| <input type="checkbox"/> Involvement of central government officials | <input type="checkbox"/> Poor involvement of central government officials |
| <input type="checkbox"/> Involvement of provincial government officials | <input type="checkbox"/> Poor involvement of provincial government officials |
| <input type="checkbox"/> Involvement of judiciary officials at the national level | <input type="checkbox"/> Poor involvement of provincial government officials |
| <input type="checkbox"/> Involvement of judiciary officials at the provincial level | <input type="checkbox"/> Poor involvement of judiciary officials at the provincial level |
| <input type="checkbox"/> Communication/sensitization on the subject | <input type="checkbox"/> Poor communication/sensitization on the subject |
| <input type="checkbox"/> Involvement of civil society | <input type="checkbox"/> Poor involvement of civil society |
| <input type="checkbox"/> Public financing resulting from the process | <input type="checkbox"/> Poor public financing resulting from the process |
| <input type="checkbox"/> Assistance from outside partners | <input type="checkbox"/> Poor assistance from outside partners |
| <input type="checkbox"/> Security | <input type="checkbox"/> Security problems |
| | <input type="checkbox"/> Other (specify) _____ |
-

3. What are the factors that can speed up the reform of justice?

- | | |
|---|--|
| <input type="checkbox"/> Voting of relating organic laws by the Parliament | <input type="checkbox"/> Involvement of civil society |
| <input type="checkbox"/> Involvement of central government officials | <input type="checkbox"/> Public financing resulting from the process |
| <input type="checkbox"/> Involvement of provincial government officials | <input type="checkbox"/> Assistance from outside partners |
| <input type="checkbox"/> Involvement of judiciary officials at the national level | <input type="checkbox"/> Security |
| <input type="checkbox"/> Involvement of judiciary officials at the provincial level | <input type="checkbox"/> Other (specify) _____ |
| <input type="checkbox"/> Communication/sensitization on the subject | |
-

4. What is the strategy of your Commission in order to speed up the reform of Justice?

5. What is the nature of assistance received through BRDG program?

- Expertise in the drafting of legal texts
- Expertise in the drafting of other documents (Specify)
- Training sessions
- Workshops / Public forum
- Office furniture and/or equipment
- Vehicles
- Financial assistance
- Other : _____

6. Is there any detailed documentation relating to the activities you have identified?

- Yes
- No

If yes, can this be made available for the assessment?

7. How do you appreciate the assistance you have received?

| Mention Assistance received | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Expertise in the drafting of other documents (Precise) | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Workshops/Public forums | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. Based on which criteria were participants in different activities selected ?

- Belonging to entities targeted by the program
- Position in decision-making
- Competence in the matter
- Gender
- Availability
- Other: _____

9. Which legal texts (or other) have been drafted/adopted/promulgated thanks to the assistance of BRDG program?

| N° | Level Legal texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other (Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

10. Which activities have been undertaken by direct beneficiaries of trainings supported by BRDG program?

| Activity | Facilitator/Organizer | Number |
|-------------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization / information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

11. Which difficulties have you encountered in the execution of activities supported by BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

12. How have these difficulties concretely been seen?

15. Have these difficulties affected your strategy (or your activities) ?

- Yes No

Explain:

If yes, how have you resolved those?

14. Which changes do you perceive as being the result of direct support received from BRDG program?

- | | |
|---|--|
| <input type="checkbox"/> Existence of legal texts needed for reform of Justice | <input type="checkbox"/> Our institutions are materially better equipped |
| <input type="checkbox"/> Political /administrative senior officials are trained/better informed | <input type="checkbox"/> Better collaboration between different services/bodies of our institution |
| <input type="checkbox"/> Speeding up in the performance of our tasks | <input type="checkbox"/> Other : |

Through which signs this change is noticeable?

15. What are the activities which continue without support from outside partners?

- | | |
|--|--|
| <input type="checkbox"/> Drafting of legal texts | <input type="checkbox"/> Office Equipment |
| <input type="checkbox"/> Workshops / Public forums | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financing of our activities |
| | <input type="checkbox"/> Other : _____ |

16. Has your institution benefited from other support from USAID after the BRDG program?

- Yes No

17. What are the results of this support?

18. Who are the important people to be contacted in the matter of justice reform (in the National or Provincial Assembly)?

19. Which lessons have you drawn from the assistance received from BRDG program?

20. Do you have any other comments?

5. What is the nature of assistance received through the BRDG program?

- Expertise in the drafting of legal texts
- Expertise in the drafting of other documents (Precise)
- Training sessions
- Workshops /Public forum
- Office furniture and/or equipment
- Vehicles
- Financial assistance
- Other : _____

6. Is there any detailed documentation relating to the activities you have identified?

- Yes
- No

If yes, can this be made available for the assessment?

7. How do you appreciate the assistance you have received?

| Mention Assistance received | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Workshops/Public forums | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. Based on which criteria were participants in different activities selected ?

- Belonging to entities targeted by the program
- Position in decision making
- Competence in the matter
- Gender
- Availability
- Other: _____

9. Which legal texts (or other) have been drafted/adopted/promulgated thanks to the assistance of BRDG program?

| N° | Level Legal texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other(Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

10. Which activities have been undertaken by direct beneficiaries of trainings supported by BRDG program?

| Activity | Facilitator/Organizer | Number |
|-------------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization / information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

11. Which difficulties have you encountered in the execution of activities supported by BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

12. How have these difficulties concretely been seen?

15. Have these difficulties affected your strategy (or your activities) ?

- Yes No

Explain:

If yes, how have you resolved those ?

14. Which changes do you perceive as being the result of direct support received from BRDG program?

- | | |
|--|--|
| <input type="checkbox"/> Existence of legal texts needed for reform of justice | <input type="checkbox"/> Our institutions are materially better equipped |
| <input type="checkbox"/> Political/administrative senior officials are trained/better informed | <input type="checkbox"/> Better collaboration between different services/bodies of our institution |
| <input type="checkbox"/> Speeding up in the performance of our tasks | <input type="checkbox"/> Other: |

Through which signs is this change noticeable?

15. What are the activities which continue without support from outside partners?

- | | |
|--|--|
| <input type="checkbox"/> Drafting of legal texts | <input type="checkbox"/> Office Equipment |
| <input type="checkbox"/> Workshops / Public forums | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financing of our activities |
| | <input type="checkbox"/> Other : _____ |

16. Has your institution benefited from other support from USAID after the BRDG program?

- Yes No

17. What are the results of this support?

18. Who are the important people to be contacted in the matter of justice reform (in the National or Provincial Assembly)?

19. Which lessons have you drawn from the assistance received from the BRDG program?

20. Do you have any other comments?

5. What is the nature of assistance received through the BRDG program?

- | | |
|---|--|
| <input type="checkbox"/> Expertise in the drafting of legal texts | <input type="checkbox"/> Office furniture and/or equipment |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financial assistance |
| <input type="checkbox"/> Workshops / Public forum | <input type="checkbox"/> Other : _____ |

6. Is there any detailed documentation relating to the activities you have identified?

- Yes No

If yes, can this be made available for the assessment?

7. How do you appreciate the assistance you have received?

| Mention Assistance received | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Workshops/Public forums | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. Based on which criteria were participants in different activities selected?

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Belonging to entities targeted by the program | <input type="checkbox"/> Gender |
| <input type="checkbox"/> Position in decision making | <input type="checkbox"/> Availability |
| <input type="checkbox"/> Competence in the matter | <input type="checkbox"/> Other: _____ |

9. Which legal texts (or other) have been drafted/adopted/promulgated thanks to the assistance of the BRDG program?

| N° | Level Legal texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other (Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

10. Which activities have been undertaken by direct beneficiaries of trainings supported by BRDG program?

| Activity | Facilitator/Organizer | Number |
|-------------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization / information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

11. Which difficulties have you encountered in the execution of activities supported by BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

12. How have these difficulties concretely been seen?

15. Have these difficulties affected your strategy (or your activities)?

- Yes No

Explain:

If yes, how have you resolved those ?

14. Which changes do you perceive as being the result of direct support received from the BRDG program?

- | | |
|---|--|
| <input type="checkbox"/> Existence of legal texts needed for reform of justice | <input type="checkbox"/> Our institutions are materially better equipped |
| <input type="checkbox"/> Political /administrative senior officials are trained/better informed | <input type="checkbox"/> Better collaboration between different services/bodies of our institution |
| <input type="checkbox"/> Speeding up in the performance of our tasks | <input type="checkbox"/> Other : |

Through which signs is this change noticeable?

15. What are the activities which continue without support from outside partners?

- | | |
|--|--|
| <input type="checkbox"/> Drafting of legal texts | <input checked="" type="checkbox"/> Office equipment |
| <input type="checkbox"/> Workshops / Public forums | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financing of our activities |
| | <input type="checkbox"/> Other : _____ |

16. Has your institution benefited from other support from USAID after the BRDG program?

- Yes No

17. What are the results of this support?

18. Who are the important people to be contacted in the matter of justice reform (in the National or Provincial Assembly)?

19. Which lessons have you drawn from the assistance received from the BRDG program?

20. Do you have any other comments?

5. What is the nature of assistance received through the BRDG program?

- Expertise in the drafting of legal texts
- Expertise in the drafting of other documents (Precise)
- Training sessions
- Workshops/Public forum
- Office furniture and/or equipment
- Vehicles
- Financial assistance
- Other : _____

6. Is there any detailed documentation relating to the activities you have identified?

- Yes
- No

If yes, can this be made available for the assessment?

7. How do you appreciate the assistance you have received?

| Mention Assistance received | Excellent | Good | Poor | None |
|---|-----------|------|------|------|
| <input type="checkbox"/> Expertise in the drafting of legal texts | | | | |
| <input type="checkbox"/> Expertise in the drafting of other documents (Specify) | | | | |
| <input type="checkbox"/> Training sessions | | | | |
| <input type="checkbox"/> Workshops/Public forums | | | | |
| <input type="checkbox"/> Office furniture and/or equipment | | | | |
| <input type="checkbox"/> Vehicles | | | | |
| <input type="checkbox"/> Financial assistance | | | | |
| <input type="checkbox"/> Other: _____ | | | | |

8. Based on which criteria were participants in different activities selected ?

- Belonging to entities targeted by the program
- Position in decision making
- Competence in the matter
- Gender
- Availability
- Other: _____

9. Which legal texts (or other) have been drafted/adopted/promulgated thanks to the assistance of the BRDG program?

| N° | Level Legal texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Law | | | |
| | Order | | | |
| | Decree | | | |
| | Other (Specify) | | | |

| N° | Level Other Texts | Proposed | Voted | Promulgated |
|----|----------------------|----------|-------|-------------|
| | Program | | | |
| | Modules | | | |
| | Other | | | |

10. Which activities have been undertaken by direct beneficiaries of trainings supported by the BRDG program?

| Activity | Facilitator/Organizer | Number |
|-------------------------------------|-----------------------|--------|
| Training sessions | | |
| Training of trainers session | | |
| Sensitization / information session | | |
| Workshops /Forums | | |
| Other (Specify) | | |

11. Which difficulties have you encountered in the execution of activities supported by the BRDG program?

- | | |
|--|---|
| <input type="checkbox"/> Unfavorable political context | <input type="checkbox"/> Management problems of the program |
| <input type="checkbox"/> Unfavorable security context | <input type="checkbox"/> Strategy problems |
| <input type="checkbox"/> Poor involvement of authorities at the central level | <input type="checkbox"/> Logistical problems |
| <input type="checkbox"/> Poor involvement of authorities at the provincial level | <input type="checkbox"/> Financing problems |
| <input type="checkbox"/> Lack of interest of civil society | <input type="checkbox"/> Unfavorable social context |
| <input type="checkbox"/> Poor performance experts | <input type="checkbox"/> Other : _____ |

12. How have these difficulties concretely been seen?

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- | | |
|--|--|
| <input type="checkbox"/> Existence of legal texts needed for reform of Justice | <input type="checkbox"/> Our institutions are materially better equipped |
| <input type="checkbox"/> Political/administrative senior officials are trained/better informed | <input type="checkbox"/> Better collaboration between different services/bodies of our institution |
| <input type="checkbox"/> Speeding up in the performance of our tasks | <input type="checkbox"/> Other : |

Through which signs is this change noticeable?

15. What are the activities which continue without support from outside partners?

- | | |
|--|--|
| <input type="checkbox"/> Drafting of legal texts | <input type="checkbox"/> Office Equipment |
| <input type="checkbox"/> Workshops/Public forums | <input type="checkbox"/> Vehicles |
| <input type="checkbox"/> Training sessions | <input type="checkbox"/> Financing of our activities |
| | <input type="checkbox"/> Other : _____ |

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- Yes No

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18. Who are the important people to be contacted in the matter of justice reform (in the National or Provincial Assembly)?

19. Which lessons have you drawn from the assistance received from the BRDG program?

20. Do you have any other comments?
