



DRC INTEGRATED GOVERNANCE ACTIVITY (IGA)

Annual Report - 2022

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ACRONYMS AND ABBREVIATIONS

CARG	<i>Conseil Agricole Rurale de Gestion</i> (Agriculture and Rural Management Council)
CODESA	<i>Comité de Développement Sanitaire</i> (Health Development Committee)
COGE	<i>Comite de Gestion</i> (Community-based Management Committee)
COPA	<i>Comité des Parents</i> (Parents' Committee)
COREF	<i>Comité d'Orientation de la Reforme des Finances Publiques</i> (Financial Reform Steering Committee)
CSO	Civil Society Organization
DCOP	Deputy Chief of Party
DPS	Divisions Provinciales de Santé (Provincial Health Division)
DRC	Democratic Republic of Congo
EITI	Extractive Industries Transparency Initiative
ETD	Decentralized Territorial Entities
GDA	Global Development Alliance
HFG	Health Finance and Governance
IGA	Integrated Governance Activity
IPM	Minimum Personal Tax
IPS	<i>Inspection Provinciale de la Santé</i> (Provincial Health Inspectorate)
LQAS	Lot Quality Assessment Sampling
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MELP	Monitoring, Evaluation and Learning Plan
NGO	Non-governmental Organization
PEA	Political Economy Analysis
PFM	Public Financial Management
PICAL	Participatory Institutional Capacity Assessment and Learning
PIRS	Project Indicator Reference Sheet
PPP	Public-private Partnership
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

ACTIVITY OVERVIEW/SUMMARY

Table 1: USAID IGA Activity Overview

Activity Name:	Integrated Governance Activity
Activity Start Date:	January 09, 2017
Activity End Date:	January 08, 2022
Name of Prime Implementing Partner:	DAI Global LLC
Contract Number:	AID-660-C-17-00001
Name of Subcontractors/Sub awardees:	[REDACTED]
Geographic Coverage (Provinces)	Kasai Central, Kasai Oriental, Lualaba, Haute Katanga, South Kivu, territory of Walikali
Reporting Period:	October 1, 2021 – September 30, 2022

EXECUTIVE SUMMARY

The United States Agency for International Development Integrated Governance Activity (USAID IGA) is a six-year (2017-2023) USAID-funded activity designed to create the good governance framework and local capacity necessary for improved delivery of key services, particularly for health, education, and economic development. USAID IGA empowers a broadly inclusive set of nongovernmental actors to hold public officials accountable for better services by changing the incentives of officials at all levels of government to act in the best interests of the citizenry. IGA is implemented in six provinces – Kasai Central, Kasai Oriental, Lualaba, Haut Katanga, South Kivu, Nord Kivu and Haut Uele.

USAID IGA’s specific objectives are built around the interaction of the governance cycle as follows:

- **Objective 1:** Strengthen capacity of select government institutions to fulfill mandate;
- **Objective 2:** Target subnational entities to collaborate with citizens for more effective development; and
- **Objective 3:** Citizen demand for accountable, transparent, participatory services increased.

The last year of IGA is substantially different from its predecessors. A new focus was to develop the capacity of local agencies to address the challenges of COVID-19, which included two major initiatives: (1) the development of Community Emergency Response Teams (CERTs); and (2) the use of civil society grantees to disseminate messages on COVID-19 prevention, vaccination, and treatment. An additional focus has been on sustainability; working with Provinces and ETDs to adopt and implement the USAID IGA methodologies as well as strengthen financial management and the skills of local experts and facilitators. IGA consolidated its gains in financial management, strengthening revenues, and reducing corruption. Legislative guidelines concerning school auditing and the use of mining royalties were developed during the year with the support of USAID IGA. During the year the project has attracted much interest from other donors and central government. It has also continued to benefit from collaboration with other USAID projects, most notably IHP.

Due to budget limitations, it was necessary to close the provincial offices before the end of the year; the Bukavu office was closed at the end of March, and the Lubumbashi and Butembo offices at the end of April. Despite these closures, implementation of essential events continued using local consultants and staff from the Kinshasa office.

CERTs and COVID-19

In line with the proposal for the project extension, for the first time the year included activities focusing on measures to mitigate the impact of COVID-19, and establish Community Emergency Response Teams (CERTs) at the local government level to coordinate the work of agencies responsible for disaster management.

A total of six CERTs have been created and made operational namely: Nord Kivu (*Baswagha Chefferie*), Haut Katanga (*Bukanda Secteur*), Lualaba (*Bayeke Chefferie*), and Sud Kivu (*Communes* of Kadutu, Ibanda and Bagira). Membership of the CERTs typically includes the ETD itself, the Red Cross, the Health Zone, security services, and civil society. In one case, there was resistance from the medical director of a Health Zone who thought that CERTs were an infringement on his powers, but after a full explanation of the concept he readily agreed to participate.

The objectives of the CERTs are to equip ETDs with the capacity to rapidly deal with epidemics and natural disasters. Specifically, they involve: (i) developing community resilience capacities within the entity; (ii) ensuring that the underlying risks and vulnerabilities are exposed are understood; and (iii) contributing to the repair and/or improvement of the living conditions for affected populations after natural disasters and epidemics.

CERTs are responsible for: (i) steering, monitoring, and evaluating the implementation of emergency actions linked to epidemics and natural disasters; (ii) guiding the field team in the implementation of emergency actions related to disasters and epidemics; (iii) and the mobilization of resources to finance emergency actions linked to epidemics and natural disasters.

The first CERT established was in the *Baswagha Chefferie*, Nord Kivu at a workshop held from November 3 - 4. This was followed by a workshop on April 18 - 19 in Butembo, to exchange experiences between the *Baswagha Chefferie* and the five ETDs of Butembo on their response to disasters or epidemics. The focus was on sharing the ETD *Baswagha's* approach and encouraging the formation of alliances with other ETDs in Butembo, with an aim to lobby for the recognition of the CERT as a basic structure in disaster prevention and response in Butembo. Following this workshop, the *Ville* of Butembo took the initiative to propose, by a decree, an "Urban Council for Risk Prevention and Disaster Management in the City of Butembo" as part of the process of setting up the CERT.

This was followed by a community awareness campaign that was held from May 16 - 31 in Kyambogho and Kimbulu health areas. It aimed to involve and support community-based organizations (groups of young people, women, men, and groups such as motorcycle taxi drivers, and churches) in efforts to raise awareness, prepare for, and cope with disasters and epidemics including COVID-19.

Another CERT awareness campaign in *Baswagha* was held in *Musienene* health zone from June 14 – 28. During the eight days the campaign reached a total of 22,114 people, including 18,824 women (9,046 of which were youth). About 5,043 people (2,976 women) were referred to the health center for specific cases, especially for vaccination against COVID-19. All the village chiefs (*Kapitas*) were enlisted to support the campaign within their communities.

In Haut Katanga, a workshop to launch the CERT in the *Bukanda Secteur* was held from April 7 – 9. The topics covered were cholera, measles, high winds, road traffic accidents, COVID-19, and pollution of river water from mining. The USAID IGA "COVID-19 Awareness Guide" was also translated into Swahili and approved by the participants. The messages included barrier measures and vaccination against COVID-19, and measles. This was followed by a public information campaign from May 13 - 23 in all the villages of the two health areas as well as at hot spots (market, school, and bus stops). A total of 16 community workers

and 10 supervisors contacted 10,795 people; 6,095 inhabitants were directed to a vaccination site set up in the Kafubu health zone.

A workshop held from August 2 – 6 revealed that progress had not been made in operationalizing the CERT in the Bukanda *Secteur*. This was mainly due to an insufficient understanding of the tool. After an explanation of the importance of this CERTs, the head of *Secteur* understood the need and promised to call a meeting in the coming days to launch the Bukanda CERT. The [REDACTED] and his team showed great interest in this clarification and undertook to convene the first meeting of the CERT.

In Sud Kivu, the *Commune* of Kadutu created its CERT in November 2021. The Kadutu Health Zone launched a disaster and epidemic awareness campaign on April 24. In addition to the support provided by the CERT, the *Commune* released a sum of approximately [REDACTED] as a local contribution to pay for 42 additional community workers. This sum was made available to the health zone, which technically manages the Campaign. The campaign ended on May 9 and more than 10,000 people were reached thanks to the adoption of the campaign by all stakeholders (the *Commune*, the health zone, civil society, and churches).

This action came at the appropriate time because, on April 25, there was a landslide in Kadutu with nine persons reported dead, eight injured, and several houses destroyed.

A workshop between June 16 – 17 was to exchange experiences between Kadutu and the two other *Communes* in Bukavu: Ibanda and Bagira. The objective was to anchor the CERT in the institutional landscape of Sud Kivu by sharing Kadutu's coordination approach in the management of disasters and epidemics and encourage the formation of alliances with other ETDs in Bukavu. The process was concluded on August 27 with the signature of the *Bourgmestre* of Ibanda on a decree establishing the CERT. This followed a signing on August 10 of a similar decree in Bagira, and in Kadutu in November 2021.

In Lualaba province, a workshop to share stakeholders' achievements and constraints under USAID IGA was held from July 25 – 29 in the Bayeke *Chefferie*. Topics included the fight against COVID-19 and disasters through the CERT. It was reported that the CERT in the Bayeke *Chefferie* held regular meetings and developed projects to spread awareness on endemic diseases (e.g., typhoid fever and measles), early use of care services, and compliance with hygienic measures to combat COVID-19. Bayeke provided [REDACTED] for measles awareness activities, and [REDACTED] over two months for COVID-19 prevention.

CSOs that reached small grants led COVID-19 educational campaigns in January 2022. They achieved outstanding results in terms of the number of households receiving information and counselling on COVID-19. In Likasi, 8,755 households served by the [REDACTED] with a total of 42,713 people were visited. In Kabare, 10 villages were covered and in Walungu Health Zone (Ngweshe) 18 villages –and a total of 494 people – were contacted. Schools were also a focus: 360 people including staff, pupils, and parents attended sessions; in Kabare there were 169 in attendance. In Likasi, 12 schools were visited with a target total of 600 people.

Partly due to USAID IGA's focus on COVID-19, there has been a substantial increase in health zone officials' participation in meetings. After initial hesitation, health zone officials have recognized the value of working with multi-sectoral teams. The following health zones participated in events: Bunkeya, Kafubu, Kikula and Likasi; in Sud Kivu Bugobe, Bukavu, Kabare, Kadutu, Ngweshe, Walungu, Lubero, Masereka and Musienene.

Planning and Infrastructure Development

From July 25 – 29, Bayeke *Chefferie*, Lualaba, reviewed its performance in conjunction with representatives of CSOs, the budget committee, the committee for local development (CLD), and the chief doctor of the Bayeke health zone. Discussions revealed that although there is space for community participation the effectiveness of said participation is limited due to socio-cultural constraints. To be able to make improvements in the community participation process, the following points were suggested: (i) provide more space for local technicians in the community participation to facilitate free and constructive debates with traditional chiefs; (ii) and promote exchanges of experiences between the health zones of the *Chefferie* and other health zones, in particular that of Panda in Likasi, on the involvement of CODESAs in the co-management of health centers.

Among the *Chefferie's* achievements are: (i) the adoption of the Local Development Plan (LDP) process, reinforced each year through monitoring and evaluation; (ii) participatory preparation of the annual Investment Plan; (iii) and the existence of a program of CLD activities drawn up by the members. The main shortcoming noted was the irregularity of CLD meetings, which has affected the implementation of activities.

Bayeke *Chefferie* has issued a purchase order for three drill trucks, at a total cost of [REDACTED]. These are required for the drilling of boreholes and the subsequent installation of hand washing stations as part of the campaign to combat COVID-19. Payment has already been made for the trucks and delivery is in progress.

A workshop to consolidate the experiences of the IGA project was held in the *Secteur* of Bukanda, Haut Katanga from August 2 – 6 revealed that the participation of CSOs within the local development committee, as well as the budget committee, has been important. Collaboration with the Kafubu health zone made it possible to achieve results, including the ETD financing the construction of four health centers, and a maternity ward. The ETD also purchased an ambulance and assigned it to the Kafubu Health Zone. The Bukanda Annual Investment Plan integrated the projects with the Kafubu health zone's Annual Operational Plan (PAO); 60% of the projects identified in the health zone's annual plan were financed by funds from the Bukanda *Secteur*.

The Kafubu health zone shared its experience with the Kipushi health zone, which is an ETD of Bukanda, in order to revitalize the CODESAs and improve accountability vis-à-vis the communities.

A workshop was held at the *Commune* of Kadutu, Bukavu from August 22 - 26 to share the experiences of stakeholder developed practices in planning and collaboration under the IGA project. The participation of CSOs and diverse community interests in consultation frameworks with the ETD demonstrates its endorsement of community participation and a culture of participatory governance. There is effective collaboration between the Kadutu health zone and the ETD, especially within the CERT. With the *Commune* of Kadutu's established record in terms of mobilizing resources, this collaborative approach has brought an effectiveness to participatory budgeting with a strong involvement of CSOs, communities, the private sector, and sectoral services.

In April 2022, the Wanianga *Secteur* published offers for the construction of four primary schools:

- [REDACTED] located 6 km from the capital of the territory in the Bakusu *groupement*;
- [REDACTED] in the Ikobo *Groupement* on the border with Lubero;
- [REDACTED] in Utunda *Groupement*, 51 km from the capital of the territory; and
- [REDACTED] in the Ihana *Groupement*, located 81 km from the main town.

Contracts were awarded to four companies: three from Walikale and one from Goma. Their contracts were signed and the works are in progress, except for the [REDACTED] where the works will start shortly.

Financial Management

The project's work in Y4 and Y5 to strengthen financial management and revenue generation continued with the installation of USAID IGA's Excel-based accounting package in Butembo.

A capacity building workshop in public financial management was held for accounting staff from the four *Communes* of Likasi (Likasi, Kikula, Panda and Shituru) between April 12 – 14. Requested by the authorities of the four *Communes*, Mayor of Likasi financed the training [REDACTED]

The Commune of Kadutu, Bukavu created a "Corps of auditors on taxes and duties due to the *Commune* of Kadutu." Its mission includes: (i) mobilization and maximization of revenue specific to the *Commune*; (ii) fighting against reluctance to pay taxes and all negative or corrupt behavior by tax collectors; and (iii) analyzing the causes of decreases and increases in revenue. This initiative is the result of USAID IGA support to increase transparency in the public finances of ETDs. Since it started, there has been significant impact with an average increase in weekly revenue estimated at 44%.

Taxpayer Identification

In addition to the use of accounting management software, the establishment of a taxpayer database positively impacted the generation of own revenues in the *Chefferie* of Bayeke (Lualaba Province). Even though it was conducted in only the most urbanized area of the ETD, it demonstrated that revenues could be increased substantially. Moreover, by having their tax liabilities clearly defined in the process, taxpayers welcomed the initiative. Revenues increased a total of [REDACTED] from [REDACTED] C ([REDACTED]) between 2020 and 2021. To consolidate these achievements, it was recommended that (i) an official from the *Chefferie* should be assigned to monitor receipts and the use of mining royalties; and (ii) revive of the collection of the head tax (IPM), which could represent an important source of income for the ETD.

The second pilot program for registering taxpayers was successfully completed in Bukanda *Chefferie*, Haut Katanga in March. It was completed with the enthusiastic support of the ETD. A total of 17 interviewers and 7 coders were hired. Interviewer training took place on March 7 and coder training on March 9. The training was followed by a pilot survey in Kakana and Kawama centers. The main survey was undertaken a few days later from March 11 – 13, with 15 investigators and 2 supervisors. Two of the investigators were supported by the ETD as part of its contribution to the activity to increase the number of taxpayers. A total of 1,488 taxpayers were identified.

The project to identify taxpayers in the *Commune* of Kadutu, Sud Kivu, was launched on June 9 by the *Bourgmestre*. The sites where the surveys would take place were identified as the Cimpunda market (tax district 1), the Carrefour shopping center (tax district 2), and Beach Muhanzi (tax district 4). A recruitment committee was set up by the *Commune* and on June 21, 22 interviewers and 10 coders were selected for training. The pilot survey began on June 28 in three sites.

More than 500 taxpayers were identified. A debriefing session was held on June 29 to discuss the difficulties encountered in the field and propose solutions. The *Commune* promised to deal with taxable persons who are still hesitant. The main survey, that took place from July 1 – 4, identified 3,197 taxpayers. The survey made it possible to estimate the ETD's potential revenue at [REDACTED] higher than the 2021 revenues.

Public-Private Partnerships (PPPs)

After some setbacks in Butembo due to hasty action by the *Ville* of Butembo to launch PPP contracts, the situation was regularized, and the ground has been laid for properly structured PPPs to be launched in the coming year.

Mining Royalties

As part of USAID IGA's work to disseminate the manual on the management of mining royalties, workshops were held with 6 ETDs in Haut Katanga and Lualaba (Bunkeya, Lufira, Basanga, Bayeke, Lufupa and Dilala) to ensure that they understood and will follow the guidance in the manual. As part of these workshops, participants programmed funds for the mitigation of COVID-19 infection, such as installing hand-washing facilities and supplying thermometers to schools and other public facilities. In addition, several resolved to improve clean water supply by drilling boreholes in previously unserved areas.

Working with the EITI and the Carter Center, meetings were held with EITI to approve the financing and terms of reference for a workshop to consult stakeholders on the tools for managing mining royalties, and discuss the challenges related management. This was followed by a workshop that adopted a draft decree on the management of mining royalties in ETDs and Provinces and proposed a timetable for the finalization of a mining royalty management guide.

Meetings were held with EITI to discuss the organization of a workshop in Lubumbashi to approve the mining royalty management tools. The Deputy Prime Minister, in charge of decentralization and customary affairs, nomination of EITI focal points in the Ministry allows for better involvement of the said ministry in monitoring the management of the mining royalties.

On April 5, a working session was held between the Manager of the EITI-DRC Technical Secretariat, and the DCOP to discuss the terms of reference for the workshop to approve the management guide and draft regulations on mining royalties.

However, on May 13 the Minister of Mines issued Decree No. 22/20 regarding the use of mining royalties by ETDs that effectively pre-empted the need for a workshop. EITI proceeded to hold workshops to disseminate information about the decree in Lubumbashi on July 19, and in Kolwezi on July 22, with funding from the Presidential Council for Strategic Oversight (CPVS).

Technical Assistance and Coaching to Provincial and Sub-Provincial Service Delivery Entities Planning and Budgeting systems

A workshop to establish guidelines for setting up budget committees in ETDs, ensuring the ETD local development plan is consistent with those of the sectoral plans, and integrating financial management systems, was held in Bukavu at the office of the provincial Division of Decentralization from May 4 – 6. In addition, on May 3, the advisor and the deputy advisor in public financial management held meetings with the provincial Ministers of Finance and of Budget and Planning. The two ministers promised to get involved in the sustainability of the achievements of the IGA program.

The Minister of Budget and Planning had recently deployed a team of experts with the aim of supporting the ETDs in the territory of Uvira to draw up local development plans and has promised to do the same for the other ETDs in the province.

To embed the USAID IGA methodology, some strategies were adopted by the province in addition to those recommended during the workshop. These included:

- ETDs will receive quarterly support and the involvement of members from the provincial development committee and representatives of higher-level state structures in the participatory budget planning process.
- The province takes the initiative to relaunch the campaign to popularize the 2011 Sud Kivu provincial decree on participatory budgeting.
- For the data software package and the taxpayer database, the province has not only made a commitment to get involved in the establishment of the accounting management software package in the ETDs but also promised the creation and organization of a tax census in ETDs.

Financial Management Reviews

Reviews of ETD financial management and revenue collection were conducted in 19 ETDs during the year. The objective was to analyze revenue performance and identify recurring problems to propose improvement strategies. Two days were devoted to each entity. Highlights are as follows:

Nord Kivu

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Sud Kivu

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Kasai Oriental

- [REDACTED]
- [REDACTED]

Kasai Central

- [REDACTED]
- [REDACTED]

Haut Katanga

- [REDACTED]

Lualaba

- [REDACTED]
- [REDACTED]

Sharing Experience and Good Practice

Nord Kivu

A workshop to share Bughumirya health center's good practices with two health centers (Mitoya and Vighole) was held in the *Commune* of Mususa, Butembo, from April 6 – 8. It aimed to demonstrate methods of transparent management of finances and drug stocks, through (i) improving transparency and accountability in the management of resources generated by health centers and funds allocated by donors to health centers; (ii) establishing an accounting mechanism for internal control and protection of assets, and separation of powers between the authorizing officers, the accountant and the cashier; (iii) providing reliable financial information through the production of financial reports; and finally (iv) assisting those responsible for the management of the health system.

Another experience-sharing workshop between Bughumirya health center (in Musienene health zone) and the Vighole and Mitoya health centers in the Katwa health zone, about transparency in financial management and drug stocks, was held from April 6 – 8 in Bulengera *Commune*, Butembo.

In addition, Baswagha *Chefferie* shared its experience in creating a CERT with the *Communes* and *Ville* of Butembo as described above.

Sud Kivu

From April 26 - 27, a workshop was held in Bukavu to share the experiences of partner CSOs in the implementation of the citizen engagement process. It focused on how the multi-stakeholder approach has made the parties more accountable to each other by promoting collaboration for the well-being of the communities.

As noted above, the Kadutu CERT shared its experiences with the two other *Communes* in Bukavu at a workshop held from June 16 – 17.

Haut Katanga

A workshop was held from May 18 - 19 in Likasi with several civil society organizations. This workshop allowed partner CSOs to make this experience available to benefit other CSOs working in the field of participatory governance, including donors and local and international organizations. The CSOs have clearly shown that IGA's approach has brought added value to their way of working. Sharing these experiences makes them visible to other CSOs to influence practices in the community and within their organizations, as well as provides the opportunity to propose a replicable approach that could be used by all the participants in future.

Accounting Software Package

The sharing of USAID IGA's accounting management software package with Sud Kivu provincial officials was held from May 9 – 11.

A similar workshop was held by the Ministries of Decentralization, Finance, and Budget for Haut Katanga and Lualaba from May 26 – 27 with the ETD partners in the provinces concerned.

The overall objective of these meetings was to share the knowledge and know-how developed in the use of the accounting management software package and the establishment of taxpayer databases in IGA-supported ETDs with the concerned provincial ministries.

Recommendations arising from the workshops were:

For the provincial governments

- The recruitment of two subordinate revenue and expenditure accountants.
- The recruitment of a budget officer for each ETD.
- Better compliance with the expenditure chain.

For Provincial Ministries of Finance and Budget

- Urgently organize inter-ETD feedback, training, and exchange of experience sessions as part of the implementation of the accounting management software package as well as the establishment of a taxpayer database.

For ETDs

- Build the capacity of their staff in the use of two tools.
- Networking the two tools to allow the authorities to be immediately informed of all financial operations, facilitating better decision-making.

Social Accountability and Transparency

As the project approaches its end, the emphasis is on to sharing the methodology that USAID IGA has adopted to strengthen social accountability and transparency. An important development has been the recognition of the contribution of USAID IGA's achievements by the Haut Katanga and Sud Kivu Provincial Governments. Both provinces participated in several field visits where they heard firsthand from partner ETDs the impact of the IGA's methodology. Matters of particular interest were the involvement of civil society in the preparation and operation of LDPs and budgetary committees; and measures to increase revenues and strengthen financial management. The field trips were followed by workshops at which participating ETDs could tell in depth stories and respond to questions. These, in turn, have led to the adoption of USAID IGA guidelines by the provinces, and commitments to extend IGA's procedures to all ETDs in the respective Provinces.

Study tours for the Provincial administration in Haut Katanga were undertaken in Q4 of the previous year: these continued during Q1 of this FY2022 in Sud Kivu. Staff from the Provincial Decentralization Ministry toured Bagira, Ngweshe, Luhwindja and Kadutu to study the achievements of USAID IGA and contribute ideas about how the methods could be improved.

Following these field trips and preliminary workshops, an event to share USAID IGA's planning, participatory budgeting and accountability process took place in Lubumbashi, Haut Katanga from August 8 – 10 with the provincial ministries in charge of Decentralization, Finance, and Budget. The objective was to help them set up a support system for the adoption of these procedures by ETDs.

A workshop in Lubumbashi from August 11 to 13 was held to share USAID IGA's accounting software package and the taxpayer database with the provincial ministries in charge of the Decentralization of Finance and Budget. Following the workshop, Ministry of Budget and Finance staff conducted feedback sessions with those trained at the meeting. The decentralization division undertook this initiative to increase the size of the team which will soon be deployed in the ETDs. Indeed, the provincial division of decentralization has taken the decision to support the 44 ETDs of the province of Haut-Katanga, including 10 new entities created as rural *Communes*. The network of ETD public finance advisers has been integrated into the system to adopt new methods of working and ensure sustainability of achievements at the Ministry level. These tools will ensure consistency between the ETD's LDPs and sectoral plans.

Regarding the financial management software package and the database, directives have been given to establish the accounting management software package in the ETDs. In particular the creation and operationalization of a Local Service for Mobilization and Supervision of Specific Revenues, which would take care of revenue maximization and tax census in a systematic and permanent manner.

Skills Development

USAID IGA's aim to maximize the use of local skills to facilitate workshops has continued to the extent that almost all workshops during the year have been handled by either local officials or representatives of other ETDs, Health Zones, or educational sub-provinces. This means that the content is well adjusted to the needs of the audiences and lays the ground for continuation of the USAID IGA methodologies after the end of the project. During the year, seven workshops were facilitated by Health Zone staff, the Nord Kivu Network of Public Finance Actors, the Chairman of the Development Committee, a DPS member of staff, and one jointly between representatives of a Sous-PROVED and a health zone.

At a different level, workshops were held between the COPAs, COGESs, and CODESAs in Kabare, Kadutu and Likasi to learn from each other's experience in engaging with their communities and discuss ways of dealing with the COVID-19 crisis.

USAID IGA's social accountability tools were extended to the ETDs in and around Butembo, Nord Kivu. Community score card workshops were held in Vulamba, Mususa and Bulengeru *Communes* in Butembo.

In Sud Kivu, scorecard workshops were held in the *Commune* of Bagira, and the *Chefferie* of Kaziba. The workshops involved the USAID IGA supported schools and health centers within the ETDs concerned. Preliminary audits were also completed in six schools in and around Butembo.

Gender

USAID IGA's initiative to promote the role of women while also disseminating positive stories about community participation, social accountability, transparency, and collaboration was continued under the "Women Champions" label. Meetings to develop themes and stories were held in Katuba, Bukanda, Likasi, Kadutu, Ngweshe and Kabare, and radio programs were recorded in both Haut Katanga and Sud Kivu. One radio station in Haut Katanga and four in Sud Kivu participated. The programs included debates in the local language and French, as well as presentations by each individual.

School audits

A workshop was held to develop a draft decree to require audits in all schools, this was followed by one to approve the text of the decree itself. Participants in the latter included the General Inspector of the Ministry of Education, the Secretary General of Ministry, members of the Minister's office, as well as representatives of the Ministries of Budget, Finance, Public Service and Decentralization and civil society.

Closure of Offices

The Bukavu office was closed at the end of March, and the Lubumbashi and Butembo offices at the end of April. These closures, that were necessitated by budgetary constraints, but did not mean that all activities in these areas ceased. These closures placed a healthy focus on the need for local partners to manage their own affairs without donor support. It is a tribute to USAID IGA that the transitions to a lower level of support has gone well.

Donor Collaboration

USAID IGA was represented at several meetings in Goma in May. The first, held on May 18 – 19, was to launch a program for the digitization of civil status, population, and taxation in North Kivu (on the sidelines of the first meeting with the Permanent Consultation Framework for the Decentralization of Public

Finances). The Comité d'Orientation de la Réforme des Finances Publiques (the World Bank's implementation unit for public financial management), known by its French Acronym COREF, convened the meeting.

The second, held on May 20, was an opportunity for USAID IGA to show how it has supported ETDs in local governance and involved the sectors of health, education, and economic growth. The main message was that USAID IGA's approach is to treat ETDs as the hub of local development. In its work it has become clear that to be successful, ETDs must be able to effectively plan and manage public resources. By prioritizing community needs, identifying taxpayers, and using responsibility as a tool for control and accountability, USAID IGA has succeeded in improving local governance by helping ETDs to design a LDP, annual investment plan, and a participatory budget.

During discussions, it was noted that the success of the USAID IGA was its ability to work with the ETDs to identify the problems and their solutions with the participation of the population. The USAID IGA representative shared some statistics that show great success in the environmental sector and the management of mining royalties. For example, significant revenues have been collected through sanitation and the removal of garbage in Kolwezi, the *Chefferie* of Bayeke, the *Chefferie* of Kaziba, the *Ville* of Butembo and the *Commune* of Kadutu. USAID IGA partner ETDs have also demonstrated to be successful in creating investments from mining royalties; as an indication, the *Commune* of Manika, the *Commune* of Dilala, the *Chefferie* of Bayeke, the *Ville* of Kolwezi, the *Chefferie* of Bukanda, and the *Secteur* of Lufira were cited. The outstanding case is that of the Bayeke *Chefferie* which, thanks to the awareness of the authorities and the community sharing a vision of local development, managed to build a local university called "University M'siri Ist".

In the discussion, the role of PPPs was highlighted as a stimulus for economic growth and community development. USAID IGA shared its experience on the PPP in Kolwezi that has achieved impressive results.

On May 23, a briefing with the UNDP "Youth and Women's Leadership" Project Manager was held. The UNDP is working with three ETDs in Nord Kivu, and they wanted to learn more about USAID IGA's methods. This was an example of how other technical teams, and their implementing partners can build on the results of USAID IGA. The UNDP would like to equip the three ETDs it supports with the IGA's accounting and financial management program.

Other projects committed to adopting the IGA approach were:

- Project Zahabu Safi (that means Pure Gold in Swahili) wishes to follow the IGA approach in the implementation of their activities;
- The PDEC Project (Partnership for Development in Eastern Congo), which is still at the beginning of its implementation, also wishes to capitalize on the experience of IGA. It intends to start its intervention at the grassroots, making a complete diagnosis of community problems and involving the communities through CBOs and CSOs, thereby finding sustainable solutions.

Presentation of the Results of a World Bank Study on Citizen Engagement in the context of Participatory Budgeting and Budget Monitoring

A presentation at the World Bank offices was made on June 13 focused on a participatory budget study and citizen budget monitoring. The meeting was attended by representatives of technical and financial partners, CSOs and NGOs working in the field of public finance, and COREF.

The lessons learned and recommendations were:

- There is a need to strengthen the capacity of ETDs in the participatory budget process.

- The capacity of CSOs needs to be strengthened in the participatory budget process.
- The sharing of good practices is an excellent method of knowledge management.

COREF

Following interest generated from USAID IGA's presentations in Goma, on June 10, a meeting was held in Kinshasa between the IGA project team and representatives of COREF. The meeting aimed to share USAID IGA's achievements in the field of public finance with COREF, particularly in terms of the management and transparency of public finances and implementing the USAID IGA accounting management software package in ETDs. COREF expressed interest in USAID IGA's work.

Meeting of the Inter-Donor Group on Public Finances

On July 1, the Inter-Donor Group on Public Finances met to discuss different methodologies and tools to support public finance management at the ETD level to propose a common basic approach.

The following was agreed:

- IGA will share the list of ETDs it supports and the best examples of ETDs in terms of transparent management and mobilization of own resources.
- The PICAL tool will be shared with COREF with the aim of harmonizing the tools for the institutional diagnosis of ETD public finances.
- A meeting will be held in September between The Inter Donor group on Finances and the Permanent Framework for Consultation on Financial Decentralization to share the conclusions of this meeting.

Meeting between the USAID IGA and the Anti-Corruption Project Team implemented by the NGO Accountability Lab DRC

On the sidelines of the taxpayer identification operation in the *Commune* of Kadutu, Bukavu, the Deputy Advisor in public financial management and the Consultant-Expert on tax investigation, had a working session to exchange experiences with the Accountability Lab DRC anti-corruption project led by its Program Manager, Mr. Evariste Loketo Ours. Following the meeting held on July 12, a working session took place on August 25 regarding the complementarity between the projects and the potential to increase the impact within the framework of participatory governance. Given that IGA is at the end of its implementation cycle, the ideas for building on its achievements were: promoting collaboration between citizens and authorities; strengthening governance capacity at ETD level; and supporting ETDs for the effective mobilization of resources, citizen engagement, and celebrating public servants who act with honesty and integrity in the performance of their duties.

The Accountability Lab DRC took part in the closing conference of the IGA project held on September 7.

Meeting between the DCOP and the COP of the Zahabu Safi (Clean Gold) Project and the Country Director of Global Communities in the DRC

USAID IGA DCOP met the COP of Zahabu Safi, which is a five-year project (2018-2023) that aims to promote responsible supply chains for artisanal mining, and the supply of conflict-free gold from eastern DRC.

The following points of synergy were identified:

- Strengthening governance in the mining sector.
- Support for traceability and the fight against mining fraud.
- Promoting the local economy through youth entrepreneurship and PPPs within ETDs.

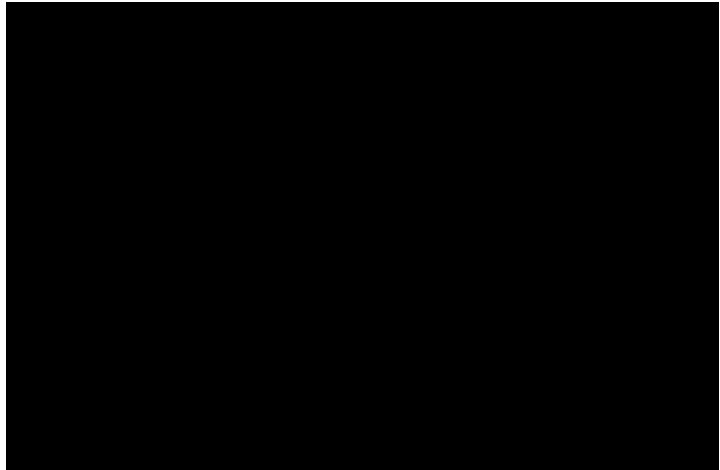
The IGA Closing Conference

A closing conference was held on September 7 to share the achievements and results of the USAID IGA project, and allow those present to learn about methodologies that they could use in their own programs. It took place at the [REDACTED] Kinshasa, with 26 participants (online and in person) from the following structures: [REDACTED]

[REDACTED] Also taking part in this conference were the Head of the USAID Governance office, the COR, and Africa Director of the DAI project team.

Themes covered included:

- Development financing
- Management and transparency in the public finances of ETDs, health centers, and schools
- Management and transparency in the use of ETD mining royalties
- Citizen engagement process
- Participatory planning and budgeting process
- Gender reforms
- Embedding sustainability in project implementation



SUMMARY OF RESULTS TO DATE

Table 2: FY 2022 Q4 Achievements

#	INDICATORS	FY 22 ANNUAL TARGET	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	ACHIEVEMENTS FY22	PERCENT ACHIEVED FY22 (%)	LOP TARGET	LOP ACHIEVEMENTS TO DATE	LOP PERCENT ACHIEVED (%)
1	Number of local organizations that received USAID assistance	500	243	148	21	52	464	92,8%	1,500	2,808	187%
2	Total amount in USD provided to local organizations with USAID funds	40,000	0	9,998	4,998	0	14,996	37%	400,000	208,614	52%
3	Number of organizations benefitting from capacity-building activities	400	192	125	21	2	340	85%	1,200	2,244	187%
4	Number of trainee days delivered to supported structures	4,000	1,927	1,495	580	42	4,044	101%	20,000	46,263	231%
5	Number of USG-supported activities designed to promote or strengthen the civic participation of women	15	5	3	0	0	8	53%	18	10	56%
6	Average percentage of women in supported community structures	50%	Annual indicator				45%	90%	50%	45%	90%
7	Number of supported community structures with women in leadership positions	34	Annual indicator				18	53%	100	84	84%
8	Average percentage of civil society members participating in the planning and budgeting processes	60%	See MEL section				0	0	60%	See MEL section	
9	Number of institutions/ organizations making significant improvements with USG support	150	73	See Q3	70	8	151	101%	350	351	100%
10	Number of supported service facilities where the level of use has increased over the last year	10	Annual Indicator				12	120%	20	44	220%
11	Number of community awareness-raising instances delivered	67	7	63	30	0	100	149%	300	340	113%

#	INDICATORS	FY 22 ANNUAL TARGET	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	ACHIEVE -MENTS FY22	PERCENT ACHIEVED FY22 (%)	LOP TARGET	LOP ACHIEVE- MENTS TO DATE	LOP PERCENT ACHIEVED (%)
12	Number of people participating in public debates/meetings on health, education, and economic growth	602	41	0	0	0	41	7%	6,400	5,839	91%
13	Percentage of surveyed citizens demonstrating a basic level of awareness of service delivery standards for health and education services, and the role of their community co-management/oversight structures	10%	0	0				See below	20% increase over baseline	See below by sector	
									Schools	24%	
									COPAs	21%	
									Health Cs	29%	
									CODESA	42%	
14	Number of supported co-management/oversight structures established and operating at a high level of compliance to mandate and regulations	6	Annual Indicator				10	167%	50	54	110%
15	Number of mapping exercises of influential actors representing the community	0	0	0	0	0	0	0	98	47	48%
16	Number of meetings and/or actions by community structures and CSOs	64	23	0	1	0	24	38%	300	260	87%
17	Number of verified cases in which the local community has obtained improvements in access to services transparency, inclusiveness or accountability as a result of its engagement/lobbying with service providers	104	41	0	12	4	57	55%	300	253	84%
18	Percentage of survey respondents that rank the performance of their local co-management/oversight structure as a three or higher on a five-point scale	5%	0	See Q3	23%	NA	23%	460%	10% increase over baseline	23%	230%

#	INDICATORS	FY 22 ANNUAL TARGET	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	ACHIEVEMENTS FY22	PERCENT ACHIEVED FY22 (%)	LOP TARGET	LOP ACHIEVEMENTS TO DATE	LOP PERCENT ACHIEVED (%)
19	Number of community scorecards completed	120	8	9	0	12	29	24%	306	263 ¹	86%
20	Number of supported ETDs showing improvement in the level of satisfaction of residents with quality of local services	7	3	See Q3	3	NA	6	86%	20	19	95%
21	Number of supported ETDs where the level of public trust of the local government has increased over the past year	7	0	See Q3	10	NA	10	143%	20	23	115%
22	Number of inspections/audits conducted	0	0	0	6	0	6		98	46	47%
23	Number of supported ETDs that improve the percentage of annual budgets allocated to service delivery	5	Annual Indicator				6	120%	20	15	105%
24	Number of supported ETDs demonstrating improvement in 3 of 5 public financial management factors	3	Annual Indicator				6	200%	20	23	115%
25	Number of new public-private partnerships (PPPs) formed	3	0	0	0	0	0	0	3	0	0%
26	Number of laws, policies or regulatory frameworks formally proposed, adopted, implemented or improved as a result of USG assistance	0	0	0	2	NA	2		5	22	440%

¹ See MEL section

EVALUATION/ASSESSMENT STATUS AND/OR PLANS

The following table presents the evaluations and assessments conducted though FY22 Q2 and planned assessments.

ASSESSMENT TYPE	DATE	STATUS
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

ACTIVITY IMPLEMENTATION PROGRESS

IMPLEMENTATION STATUS OF ACTIVITIES

OBJECTIVE I: CAPACITY OF SELECT GOVERNMENT INSTITUTIONS TO FULFILL MANDATES STRENGTHENED

Activity 3.4: Strengthen Financial Management and Revenue Generation in at least six ETDs

The Commune of Kadutu, Bukavu created a "Corps of auditors on taxes and duties due to the Commune of Kadutu" under the mayoral decision N° 410/9.200/C.KDT/01/2021 of November 11, 2021. It had been operational since January 2022. Its mission includes: (i) the mobilization and maximization of revenue specific to the Commune; (ii) fighting against reluctance to pay taxes and all negative or corrupt behavior by tax collectors; and (iii) analyzing the causes of decreases and increases in revenue. This initiative is the result of the support provided by USAID IGA to increase transparency in the public finances of ETDs.

The Corps consists of a Chief Auditor, a Deputy Chief Auditor, and six other auditors. Its tasks include:

- Assisting the authorities to prepare guidance and directives regarding the payment of taxes and charges.
- Identifying taxpayers not listed by the tax service and integrate them into the taxpayer database set up with the support of USAID IGA.
- Establishing corrective debit/credit notes in the event of underestimation or overestimation of the amount due to the ETD.

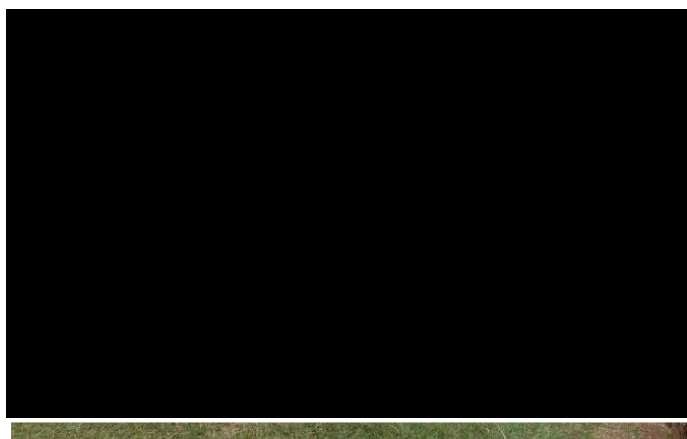
During the quarter the impact of this initiative was felt with the average increase in weekly revenue estimated at [REDACTED].

Activity 3.5: Create a Database of Taxpayers and Disseminate their Tax Liabilities

The main survey of taxpayers in Kadutu, conducted by 20 investigators, took place from July 1 – 4. This was followed by the verification and encoding of the data collection sheets (July 6 - 7), the validation of the database (July 8), and the analysis of the economic and civil status characteristics of the taxpayers identified (July 9 - 11).

A session was held on July 12 to report the results of the investigation. There were 23 participants including ETD managers, members of the steering committee, neighborhood chiefs, market chiefs, investigators, and coders. The Program Manager of the anti-corruption project, Accountability Lab (AL RDC) also attended. The results were:

- (i) [REDACTED]
- (ii) [REDACTED]
- (iii) Businesses fall mainly in 5 major sectors: small trade [REDACTED], crafts [REDACTED], health [REDACTED], hotel industry [REDACTED] and the provision of small services [REDACTED].



- (iv) The survey made it possible to estimate the ETD's potential revenue at [REDACTED], about [REDACTED] higher than the 2021 revenues.
- (v) Given the shortfall suffered by the *Commune* of Kadutu, the authority has undertaken to become more involved and to properly organize the collection of taxes.

The lessons learned from this first tax census were:

- **The presence of skills within the ETD is a factor of success:** Building on the achievements of previous activities has been proven by the *Commune* of Kadutu. The best staff in this launch phase come from ETD or civil society who have received training in financial management.
- **ETD's preference for independent investigators over tax collectors is a rational choice in a tax investigation:** the recruitment of independent investigators has made it possible to detect certain irregularities committed by tax collectors.

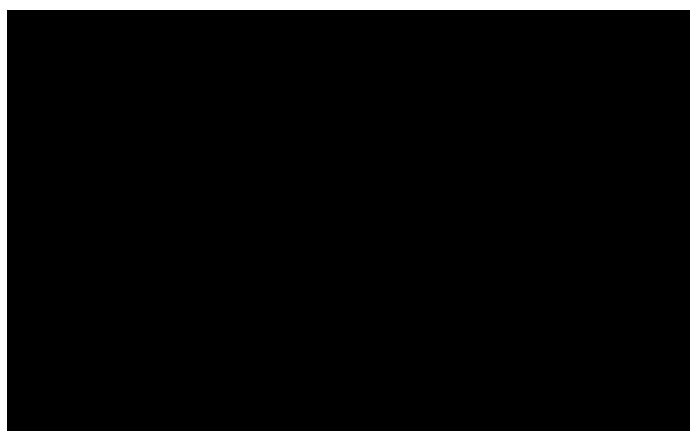
OBJECTIVE 2: TARGETED SUB-NATIONAL GOVERNMENT ENTITIES COLLABORATE WITH CITIZENS FOR MORE EFFECTIVE DEVELOPMENT

Activity 4.1: Support the implementation of Local Development Plans and Local Development Committees

In 2019 Wanianga Secteur established a Project Management and Public Procurement Unit following a training workshop held by USAID IGA. The members of the unit are [REDACTED]

[REDACTED] In April it published offers for the construction of four primary schools:

- [REDACTED], located 6 km from the capital of the territory in the Bakusu *groupement*
- [REDACTED] in the Ikobo *Groupement* on the border with Lubero
- [REDACTED] Utunda *Groupement*, 51 km from the capital of the territory
- [REDACTED] in the Ihana *Groupement*, located 81 km from the main town.



Contracts have been awarded to four companies: three are from Walikale and one from Goma. Their contracts have been signed and the works are in progress except for the Buleusa primary school where the works will start shortly.

Workshops for the development of Inclusive and Sustainable Local Development Plans sensitive to Gender, and strategies to mobilize revenues for the financing of these plans were held in the [REDACTED]. The workshops were facilitated by th [REDACTED], who developed his facilitation skills thanks to his experience with USAID IGA. The workshops were held from June 26 - 29, and from July 1 - 4, respectively. A total of 60 participants took part in the Bamate workshop, and 48 in the Batangi *Chefferie* workshop.

The Development Service Officer was recruited by the NGO, SOPROP (Solidarity for Social Promotion and Peace), with financial support from CARE International as part of its GEWEP program.

Activity 4.6: Create and Train Community Emergency Response Teams (CERTs)
Activity 4.8: Improve coordination between ETDs and Health Zones to respond to Covid-19 and better equip health centers

A total of six CERTs have been created and made operational in four provinces, namely: Nord Kivu (Baswagha *Chefferie*); Haut Katanga (Bukanda *Secteur*); Lualaba (Bayeke *Chefferie*); and Sud Kivu (*Communes* of Kadutu, Ibanda and Bagira).

In the case of Bukavu, it is interesting to note that once Kadutu had established its CERT in November 2021, it persuaded the other two *Communes* to do the same and held a workshop to share its experience on June 16 - 17.

Commune of Bagira, Bukavu

A workshop was held on July 14 to share the recommendations of the workshop from June 16 - 17 in the *Commune* of Kadutu and establish a CERT in the *Commune* of Bagira. There were 17 participants (4 of whom were women) including the [REDACTED] the [REDACTED] the Health Zone, the immigration and security services, the PNC, the Community Development Service, the [REDACTED] representative of the [REDACTED] Civil Protection, the Red Cross, the Civil Society Consultation Framework, the Recovery and Supervision Framework for the [REDACTED] (CREI), and the [REDACTED].

The participants were unanimous as to the need to set up the CERT in Bagira. The *Bourgmestre* closed the meeting by promising the institutionalization of the CERT through a legal act and by ensuring that a first training will be organized for the benefit of the members of this coordination in partnership with the *Commune* of Kadutu. On August 10, the legal text which institutionalizes the CERT of the *Commune* of Bagira, Bukavu, was signed by the *Bourgmestre*.

Commune of Ibanda, Bukavu

Delegates from the *Commune*, who were also present at the workshop in Kadutu from June 16 - 17, made a presentation to the *Bourgmestre* with two proposals:

1. Make an order based on the Kadutu model (Decision of the *Bourgmestre* of Kadutu).
2. Convene a meeting to define resource mobilization strategies and plan the first activities in terms of disaster and epidemic prevention.

The *Bourgmestre* urged the stakeholders of the *Commune*, in particular the Health Zones, the CLSP, the decentralization service, the Red Cross, the civil protection, the military, security, and immigration services to establish a CERT. Civil society had also been consulted and is in favor of the establishing a CERT.

On August 8, the *Bourgmestre* of the *Commune* met with the focal point of the IGA project to request that he works with those who had participated in the workshop for the exchange of experience with the *Commune* of Kadutu to draft the legal text establishing a CERT in Ibanda. This meeting followed consultation organized by the *Bourgmestre* with the stakeholders in the *Commune*, the Ibanda Health Zone, the CLSP, Decentralization, the Red Cross, civil protection, the PNC, ANR, and DGM for the establishment of the CERT in the *Commune* of Ibanda. The process was completed on August 27 with the signature by the *Bourgmestre* of the decree N° 410/9140/ 014/BUR/BGM-IBD/2022 establishing the CERT.

CERTs are now a feature of the institutional landscape of the province, and the three *Communes* plan to meet with the city of Bukavu to make this tool consistent at the local level.

The support of the IGA project in setting up CERTs has created a structured and coordinated framework to local authorities. They have learned to involve sectoral services, humanitarian organizations, and the community in their operational response, and increased their capacity to respond to natural disasters and epidemics. Indeed, the involvement of the ETDs has made it possible to respond promptly to disasters and epidemics.

Activity 6.1: Provide Training, Technical Assistance and Mentoring to Provincial and Sub-Provincial Service Delivery Entities

A workshop to share stakeholders' achievements and constraints under USAID IGA was held from July 25 – 29 in the [REDACTED]. Topics included the fight against COVID-19 and disasters through the CERT, ETD finances, development planning, and community participation

The conclusions and recommendations were as follows:

The fight against COVID-19 and Natural Disasters

The CERT coordination team is operational in the Bayeke *Chefferie*. Meetings are held regularly on relevant topics. Projects are developed and carried out with the financing of the *Chefferie*. These include projects to spread awareness on endemic diseases (e.g., typhoid fever and measles), early use of care services, and compliance with hygienic measures to fight against COVID-19. The ETD has provided [REDACTED] or measles awareness activities, and [REDACTED] over two months to combat COVID-19.

A purchase order for three drill trucks, at a total cost of [REDACTED], has been issued. These are required for the drilling of boreholes and subsequent installation of hand washing stations as part of the campaign to fight against COVID-19. Payment has already been made for the trucks and delivery is in progress.

The participation of all stakeholders, in particular the four health zones and the ETD, to deal with the health concerns of the population is an encouraging and successful experience in Bayeke.

Community Involvement

During discussion with representatives of CSOs, the budget committee, the Committee for Local Development (CLD), and the chief doctor of the Bunkeya health zone, it appeared that the space for community participation within the ETD is guaranteed. However, the effectiveness of participation is limited. The socio-cultural constraints within the *Chefferie* have had a significant impact on this participation.

To be able to make improvements in the community participation process, the following points were suggested: (i) provide more opportunity to local technicians in the community participation process to facilitate free and constructive debates with traditional chiefs; and (ii) promote exchanges of experiences between the health zones of the *Chefferie* with other health zones, in particular that of Panda in Likasi, on the involvement of CODESAs in the co-management of health centers.

Development Planning

Among the *Chefferie's* achievements are: (i) the adoption of the process by which the Local Development Plan (LDP) is prepared, reinforced each year by the process of updating and evaluating the LDP; (ii) participatory preparation of the Annual Investment Plan; and (iii) the existence of a program of CLD activities drawn up by the members. The main shortcoming noted was the irregularity of CLD meetings, which has affected the implementation of activities.

It was recommended that the CLD should hold monthly meetings and carry out field visits, under the supervision of the First Alderman of the *Chefferie*, to monitor the achievements of the ETD.

ETD Finances

- In the Bayeke *Chefferie*, the participatory budget process is a reality. Each year the budget committee organizes focus groups for each sector.
- Thanks to the adoption of the accounting management software the accounting is relatively well kept. Financial statements are produced, in particular the financial report. The major obstacle is the absence of an effective back-up system for the accounting data and the ETD's administrative files.
- The use of accounting management software and the establishment of a taxpayer database have had a positive impact on own revenues generated in the *Chefferie* of Bayeke that increased by [REDACTED] from [REDACTED] between 2020 and 2021.

To consolidate these achievements, it was recommended that; (i) an official from the *Chefferie* should be assigned to monitor receipts and the use of mining royalties; and (ii) the revival of the collection of the head tax (IPM) represents an important source of income for the ETD.

A workshop to consolidate the experiences of the IGA project was held in the *Secteur* of Bukanda, Haut Katanga from August 2 – 6. It is led by a multidisciplinary team made up of the Public Finance Management Advisor and the Citizen Engagement Advisor, and dealt with the following themes: the fight against COVID-19 and disasters through the CERT, ETD finances, development planning, and community participation.

The following findings were made:

1. COVID-19 and natural disasters

There have been delays in operationalizing the CERT in the Bukanda *Secteur*. This is due, among other things, to an insufficient understanding of the tool, which has led to a lack of will to make it work at the ETD level even though there are budget lines linked to pandemics and disasters in the *Secteur's* budget.

After an explanation of the importance of this tool, the head of *Secteur* understood the need and promised to call a meeting in the coming days to launch the Bukanda CERT. The [REDACTED] and his team showed great interest in this clarification and undertook to convene the first meeting of the CERT.

2. Community Involvement

In Bukanda community participation is well established. The participation of CSOs within the local development committee, as well as the budget committee, has been important. Collaboration with the Kafubu health zone made it possible to achieve results including the financing by the ETD of the construction of four health centers and a maternity ward. An ambulance was also purchased by the ETD and assigned to the [REDACTED].

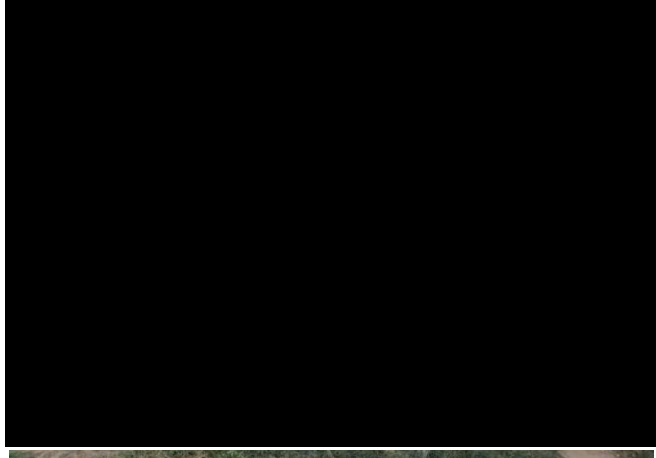
It was proposed that the Kafubu health zone should share its experience with the Kipushi health zone, which is also in the ETD of Bukanda, to revitalize the CODESAs for co-management and good accountability vis-à-vis the communities.

3. Development Planning

The alignment of the ETD's LDP with sectoral plans is a reality in the Bukanda *Secteur*. As proof, the Bukanda Annual Investment Plan integrates the projects with the Kafubu health zone's Annual Operational Plan (PAO): [REDACTED] of the projects identified in this PAO were financed by funds from the Bukanda *Secteur*.

An event to share USAID IGA's planning, participatory budgeting, and accountability process took place in Lubumbashi, Haut Katanga from August 8 - 10. Eight participants (including two women) from the provincial ministries in charge of Decentralization, Finance, and Budget took part.

The objective was to share a document outlining the mechanisms used by USAID IGA with the ministries in charge of decentralization finance and the budget, and to help them set up a support system for the adoption of these procedures by ETDs.



The meeting also finalized directives for the establishment of budget committees in the ETDs, with support from a network of public finance actors to ensure consistency between the ETD's local development plan and Provincial sectoral plans.

Afterwards, a workshop in Lubumbashi from August 11 to 13 to share USAID IGA's accounting software package and the taxpayer database with the provincial ministries in charge of the Decentralization of Finance and Budget. There were eight participants, including two women.

The workshop was conducted in two parts: (i) sharing the management and use of the accounting software package and the taxpayer database as well as the development of a system to ensure the sustainability of these achievements in the ETDs; and (ii) training in advanced Excel and the simulation of a practical case on the use of the accounting and budgetary program and the management of the taxpayer database.

Following the workshop, feedback sessions were held with the Ministries of Budget and Finance, conducted by the staff members of the Ministry of Budget and Finance who were trained at the meeting. This initiative was taken by the decentralization division to increase the size of the team which will soon be deployed in the ETDs. Indeed, the provincial division of decentralization has taken the decision to support the 44 ETDs of the province of Haut-Katanga from this month, including 10 new entities created as rural *Communes*. The authorities of these new ETDs, appointed by the territorial administrators, have not yet had any training on public finances. Support will be provided by a mixed team made up of staff from the decentralization division, the Ministry of Finance, and the Ministry of Budget.

To ensure the sustainability of the achievements of the IGA project, directives were given by the authorities of the ministries concerned for the establishment of budget committees in ETDs. The network of ETD public finance actors has been integrated into the system to adopt new methods of working and ensure sustainability of achievements at the Ministry level. These tools will support consistency between the ETD's local development plan and sectoral plans. Regarding the management software package and the database, directives have been given with the aim to establish the accounting management software package in the ETDs. In particular the creation and operationalization of a Local Service for Mobilization

and Supervision of Specific Revenues, which would take care of revenue maximization and tax census in a systematic and permanent manner.

A workshop was held at the *Commune* of Kadutu, Bukavu from August 22 - 26 to share the experiences and practices developed by the stakeholders under the IGA project. It consisted of discussion sessions concerning the fight against COVID-19 and disasters through the CERT, ETD finances, development planning, and community participation. The following were the conclusions and recommendations:

1. Community Participation

During the discussion sessions with representatives of CSOs, the budget committee, the Local Development Committee (CLD), and the [REDACTED] the following observations emerged:

- Community participation within the ETD of Kadutu is well established. The participation of CSOs and diverse community interests in consultation frameworks with the ETD demonstrates this. A culture of participatory governance has taken hold, as evidenced by the participatory budget process.
- The social responsibility bodies, CODESAs in particular, provide useful services at the level of the health areas supported by IGA; and also at the level of the Union of CODESAs due to the exchange of experiences. There is more accountability vis-à-vis the populations they represent, although this process needs to be consolidated.
- The participation of CSOs within the CLD as well as the budget committee appeared significant. Many achievements in terms of participatory budgeting are the result of exchanges between CSOs, communities, and the ETD, including sector services. This participation is sometimes made challenging by the irregularity of the meetings as well as the very little accountability of the members of the CLD and the budget committee due to the difficulties of travel within the *Chefferie* and the very limited means of the ETD.
- There is meaningful collaboration between the Kadutu health zone and the ETD, especially within the CERT.

The commune of Kadutu is one of the ETDs not receiving mining royalties but which has a good record in terms of mobilizing resources. This collaborative approach has brought an effectiveness to participatory budgeting with a strong involvement of CSOs, communities, the private sector, and sectoral services.

2. COVID-19 and Natural Disasters

The Community Emergency Response Team (CERT) in the *Commune* of Kadutu is functioning properly and all members participate in meetings and activities. Despite the *Commune's* limited means, the CERT has intervened several times in raising awareness against fires and landslides as well as against COVID-19. The CERT's work has resulted in a reduction in cases of fires, and its experience was shared with the other *Communes* of Bukavu. The *Commune* of Bagira has issued a decree establishing a similar structure.

3. Public Finance Management and Transparency

In the *Commune* of Kadutu it was noted that, in addition to the [REDACTED] This ten-person unit has contributed to improving compliance in the expenditure and revenue chains. Their recruitment was done by an independent entity. Its mission is, among other things, to:

- Contribute to the mobilization and maximization of revenue specific to the *Commune* of Kadutu.

- Fight against tax avoidance and all negative behavior by the collectors of taxes and charges due to the *Commune* of Kadutu.
- Analyze the causes of decreases and increases in revenue as the case may be, in order to allow the authority to respond appropriately.
- Issue corrective debit/credit notes as required.
- Verify receipt books and other documentation after use by collectors to establish the amounts due in relation to the amount actually collected.

4. Development Planning

Progress has been made in the development planning process. These include mastery of the process of updating the LDP and the development of the Annual Investment Plan. It was noted that meetings of the members of the Local Development Committee (CLD) are not held regularly. Recommendations were made by the facilitators to iron out these difficulties.

OBJECTIVE 3: CITIZENS DEMAND FOR ACCOUNTABLE, TRANSPARENT AND PARTICIPATORY GOVERNMENT SERVICES INCREASED

Activity 9.2: Community Scorecards for Schools and Health Centers

A community scorecard workshop was held from July 20 - 22 in the *Commune* of Bulengera, Butembo. Participating structures were the [REDACTED]. There were 35 participants, including 16 women and 7 young people. The participants were representatives of the COPA and COGES, staff and local leaders of the structures concerned, the heads of the Butembo I educational sub-division, members of CODESA, staff from the Katwa health zone, local media, and representatives of the *Commune*.

The activity aimed to: (i) strengthen the capacity of actors on the community scorecard, and clarify the responsibilities of the COPAs COGESs and CODESAs; (ii) carry out community diagnosis in the school and health center; and (iii) assist the ETD with its support to the health and education structures in the process of seeking change within the ETDs both at the community level and in the sectoral services; (iv) create a plan to implement the changes resulting from the scorecard; and (v) involve local media.

The activity was facilitated by local officials and members of civil society, in particular the [REDACTED]

[REDACTED] All these CSOs are active in Baswagha *Chefferie* and have actively participated in the scorecard activities supported by IGA throughout the project.

The *Bourgmestre* of the *Commune* chaired the opening ceremony and urged the participants to take ownership of the scorecard process, a tool that will be bequeathed by USAID IGA after its closure. The Program Officer of the Farmers' Association for Agricultural Development also spoke, pointing out that the scorecard is a diagnostic, planning, and evaluation tool for staff, the ETD, and the community. The introductory remarks were followed by trainings on the roles and responsibilities of COPAs, the standards of a quality school, the roles, and responsibilities of a CODESA led by the [REDACTED] of Butembo 2, and the Community Animator of the Katwa health zone.

COPA and CODESA support plans were produced as well as the school and health center recovery plans. To generate these documents, 6 working groups were formed (3 groups per structure: one for staff, men community members, and women community members.)

At the end of the activity, the *Bourgmestre* congratulated the speakers and local facilitators for the mastery of this tool. He committed himself to institutionalizing it in his jurisdiction as a community diagnostic instrument.

A community score card workshop was held from August 1 – 3 in the *Commune* of Vulamba, Butembo, with the [REDACTED]. There were 35 participants, including 14 women. The activity aimed to: (i) strengthen the capacity of actors on the community scorecard, particularly the COPAs, COGESs and CODESAs; (ii) carry out community diagnosis in the identified school and health center; (iii) strengthen the ETD's links with the sectoral services and the community; and (iv) put in place a plan to address the challenges.

The activity was facilitated by sector officials and members of civil society. They were the [REDACTED] of the Butembo 2 Sub-Division, C [REDACTED]. These 3 CSOs are active in the Baswagha *Chefferie* and have participated in the scorecard activities supported by IGA throughout the project.

The participants benefited from capacity building on the development of the scorecard, the roles, and responsibilities of COPAs and CODESAs, the standards of a quality school, and the roles and responsibilities of CODESA. Reports were prepared to address the challenges faced by the participating facilities.

Preparations for a similar workshop in the *Commune* of Bagira, Bukavu, scheduled for August 2 - 4, began on July 26, with a meeting held with the *Bourgmestre* and ETD staff. The objective of this session was to help staff better understand the tool and adopt it in future. [REDACTED]

There were 37 participants in the workshop, including 11 women, r [REDACTED], the ETD, and Bagira civil society. The opening ceremony was chaired by the *Bourgmestre*.

To promote local expertise, the workshop was led by facilitators from Ngweshe *Chefferie*, namely [REDACTED]

Sectoral representatives (f [REDACTED], thanked the *Bourgmestre* and IGA for having introduced this tool in the schools and health centers in Bagira, and recognized that it would contribute to the improvement of services in these structures.

On August 5 and 6, meetings were held with the SECAD (administrative secretary) and the accountant of the Kaziba *Chefferie*, to confirm the terms of reference for the community scorecard workshop to be held in Kaziba from August 16 - 18. The structures concerned were the [REDACTED]. This was followed by a meeting with the sectoral services (health zone and educational sub-division of Kaziba) on August 12 to remind them about the scorecard tool so that they take ownership of it and can better prepare for the workshop.

There were 35 participants in the workshop, including 5 women, from schools and COPAs, the health centers and CODESAs, the Primary Pool and Walungu III Sub-Division, the health zone, the ETD, and civil society.

Residents of the Kadutu *Commune*, Bukavu, namely Hyppocrate Marume from Kadutu civil society consultation framework, [REDACTED]

[REDACTED] This approach was part of the process of promoting local expertise and disengaging from the IGA project.

As a result of the workshop:

- The capacities of Kaziba participants were strengthened on the use of the community scorecard tool, the missions, and responsibilities of COPAs, COGESs, and CODESAs through the exchange of experiences with representatives from Kadutu.
- The participating facilities have been provided with recovery and support plans for their respective COPAs and CODESAs.
- The Kaziba CSOs and media have also been provided with support plans for the actions of change contained in the recovery plans.

The authorities of the *Chefferie* of Kaziba and those of the sectoral services [REDACTED] confirmed that this tool will help to improve the services within the schools and health centers in Kaziba. At the closing ceremony, the Administrative Secretary plead with the Chief to extend the community scorecard tool to all schools and health centers in Kaziba.

INTEGRATION OF CROSSCUTTING ISSUES AND USAID FORWARD PRIORITIES

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Women and Youth

Since field activities have been limited during the quarter, there have been no specific programs aimed at strengthening the role of women and youth.

However, at the community scorecard workshop held from July 20 - 22 in the *Commune* of Bulengera, Butembo, out of the 35 participants, 16 were women and seven were young people attended. Participating structures were the [REDACTED] the activity was facilitated by local officials and members of civil society, one of which was the youth supervisor of the CSO [REDACTED]

In terms of strengthening the role of youth, USAID IGA met with Zahabu Safi, a project that aims to promote the local economy through youth entrepreneurship and public-private partnership within ETDs. IGA supported ETDs will have access to this financing mechanism based on the criteria of good governance, including the preparation of a local development plan and the participatory budget. More detail concerning the Zahabu Safi project is detailed under the section headed *Integration and Collaboration*.

Women's Participation

At 32% compared to the previous quarter's 27%, the percentage of women participating in activities during the quarter was a little higher than the last. Lualaba continues to be the worst performer in this respect.

	Total Participants	Women	%
Haut Katanga	26	7	27%
Lualaba	6	0	0%
Nord Kivu	108	40	37%
Sud Kivu	148	44	30%
Grand Total	288	91	32%

	Total Participants	Women	%
ETD Development	223	71	32%
Citizen engagement	65	20	31%
Grand Total	288	91	32%

YOUTH ENGAGEMENT

At 35% compared to 19% in the previous quarter, youth participation has significantly increased. Lualaba continues to be the province with low (and in this quarter zero) participation of young people. Youth participation was highest in citizen engagement activities with 62% of the participants being youth.

	Total Participants	Youth	%
Haut Katanga	26	2	8%
Lualaba	6	0	0%
Nord Kivu	108	40	37%
Sud Kivu	148	58	39%
Grand Total	288	100	35%

	Total Participants	Youth	%
ETD Development	223	18	8%
Citizen engagement	65	40	62%
Grand Total	288	58	20%

LOCAL CAPACITY DEVELOPMENT

Local capacity development has taken place in three forms: knowledge transfer and training, local expert facilitation and the development of local skills in technical assistance and training, and the strengthening of community involvement in local facility management.

Knowledge Transfer and Training

As a result of the support provided by USAID IGA to increase transparency in the public finances of ETDs, the Commune of Kadutu, Bukavu created a "Corps of auditors on taxes and duties due to the *Commune*

of Kadutu" in January 2022. During the quarter the impact of this initiative was reflected in an 44% increase in average weekly revenue.

In 2019 Wanianga Secteur established a Project Management and Public Procurement Unit following a training workshop held by USAID IGA, in April it had published offers for the construction of four primary schools. The contracts have since been signed and the works are in progress except for the [REDACTED] where the works will start shortly.

A workshop to share stakeholders' achievements and constraints under USAID IGA was held from July 25 - 29, in the Bayeke *Chefferie*, Lualaba Province. Topics included the fight against COVID-19 and disasters through the CERT, ETD finances, development planning, and community participation

A similar workshop to consolidate the experiences of the IGA project was held in the *Secteur* of Bukanda, Haut Katanga from August 2 – 6 and the *Commune* of Kadutu, Bukavu from August 22 - 26 to share the experiences and practices developed by the stakeholders under the IGA project. It consisted of discussion sessions concerning COVID-19 and disasters response through the CERT, ETD finances, development planning, and community participation.

Local Expert Facilitation

Workshops for the development of LDPs sensitive to gender, and strategies to mobilize revenues for the financing of their development plans were held in the *Chefferies* of Bamate and Batangi, Lubero Territory, Nord Kivu were held from June 26 – 29 and July 1 – 4. The workshops were facilitated by [REDACTED] who developed his facilitation skills thanks to his experience with USAID IGA.

On August 8, the *Bourgmestre* of the *Commune* of Ibanda, Bukavu, met with the focal point of the IGA project to request that he works with those who had participated in the workshop for the exchange of experience with the *Commune* of Kadutu to draft the legal text to establish a CERT in Ibanda.

The community scorecard workshop in the *Commune* of Bagira, Bukavu on August 2 - 4, was led [REDACTED]

At the community scorecard workshop held in Kaziba from August 16 – 18 with the [REDACTED] These were Hyppocrate Marume from Kadutu Civil Society Consultation Framework, Joyceline Ntululo from the Maendeleo/Cimpunda Health Area Development Committee (PRECODESA Maendeleo/Cimpunda) and Baguma Masirika, director of the Nyakaliba primary school. This approach was part of the process of promoting local expertise while disengaging from the IGA project.

Strengthening community involvement in local facility management

A community scorecard workshop was held from August 1 – 3 in the *Commune* of Vulamba, Butembo, where participants benefited from capacity building on the tool, the roles and responsibilities of COPAs, the standards of a quality school, and the roles and responsibilities of the CODESA. Reports were prepared to address the challenges faced by the participating facilities.

Preparations for a similar workshop in the *Commune* of Bagira, Bukavu, scheduled for August 2 - 4, began on July 26, with a meeting held with the *Bourgmestre* and ETD staff. The objective of this session was to

help staff better understand the tool and adopt it in future. To promote local expertise, the workshop was led by facilitators from Ngweshe *Chefferie*, was made up of three people.

The opening ceremony was chaired by the [REDACTED]. During this launch, sectoral representatives (from [REDACTED]), thanked the [REDACTED] and IGA for having introduced this tool in schools and health centers in Bagira, and recognized that it would contribute to the improvement of services in these structures.

As noted above, a community scorecard workshop was held in Kaziba from August 16 - 18. The authorities of the *Chefferie* of Kaziba and those of the sectoral services (Delegates of the Sub-Division, the Primary Pool and the Kaziba health zone), confirmed that this tool will help to improve the services within the schools and health centers in Kaziba.

INTEGRATION AND COLLABORATION

Meeting of the Inter-Donor Group on Public Finances

On July 1, the Inter-Donor Group on Public Finances met to discuss different methodologies and tools to support public finance management at ETD level to propose a common approach. During this meeting, which was chaired by Agathe Tshimpanga from USAID, three approaches were shared:

1. Joint UNDP-UNCDF Support Project for Decentralization, Gender, and Transparency (PADGT) 2021 – 2024;
2. USAID IGA; and
3. Project for the Good Management of Subnational Revenues from the Mining Sector of the DRC (ProGERIM) financed by the German Cooperation (GIZ).

The following was agreed:

- IGA will share the list of ETDs it supports and the best examples of ETDs in terms of transparent management and mobilization of own resources;
- The PICAL tool will be shared with COREF with the aim of harmonizing the tools for the institutional diagnosis of ETD public finances;
- A meeting will be held in September between the Inter-Donor group on Finances and the Permanent Framework for Consultation on Financial Decentralization to share the conclusions of this meeting.

It was agreed that the agenda of the next meeting between the Permanent Consultative Framework on Financial Decentralization with the Inter-Donor group on public finances, held in September 2022, included:

- Harmonization of public finance institutional diagnostic tools in ETDs.
- A harmonized diagram on the process of planning, participatory budgeting, project management and budget execution in ETDs.
- Definition of a harmonized tool for a computerized accounting management application in ETDs.

Meeting between the USAID IGA and the anti-corruption project team implemented by the NGO Accountability Lab DRC

On the sidelines of the taxpayer identification operation in the [REDACTED] and the Consultant-Expert on tax investigation had a working session on July 12 to exchange experiences with the Accountability Lab DRC anti-corruption.

Based on its mission to (i) fight corruption and other negative practices; (ii) and find solutions to the bottlenecks that hinder local development, the anti-corruption project of Accountability Lab DRC and the IGA project agreed:

- Taxpayer identification and accounting computerization activities constitute the best solution for improving the management of public finances in the ETDs because they make it possible to measure their tax potential, properly organize the collection of taxes, enhance transparency, and facilitate the accountability of local authorities to their citizens.
- The Accountability Lab can benefit from IGA's technical support so that it may take charge of setting up a taxpayer database and improve budgetary management in the other *Communes* of Bukavu.
- To forge partnerships with other networks in public finance and extend its interventions to other provinces of the DRC, it was proposed that the Accountability Lab DRC set up a system to monitor tax evasion and publish related statistics.

Following the meeting held on July 12, a working session took place on August 25 between the said project and the Citizen Engagement Advisor. The discussion underlined the connections between the projects and the potential to increase the impact within the framework of participatory governance. The ideas for building on the achievements of IGA, given the end of its implementation cycle, were:

Promoting collaboration between citizens and authorities

- Approach: Civic Action Teams

Strengthening governance capacity at ETD level

- Participatory budget (development, implementation, monitoring, and evaluation)
- Transparency and fiscal accountability
- Access to information (on ETD governance system)
- Training and technical support.

Support to ETDs for the effective mobilization of resources

- Building on local resources and taxes
- Technical support in financial and accounting management
- Awareness for the payment of taxes
- Popularization of tax laws and edicts

Commitment, advocacy and campaign

- Political commitment for the effectiveness of retrocession and financial decentralization
- Citizen engagement by involving more youth to lobby for tax transparency and accountability
 - Accountability Incubator (for young people)
 - Cinema for Accountability (for young people)
 - The Voice2Rep (for young people)

Encouragement by recognizing and celebrating good behavior of public servants who act with honesty and integrity in the performance of their duties.

The Accountability Lab DRC took part in the closing conference of the IGA project held on September 7.

Meeting between the DCOP and the COP of the Zahabu Safi (Clean Gold) project and the country director of Global Communities in the DRC

On August 3 [REDACTED] of the USAID Zahabu Safi Project, a five-year project (2018-2023) that aims to promote responsible supply chains for artisanal mining, and the supply of conflict-free gold from eastern DRC. It is implemented by Global Communities, an American

NGO created in 1952, in consortium with Levin Sources, a British social enterprise. The project operates in Sud Kivu, Nord Kivu, Maniema, Ituri and Haut Uele. It has three objectives: (i) Increase demand and co-investment in artisanal gold from Eastern DRC; (ii) increase the volume of gold exports from artisanal mining in eastern DRC; and (iii) promote the commercial viability of artisanal mining cooperatives.

The following points of synergy were identified:

- **Strengthening governance in the mining sector**
USAID's IGA and Zahabu Safi projects are both working to improve governance and traceability in the mining sector, which today remains plagued by corruption, fraud, and smuggling. It will be important to support the National Commission for the Fight Against Mining Fraud (CNLFM) and ensure a link between this commission and the EITI (Extractive Industries Transparency Initiative) with which IGA works.
- **Support for traceability, the fight against mining fraud**
Global Communities supports the ITOA (Artisanal Gold Traceability Initiative) process which ensures the traceability of artisanal and small-scale gold from production (at the pit level) to its marketing. IGA has worked with the EITI to develop and disseminate tools for managing ETD mining royalties to better ensure the traceability of the use of these funds. The EITI is also interested in artisanal mining. Building on these experiences will reduce mining fraud within the ETDs so that they benefit equitably from the royalties to ensure their own development. In addition, the Excel ETD financial management program developed by IGA can support traceability and thereby fight against mining fraud and smuggling.
- **Promoting the local economy through youth entrepreneurship and public-private partnership within ETDs**
Due to the partnership between [REDACTED], the ETDs supported by IGA could have access to a financing mechanism based on the criteria of good governance. While waiting for royalty payments to be made by mining companies, ETDs can access the capital they need to accelerate the implementation of projects contained in their local development plan. The involvement of the ETD in the process ensures sustainability and supports the initiatives of young entrepreneurs who wish to invest in the mining sector, and to access the financing mechanism set up by the Zahabu Safi Project.

The IGA Closing Conference

A closing conference was held on September 7 to share the achievements of the USAID IGA project and allow those present to learn about methodologies that they could use in their own programs. It took place in Kinshasa, with 26 participants (online and in person) from the following structures: E [REDACTED]

[REDACTED] Also taking part in this conference were the Head of the USAID Governance office, the COR, and a Project Team Director from DAI.

Themes covered included:

- Development financing
- Management and transparency in the public finances of ETDs, health centers and schools
- Management and transparency in the use of ETD mining royalties
- Citizen engagement process
- Participatory planning and budgeting process.
- Gender reforms
- Embedding sustainability in project implementation

In her closing remarks, the USAID COR said she plans to work with COREF so that, together with the public institutions in charge of financial decentralization, they will adopt USAID IGA's financial

management program at the national level. She also noted that COREF will include the Local Development Plan and USAID IGA's ETD taxpayer database program in its forthcoming strategy. The next meeting of COREF and the Inter-donor Group on public finances is expected to address this issue.

The transfer of IGA's methods in the health and education sectors to provincial and national public institutions and to ongoing sectoral projects is a priority for the COR, and community diagnosis through scorecards, community mapping, and similar tools will constitute key elements in structuring civil society at local, provincial, and national level.

SUSTAINABILITY

An event to share USAID IGA's planning, participatory budgeting, and accountability process with Provincial Ministries in charge of the Decentralization of Finance and Budget took place in Lubumbashi, Haut Katanga from August 8 – 10. In addition, it aimed to help them set up a support system for the ETD adoption of these procedures. The meeting finalized directives for the establishment of budget committees in the ETDs, with support from the network of public finance actors to ensure alignment between the ETD's local development plan and Provincial sectoral plans. To ensure the sustainability of the achievements of the IGA project, directives were given by the authorities of the ministries concerned for the establishment of budget committees in ETDs. The network of ETD public finance actors has been integrated into the system to adopt new methods of working, and ensure sustainability of achievements at the Ministry level.

This was followed by a workshop in Lubumbashi from August 11 - 13 with the same provincial ministries to share USAID IGA's accounting software package and the taxpayer database. The workshop was conducted in two parts: (i) sharing the management and use of the accounting software package and the taxpayer database, as well as the development of a system to ensure the sustainability of these achievements in the ETDs; and (ii) training in advanced Excel and the simulation of a practical case on the use of the accounting and budgetary program, and the management of the taxpayer database.

Directives have been given to establish the accounting management software package and tax census in a systematic and permanent manner in the ETDs, specifically the creation and operationalization of a local capacity to maximize revenues received. The provincial division of decentralization has taken the decision to support all 44 ETDs of the province of Haut-Katanga. They will be trained and given technical assistance by staff who attended the above workshop; a mixed team made up of staff from the Decentralization Division, the Ministry of Finance and the Ministry of Budget. The ETDs to be trained include 10 new rural *Communes* that have not yet had any training on public finances.

Following the workshop, training sessions were conducted by the staff members who had attended the above workshop members from the Ministries of Budget and Finance. The Decentralization Division undertook this initiative to increase the size of the team which will soon be deployed in the ETDs.

From June 16 – 17, a workshop was held to share the *Commune* of Kadutu's experience in operating its CERT with the *Communes* of Bagira and Ibanda in Bukavu, following which they have both took steps to adopt the same approach. The support of the IGA project in setting up CERTs has created a structured and coordinated framework for local authorities who—through the involvement of sectoral services, humanitarian organizations, and the contribution community in the operational response—increases their capacity to respond to natural disasters and epidemics. The authorities of the three *Communes* plan to meet with the city of Bukavu to make this tool consistent at the local level.

At the opening of the community scorecard workshop held from July 20 - 22 in the *Commune* of Bulengera, Butembo, the *Bourgmestre* urged the participants to take ownership of the score card process, a tool that will be bequeathed by USAID IGA after its closure. The Program Officer of the Farmers' Association for Agricultural Development also spoke, pointing out that the scorecard is a diagnostic, planning, and evaluation tool for staff, the ETD, and the community. At the end of the activity, the [REDACTED] committed himself to institutionalizing it in his jurisdiction as a community diagnostic tool.

ENVIRONMENTAL COMPLIANCE

No activities have been undertaken that have any environmental impact.

MANAGEMENT AND ADMINISTRATIVE ISSUES

During this year, the following deliverables were submitted:

Table 3: Summary of 2022 Deliverables

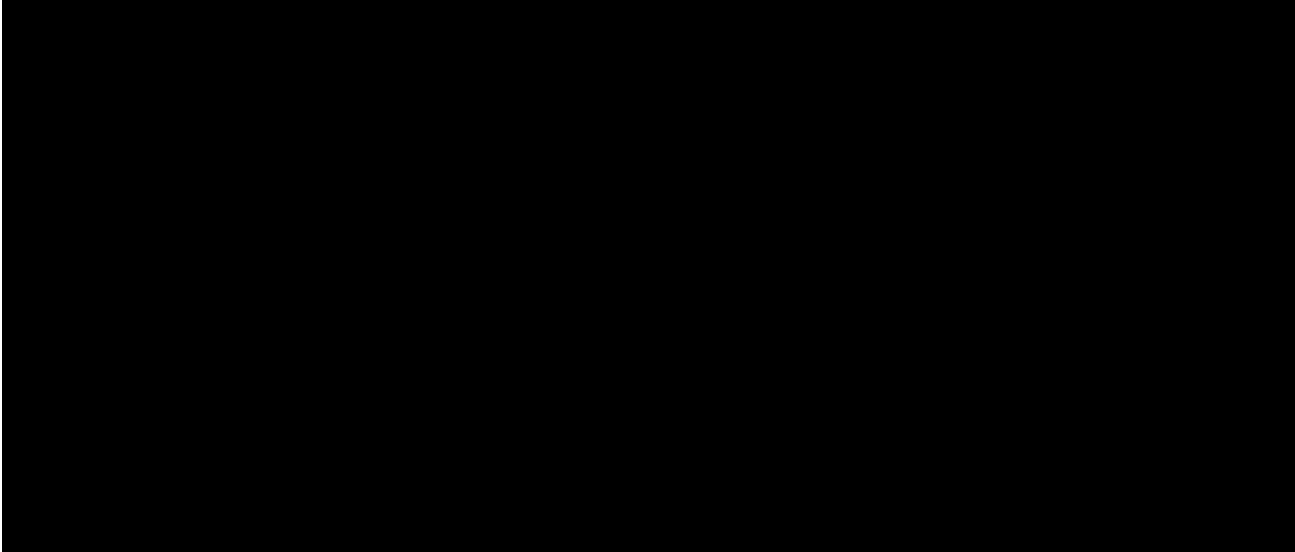
DELIVERABLE NAME	SUBMISSION DATE	STATUS
FY21 Q4 Quarterly Progress Report (included as part of Year 5 Annual Report)	29 October 2021	Approved
Communications & Outreach Messages FY21 Q4 (included as part of Year 5 Annual Report)	29 October 2021	Approved
Technical Materials (included as part of Year 5 Annual Report)	29 October 2021	Approved
Indicator Tracking Sheet FY21 Q4 (included as part of Year 5 Annual Report)	29 October 2021	Approved
Financial Reports FY21 Q4 (included as part of Year 5 Annual Report)	29 October 2021	Approved
FY 2022 Q1 Report	28 January 2022	Approved
FY 2022 Q2 Report	29 April 2022	Approved
FY 2022 Q3 Report	29 July 2022	Approved
Close-Out and Demobilization Plan – Phase II	8 July 2022	Submitted
Provincial Office Disposition Plan – Bukavu, Lubumbashi, Butembo	1 March 2022	Approved

STAFFING AND OPERATIONS

[REDACTED]

[REDACTED]

[REDACTED]



MONITORING, EVALUATION, AND LEARNING

Principal activities this quarter were:

- Finalizing the analysis of the perception surveys
- Continued data quality assurance reviews
- Analysis of all project data
- Archiving of data and documents before project closure
- M&E staff training on USAID’s new platform: Development Information Solution (DIS)
- Data reporting in DIS
- Continued assembling of project information and documentation from the beginning of the project, including archives from provincial offices, in anticipation of project closure and final reports

During the quarter, the M&E team focused on data quality control, data analysis of all indicators, and archiving. The M&E Staff of the project also received the capacity building on the DIS platform and managed to transfer the data from fiscal year 2022 into the DIS platform.

CHALLENGE	SOLUTION IDENTIFIED	SOLUTION IMPLEMENTED
ETDs unprepared for the consequences of epidemics and natural disasters	Establish Community Emergency Response Teams	CERT teams established in six pilot ETDs, and other ETDs copying
Widespread ignorance regarding Covid 19 and vaccination	Make grants to CSOs to disseminate information	Covid 19 educational campaigns were led by three CSOs. For example, in Likasi 8,755 households served by the Simba and Kupulaka health centers, with a total of 42,713 people and 600 people involved through school visits. 28 village in Kabare and Ngweshe contacted. 360 people attended sessions in schools. In Likasi 12 schools were visited with a target total of 600 people.
Provincial offices closing during the year	Use short term consultants to manage activities	Activities continued to be implemented, supported by consultants and Kinshasa staff

DISCUSSION OF SELECTED INDICATORS

INDICATOR I: NUMBER OF LOCAL ORGANIZATIONS THAT RECEIVED USAID ASSISTANCE

There were 114 different organizations that received official assistance² from the project with 288 participants. The breakdown by province was:

Province	# activities	# participants
Haut Katanga	3	26
Lualaba	1	6
Nord Kivu	3	108
Sud Kivu	6	148
Grand Total	13	288

INDICATOR 4: NUMBER OF TRAINEE DAYS DELIVERED TO SUPPORTED STRUCTURES

During the quarter there was one training sessions with a total of 21 participants and 42 training days.

	# of Trainings	# of Participants	Total Training Days
Sud Kivu	2	21	42
<i>ETD Development</i>	2	21	42
Grand Total	1	21	42

INDICATOR 8: AVERAGE PERCENTAGE OF CIVIL SOCIETY MEMBERS PARTICIPATING IN THE PLANNING AND BUDGETING PROCESSES

Anecdotal evidence in the field supports the thesis that a large number of civil society members do in fact participate in the ETD budgeting and planning process. Obtaining tangible evidence demonstrating the proportion exactly, however, has proven to be difficult. Originally, the project looked at the budget committee to try to determine what percentage of civil society was participating in the budget and planning process. It was discovered that this was not providing a true picture of civil society participation. Many ETDs only have 2 or 3 representatives of civil society on the committee, but many more are consulted in earlier stages of the process.

It was also noted that the systems for soliciting civil society’s opinion in the budgeting process isn’t uniform across provinces (or even between ETDs within a province). To take the example of Sud Kivu, and

² The definition of assistance here follows that of the corresponding official USG F-indicator

according to field staff, some of their ETDs will first have local meetings (in the various neighborhoods), then a general assembly to bring together representatives from all the neighborhoods and service sectors to discuss what should be included in the budget/planning and, finally this information is transmitted to the budget committee. The representatives from civil society are in the budget committees to ensure that the requests made by the communities at the various levels are considered.

This process isn't necessarily the same everywhere. In fact, some ETDs seem to go straight from small, local meetings to the budget committee.

It seems fair to conclude that civil society participation is high, probably greater than 50% in most ETDs if the local level is included. After discussion with field staff, it is clear that in almost all cases these processes are poorly documented, with actual participant lists being rare or non-existent³.

INDICATOR 13: PERCENTAGE OF SURVEYED CITIZENS DEMONSTRATING A BASIC LEVEL OF AWARENESS OF SERVICE DELIVERY STANDARDS FOR HEALTH AND EDUCATION SERVICES, AND THE ROLE OF THEIR COMMUNITY CO-MANAGEMENT/OVERSIGHT STRUCTURES

See the section on the perception survey.

INDICATOR 18: PERCENTAGE OF SURVEY RESPONDENTS THAT RANK THE PERFORMANCE OF THEIR LOCAL CO-MANAGEMENT/OVERSIGHT STRUCTURE AS A THREE OR HIGHER ON A FIVE-POINT SCALE

See the section on the perception survey.

INDICATOR 19: NUMBER OF COMMUNITY SCORECARDS COMPLETED

The LOP achievement has been adjusted and is now at 86%.

Adjustments to the total include the health facilities that did scorecards during the NORC study before the second set of ETDs were selected. At the time of the study, it was not known which participating ETDs would be retained. Subsequently, the ETDs of Bukanda, Basanga and Lufira in Haut Katanga were chosen to participate in the second phase of the project as well as Kaziba, Buhavu and Burhinyi from South Kivu. As these scorecards were done prior to ETD selection, they were not registered earlier towards this indicator. Consequently, the LOP number of scorecards was adjusted to reflect those facilities which did the two generations of scorecards during NORC and were in the newly retained ETDs⁴.

In addition, during the organization and verification of LOP documentation, it was discovered that some scopes of work for scorecards [REDACTED] had been inaccurately labeled and were not taken into consideration in previous reporting periods. Again, the total number of scorecards was adjusted to reflect this.

³ Except for the budget committee

⁴ Those NORC facilities that are located in ETDs not retained amongst the 40 assisted by IGA were not considered.

The consequence is that the LOP achievements for this indicator now better reflect the work accomplished and are also more in line with the targets.

INDICATOR 20: NUMBER OF SUPPORTED ETDS SHOWING IMPROVEMENT IN THE LEVEL OF SATISFACTION OF RESIDENTS WITH QUALITY OF LOCAL SERVICES

INDICATOR 21: NUMBER OF SUPPORTED ETDS WHERE THE LEVEL OF PUBLIC TRUST OF THE LOCAL GOVERNMENT HAS INCREASED OVER THE PAST YEAR

See next section on the perception survey for these two indicators.

INDICATOR 22: NUMBER OF INSPECTIONS/AUDITS CONDUCTED

Although new audits were not initially planned for this year, the project did in fact assist with six school audits with the local inspectors in the Butembo area.

INDICATOR 25: NUMBER OF NEW PUBLIC-PRIVATE PARTNERSHIPS (PPPS) FORMED

Although two PPPs have been prepared in Kolwezi, Lualaba, with all appropriate documents and included in the ETD's planning process, they have not yet been awarded or signed with a contractor. Therefore though they are ready, they cannot yet be counted towards this indicator as it does not align with the criteria given in the PIRS⁵.

INDICATOR 26: NUMBER OF LAWS, POLICIES OR REGULATORY FRAMEWORKS FORMALLY PROPOSED, ADOPTED, IMPLEMENTED OR IMPROVED AS A RESULT OF USG ASSISTANCE

The LOP achievement has been largely surpassed: 22 implemented compared to a target of 5.

This is due to the target initially being set with the idea that it would mostly count laws to be proposed and/or enacted, with the assumption that there would not be many. However, careful consideration of the F-indicator criteria, on which this PIRS is based, notes that documented and official policies can also be counted. Therefore, all the official ETD memoranda establishing the participation of civil society in the planning and/or budgeting process are also eligible.

As this target was already significantly exceeded at the end of last year, no new targets for this year were set. Thus far two new ones have been registered and there likely will be more.

EITI INDICATORS

These indicators are for selected ETDs receiving mining royalties, specifically Bayeke in Haut Katanga, Kibali and Logo-Ogambi in Haut Uele:

⁵ The PIRS criteria are based on the USG F-indicators

Indicator	Type	FY22 Result Total	FY22 Result Women	FY22 Target
Strengthened capacity of ETDs to conduct transparent and accountable PFM (planning, budgeting, financial management and monitoring and audit)	persons	120	24	150
% of mining revenues that are used to improve public service delivery at the local level.	percent	46% ⁶		75%
Strengthened capacity of civil society organizations (CSOs) to actively engage in participatory and multi-sectoral planning, budgeting, and review processes.	persons	1	0	40
(DR.4-1) number of USG-supported activities designed to promote or strengthen the civic participation of women ⁷	activities	0	0	3

PERCEPTION SURVEY

Lot Quality Assessment Sampling (LQAS) was used for the perception surveys. An advantage of this methodology is that the sample size is large enough to provide statistically significant data yet still small enough to make it more affordable and manageable in the field.

The original concept was to do two rounds in all, or most, of the assisted ETDs. Various issues delayed the beginning of the work,⁸ and initial training only began in January of 2021. Ideally, sample sites should have at least two surveys – one earlier and another later in the project. However, due to the delays and subsequent budget issues, the survey plan was modified.

All original ETDs were included in the first round in March and April 2021. This included five ETDs in Kasai Central, four ETDs in Kasai Oriental, one in Lualaba, two in Haut Katanga, and three in Sud Kivu for a total of 15 ETDs all from Phase I of the project.

As the Butembo office had not been open long at this time, the survey in Nord Kivu was delayed until November and December 2021. By this time, the decision had been made to reduce the number of ETDs in the study from Phase II of the project. Three were chosen of the five potential sites in Butembo.

The last series of surveys were conducted in March of this year. Three new ETDs were added from Sud Kivu, two from Haut Katanga and one from Lualaba. In addition, a second follow-up survey was done in

⁶ The definition of “improve public service delivery at the local level” is subject to different interpretations. The figure quoted uses the narrowest of interpretations – the percentage allocated to infrastructure projects. However, the majority of funds improve the ETD’s performance in a general sense.

⁸ COVID and identifying a French speaking consultant to lead the training, amongst other issues.

the three original ETDs of Sud Kivu, two from Haut Katanga, and one from Lualaba. Since the Kasai offices closed in June 2021, it was not possible to do a second round in those nine ETDs.

Almost all the original enumerators from Round I were available. Twelve were chosen per province, including reserves. It was fortunate that the project was able to use the same enumerators and it was hoped to enhance the consistency of the data collection. This proved to be the case and the surveys were implemented much more efficiently in this second round. The surveys were supervised by two MEL staff – one for Sud Kivu and one for Haut Katanga and Lualaba.

In each ETD, the coverage areas of the structures supported by the project (two health centers and two schools) constituted the target areas for data collection, called supervision zones in LQAS terminology. Thus, there were 4 supervision zones in each ETD: 2 health areas and 2 school areas. In each supervision zone, 24 households were visited. In total, 1,128 heads of households or their representatives were questioned on their perception of the services offered by the structures supported by the project and by the ETD, the functioning of the community co-management structures, and their level of confidence in local government.

Four indicators have been calculated using data from these surveys:

- 13: Percentage of surveyed citizens demonstrating a basic level of awareness of service delivery standards for health and education services, and the role of their community co-management/oversight structures.
- 18: Percentage of survey respondents that rank the performance of their local co-management/oversight structure as a three or higher on a five-point scale.
- 20: Number of supported ETDs showing improvement in the level of satisfaction of residents with quality of local services.
- 21: Number of supported ETDs where the level of public trust of the local government has increased over the past year.

Note it was discovered during this round that the supervision of the survey in Lualaba was not at the same level as the others and strict methodology protocol was not always respected. So, the data from Manika, first round, is somewhat questionable as to its accuracy. Manika Round I results should therefore be interpreted with caution.

Note as well that six ETDs here are from the original Phase I of the project and that this is the second data collection for these ETDs, they are as follows:

Province	Phase I / Round 2	Phase II / Round I
Haut Katanga	Katuba	Bukanda
	Likasi	Lufira
Lualaba	Manika	Bayeke
Sud Kivu	Kabare	Kaziba
	Kadutu	Bagira
	Ngweshe	Luhwindja

For convenience, this report will refer to them as Phase I or II when considering them as a group.

INDICATOR 13: PERCENTAGE OF SURVEYED CITIZENS DEMONSTRATING A BASIC LEVEL OF AWARENESS OF SERVICE DELIVERY STANDARDS FOR HEALTH AND

EDUCATION SERVICES, AND THE ROLE OF THEIR COMMUNITY CO-MANAGEMENT/ OVERSIGHT STRUCTURES

This indicator is derived from the perception survey and the target is an increase of 20% over the baseline. This was a novel indicator, with the original idea to combine people’s knowledge about school and health center quality criteria as well as the functions of COPAs. Combining these diverse factors proved to be cumbersome and so they will be treated separately here.

Each household head was asked:

What in your opinion:

1. Are the factors that constitute a quality school?
2. Are the factors that constitute a quality health center?
3. Are the functions of a COPA (local parent committee)?
4. Are the functions of a CODESA (local health committee)?

These factors and functions were derived from standards provide by the ministries of education and health. Note that for the latter two questions, they were first asked if they knew what a COPA or a CODESA was, and if so, did they know theirs. If they did not, they were not asked questions 3 and 4.

As noted in the previous quarterly report, Lot Quality Assessment Sampling (LQAS) was used in the development of the perception surveys. Two surveys were conducted; all original ETDs were included in the first round in March and April 2021. This included five ETDs in Kasai Central, four ETDs in Kasai Oriental, one in Lualaba, two in Haut Katanga, and three in Sud Kivu—making a total of 15 ETDs, all from Phase I of the project.

The last surveys were conducted in March 2022; three new ETDs were added from Sud Kivu, two from Haut Katanga, and one from Lualaba. In addition, a second follow-up survey was done in the three original ETDs of Sud Kivu, two from Haut Katanga, and one from Lualaba. Since the Kasai offices closed in June 2021, it was not possible to do a second round in those nine ETDs.

This analysis covers all ETDs that benefited from the two surveys to compare baselines with current data: South Kivu (Kadutu, Kabare, Ngweshe); Haut Katanga (Katuba, Likasi); and Lualaba (Manika, Kolwezi).

In total, 288 heads of households or their representatives in each survey were questioned on their knowledge of the factors contributing to a quality school and the functions of their COPA. Another 288 heads of households or their representatives, in each survey, were questioned on their knowledge of the factors contributing to a quality health center and the functions of their CODESA⁹.

I. Characteristics of a Quality School

Comparing the two surveys, these are the average number of characteristics known by the households in these schools with additional average by ETD and province.

⁹ 288 HH from March 2021 and another 288 from March 2022. Although 288 HH were questioned, specific totals could be less due to non-responses.

Average # of characteristics known by household head		
	Survey	
Prov/ETD/School	1	2
Haut Katanga	1.6	1.5
Katuba	1.7	1.7
Du Shaba	2.0	1.7
Katuba Ier	1.5	1.8
Likasi	1.6	1.3
Maendeleo I	1.8	1.5
Mapinduzi 4	1.3	1.2
Lualaba	1.9	1.6
Manika	1.9	1.6
Kamanyola	1.8	1.6
Manika I	2.0	1.7
Sud Kivu	1.6	2.7
Kabare	1.6	2.7
Mubanda	1.6	2.8
Mulengeza 2	1.6	2.6
Kadutu	1.6	2.6
Nyakaliba	1.7	2.7
Nyamugo	1.5	2.6
Ngweshe	1.6	2.7
Lubala	1.6	2.7

Walungu2	1.6	2.7
Mean	1.7	2.1

The indicator target is a 20% increase over the baseline. As can be noted, the average number of characteristics of a quality school known by a head of household was 1.7 in 2021 and 2.1 in 2022, an **increase of 24%** surpassing the LOP target.

The characteristics identified by the respondents were:

Prov/ETD	Accessible to all students without discrimination	Collaboration with the COPA	Transparent financial management	Providing quality education	Takes gender into account
Haut Katanga	7		5	88	
Katuba	3		2	43	
Likasi	4		3	45	
Lualaba	2	1	2	44	
Manika	2	1	2	44	
Sud Kivu	81	14	1	138	1
Kabare	30	4		46	
Kadutu	29	4	1	45	
Ngweshe	22	6		47	1
Grand Total	90	15	8	270	1

2. Characteristics of a quality health center

Comparing the two surveys, these are the average number of characteristics known by the households for health centers, with additional averages by ETD and province.

Average # of characteristics known by head of household
Survey

ETD	1	2
Haut Katanga	2.3	2.6
Katuba	2.3	2.7
Bukama	2.3	2.5
Niche	2.3	2.8
Likasi	2.4	2.5
Kupuluka	2.1	2.3
Simba	2.6	2.8
Lualaba	2.5	2.0
Manika	2.5	2.0
Kasulu	2.5	2.1
Manika	2.5	2.0
Sud Kivu	2.4	3.4
Kabare	2.6	3.5
Bugobe	2.7	3.4
Ludaha	2.6	3.7
Kadutu	2.4	3.1
Maendeleo	2.3	3.8
Nyamugo	2.5	2.3
Ngweshe	2.2	3.5
Lurhala	2.0	3.5
Nyandja	2.4	3.6
Mean	2.4	2.9

The target is a 20% increase over the baseline. The average number of characteristics of a quality health center known by a head of household was 2.4 in 2021 and 2.9 in 2022, which is an **increase of 21%**.

The distribution of known characteristics is more diverse in health centers than schools. Unsurprisingly, quality of health care and buildings top the list at 238 and 197 respectively. But accessibility and a good reception are also important at 117 and 145. Curiously, no one cited transparent financial management.

Prov/ETD	Accessibility (hours, affordability)	Good patient reception	Collabora- tion with CODESA	Transparent financial management	Good buildings	Medical supplies	Supplies of medicines	Adequate health care
Haut Katanga								
Katuba	12	29			23	11	12	41
Likasi	11	31			24	7	10	39
Lualaba								
Manika	7	18			27	7	3	36
Sud Kivu								
Kabare	36	27	2		41	8	18	38
Kadutu	24	20	3		38	11	7	44
Ngweshe	27	20	4		44	15	19	40
Grand Total	117	145	9		197	59	69	238

3. Functionality of COPAs (Parent committee)

Comparing the two surveys, these are the average number of functions known by the households (HH) for schools, with additional averages by ETD and province.

Average # of functions known by head of household		
	Survey	
Prov/ETD/School	1	2
Haut Katanga	1.5	1.3
Katuba	1.6	1.3

Du Shaba	1.8	1.3
Katuba I	1.3	1.3
Likasi	1.4	1.4
Maendeleo I	1.4	1.4
Mapinduzi 4	1.3	1.3
Lualaba	1.6	1.1
Manika	1.6	1.1
Kamanyola	1.7	1.1
Manika	1.6	1.1
Sud Kivu	1.3	2.1
Kabare	1.4	2.2
Mubanda	1.5	2.4
Mulengeza 2	1.4	2.0
Kadutu	1.2	2.0
Nyakaliba	1.2	2.0
Nyamugo	1.2	2.0
Ngweshe	1.3	2.1
Lubala	1.3	2.3
Walungu	1.3	1.9
Mean	1.4	1.8

The target is a 20% increase over the baseline. As can be noted, the average number of functions of a quality school known by a head of household was 1.4 in 2021 and 1.8 in 2022, which is an **increase of 29%**.

of household heads who know their COPA

	Survey	
Prov/ETD	1	2
Haut Katanga	17	10
Katuba	12	4
Likasi	5	6
Lualaba	20	12
Manika	20	12
Sud Kivu	15	85
Kabare	8	30
Kadutu	4	28
Ngweshe	3	27
Grand Total	52	107

Unsurprisingly, 93% of respondents knew that representation is one of the functions of the COPA; accountability was about half.

4. Functionality of CODESAs (Local health committee)

Comparing the two surveys, these are the average number of functions known by the households (HH) for HCs, with additional averages by ETD and province.

Average # of Functions known by household heads		
	Survey	
Prov/ETD/HC	1	2
Haut Katanga	1.2	1.2
Katuba	1.3	1.1
Bukama	1.3	1.2
Niche		1.0

Likasi	1.2	1.2
Kupuluka	1.0	1.1
Simba	1.3	1.3
Lualaba		1.1
Manika		1.1
Kasulu		1.1
Manika		1.1
Sud Kivu	1.3	2.0
Kabare	1.2	2.0
Bugobe	1.3	2.2
Ludaha	1.2	1.9
Kadutu	1.2	1.9
Maendeleo	1.3	2.0
Nyamugo	1.2	1.8
Ngweshe	1.3	2.0
Lurhala	1.3	2.2
Nyandja	1.4	1.8
Mean	1.2	1.7

The target is a 20% increase over the baseline and was met at an increase of 42%. It is, however, notable that no one at Lualaba said they knew their CODESA in 2021. This is perhaps due to problems with last year's survey there.

Nonetheless, the increase in knowledge of their CODESA year over year is quite remarkable as the following table illustrates. This quarter it increased in all ETDs, albeit with low numbers in Haut Katanga. In Sud Kivu, all but one household knew their CODESA.

of household heads who know their CODESA

	Survey	
Prov/ETD/HC	1	2
Haut Katanga	10	22
Katuba	4	8
Bukama	4	5
Niche		3
Likasi	6	14
Kupuluka	3	7
Simba	3	7
Lualaba		34
Manika		34
Kasulu		11
Manika		23
Sud Kivu	92	143
Kabare	30	47
Bugobe	10	24
Ludaha	20	23
Kadutu	33	48
Maendeleo	16	24
Nyamugo	17	24
Ngweshe	29	48
Lurhala	12	24
Nyandja	17	24
Grand Total	102	199

In total 94% of all respondents knew that awareness raising was an important function of CODESAs, which is completely logical. The next closest, representation, was only a third.

INDICATOR 18: PERCENTAGE OF SURVEY RESPONDENTS THAT RANK THE PERFORMANCE OF THEIR LOCAL CO-MANAGEMENT/OVERSIGHT STRUCTURE AS A THREE OR HIGHER ON A FIVE-POINT SCALE

Indicator 18 is the increase over time of people’s perception of their facilities’ performance. Specifically, the objective was to increase the percentage of community members who evaluate the performance of their co-management structures (COPAs and CODESAs) as a 3 or better on a Likert Scale¹⁰, where 3 is the mid-point or neutral.

The survey was the first time the project has been able to measure this indicator. Only the six Phase I ETDs noted above could be evaluated because of the closure of the Kasai offices last year.

The result was a 230% increase in the number of people evaluating their structure’s performance as 3 or better

- In Round 1, 43% of all respondents evaluated their co-management structure (COPA or CODESA) as 3 or greater. That is: 248 out of 576 people.
- In Round 2, 66% of all respondents evaluated their co-management structure (COPA or CODESA) as 3 or greater. That is: 379 out of 576 people.
- The difference between Round 1 and 2 is a 23% increase, well beyond the 10% target and a significant success for IGA.

	Round	1	2
1. Total respondents		576	576
2. Total who know their structure		303	428
3. Total who evaluate structure as equal to or greater than 3 (3+)		248	379
4. % knows their structure		53%	74%
5. % evaluates structure as 3+ / total know their structure		82%	89%
6. % evaluates structure as 3+ / total respondents		43%	66%
Comparing Round 1 and 2			
7. Increase of respondents who evaluate structures 3+ / total respondents			23%
8. Increase of respondents who know their structure			41%
9. Increase of respondents who evaluate their structure 3+			53%

There are a couple of interesting points here:

- (# 4 above) In Round 1, only 53% knew what their COPA or CODESA was (#2 divided by #1); in other words, they had never heard of it and did not know anything about it.
- (# 4) This increased to 74% in Round 2 for an increase of 41% (# 8) over Round 1.
- (# 5) When calculating the percentage of people who evaluated their structure as 3 or higher out of the people who knew their structure (#3 divided by #2), Round 1 was 82% and Round 2 was 89% for just a 7% difference.

¹⁰ Described above

- In other words, if a respondent was aware of their co-management structure, there was a high likelihood that they appreciated it, with both rounds in the 80% range of 3 or higher.
- (# 8) There is a significant increase in the number of people who know their structure between Round 1 and 2.
- (# 9) There is a significant increase in the total number of people who evaluate their structure as 3 or greater from Round 1 to 2.
- However, by the above figures, this is shown to be mainly due to the increase in the number of people who come to know their structure.

The above suggests that there was considerable success in raising people’s awareness of the existence of their COPA or CODESA and, once known, most were appreciative of its performance. There were, however, considerable differences between ETDs as well as between type of structures. The following tables illustrate the differences.

Note that the headings are abbreviations of the above as follows:

- Total = Total respondents
- % Knows = % knows their structure
- Inc 3+/Total = Increase of respondents who evaluate structures 3+ / total respondents

CODESA Evaluations of 3+

ETD/Phase	Total	% Knows	% 3+ / Total
Haut Katanga	191	17%	11%
<i>Katuba</i>	96	13%	5%
1	48	8%	4%
2	48	17%	6%
<i>Likasi</i>	95	21%	17%
1	48	13%	8%
2	47	30%	26%
Lualaba	96	35%	23%
<i>Manika</i>	96	35%	23%
1	48	0%	0%
2	48	71%	46%
Sud Kivu	289	81%	76%
<i>Kabare</i>	96	80%	78%
1	48	63%	58%
2	48	98%	98%
<i>Kadutu</i>	96	84%	75%
1	48	69%	50%
2	48	100%	100%
Ngweshe	97	79%	74%
1	49	59%	49%

2	48	100%	100%
Grand Total	576	52%	45%
1	289	35%	28%
2	287	69%	63%

From this table, it can be seen that very low numbers of people are aware of their CODESAs in Haut Katanga at just 17% for Katuba in Round 2 and 30% in Likasi. Manika in Round 1 was 0 for people who knew their CODESA. This seems to be an anomaly and is perhaps due to the poor supervision in that round as it increased to 71% in Round 2.

Nonetheless, it is interesting to note that there were increases across all calculations between the two rounds.

Once again, South Kivu is exceptional. Already high during Round 1, it increased to 100% knowledge of the CODESAs in Round 2. Also, the percentage of people evaluating its performance at 3 or higher was almost 100% in all three ETDs. Their health organization must be particularly effective, and it warrants further investigation for best practices.

COPA Evaluations of 3+

ETD/Phase	Total	% Knows	% 3+ / Total
Haut Katanga	192	52%	33%
<i>Katuba</i>	96	51%	31%
1	47	53%	36%
2	49	49%	27%
<i>Likasi</i>	96	53%	34%
1	48	56%	33%
2	48	50%	35%
Lualaba	96	80%	61%
<i>Manika</i>	96	80%	61%
1	48	81%	69%
2	48	79%	54%
Sud Kivu	288	88%	84%
<i>Kabare</i>	96	93%	90%
1	48	85%	79%
2	48	100%	100%
<i>Kadutu</i>	96	86%	81%
1	48	73%	63%
2	48	100%	100%
<i>Ngweshe</i>	96	84%	82%
1	48	71%	67%
2	48	98%	98%
Grand Total	75%	85%	

1	287	70%	58%
2	289	79%	69%

There are much higher numbers for people who know their COPAs in Haut Katanga (as compared to CODESAs) although still only at 54% for Katuba. It would be logical that COPAs are better known as it consists of the parents. As for the CODESAs, Sud Kivu is once again exceptional.

INDICATOR 20: NUMBER OF SUPPORTED ETDS SHOWING IMPROVEMENT IN THE LEVEL OF SATISFACTION OF RESIDENTS WITH QUALITY OF LOCAL SERVICES

The respondents were asked how well they rate their local services, specifically: education, health¹¹, markets, and roads. They were then asked whether they think these services have improved or deteriorated since the previous year. It is the latter which directly supplies data for this indicator.

The Likert scale choices for their appreciation of services this year are:

1. Not at all satisfied
2. A little satisfied
3. Neutral
4. Somewhat satisfied
5. Very satisfied

Level of Satisfaction of Local Government Services (averages)					
Province	Total Score	Education	Health	Markets	Roads
ETD					
Haut Katanga	2.71	3.51	3.44	2.13	1.74
Katuba	2.54	3.63	3.30	2.01	1.22
Likasi	2.72	3.38	3.62	2.39	1.55
Bukanda	2.68	3.53	3.47	1.32	1.99
Lufira	2.90	3.48	3.37	2.62	2.19
Lualaba	2.80	3.22	3.43	2.41	2.15
Manika	2.49	3.05	3.24	1.83	1.79
Bayeke	3.11	3.38	3.63	2.92	2.50

¹¹ Note that the services in this question are different from the services referred to at the health center and school questions. These refer to the education and health system in general in the ETD whereas the earlier questions are about the schools and health centers that they use themselves.

Sud Kivu	3.08	3.40	3.67	2.63	2.63
Kabare	4.01	4.27	4.57	3.64	3.55
Kadutu	3.81	4.10	4.40	3.57	3.18
Ngweshe	3.63	3.97	4.42	2.89	3.26
Kaziba	2.19	2.69	2.70	1.69	1.67
Bagira	2.41	2.72	2.97	1.85	2.13
Luhwindja	2.22	2.43	2.68	1.93	1.82
Averages/All	2.91	3.41	3.55	2.43	2.24

Note that total scores are below average everywhere except for the Sud Kivu Phase I ETDs and Bayeke.

These results follow a similar pattern to previous results, where health and education are generally well appreciated, and roads and markets are not.

Comparing services with the preceding year, the choices are:

1. Much reduced
2. A little reduced
3. Stable
4. A little better
5. A lot better

Change in Quality of Local Government Services Compared to Previous Year					
Province	Total Score	Education	Health	Markets	Roads
ETD					
Haut Katanga	2.60	3.22	3.12	2.15	1.93
Katuba	2.38	3.26	2.87	2.00	1.44
Likasi	2.65	3.31	3.22	2.30	1.82
Bukanda	2.58	3.23	3.16	1.54	2.11
Lufira	2.79	3.10	3.22	2.65	2.37

Lualaba	2.84	3.18	3.12	2.56	2.51
Manika	2.72	3.27	3.15	2.13	2.27
Bayeke	2.96	3.08	3.08	2.93	2.75
Sud Kivu	3.29	3.54	3.91	2.73	3.03
Kabare	4.07	4.26	4.52	3.59	3.91
Kadutu	3.97	4.30	4.50	3.49	3.62
Ngweshe	3.78	3.95	4.36	3.07	3.74
Kaziba	2.46	2.91	3.26	1.84	1.89
Bagira	2.76	2.85	3.39	2.16	2.65
Luhwindja	2.53	2.76	3.19	2.03	2.17
Grand Total	2.98	3.37	3.50	2.51	2.57

INDICATOR 21: NUMBER OF SUPPORTED ETDs WHERE THE LEVEL OF PUBLIC TRUST OF THE LOCAL GOVERNMENT HAS INCREASED OVER THE PAST YEAR

There were three questions relevant to trust but the definition of the indicator in the PIRS is defined by a proxy as an improvement in the level of corruption year over year.

The questions were:

- To what extent do you believe that the local government is doing its best to provide local services with the funds it receives through local taxes, central government payouts and partners, with choices of:
 1. Not at all
 2. Not really
 3. Neutral
 4. A little
 5. Completely
- How would you evaluate the level of corruption and fraud as a problem in your community, with choices of:
 1. Not at all a problem
 2. A small problem
 3. Neutral
 4. Not really a problem
 5. Completely a problem
- Compared to last year, what do you think about changes in corruption in your community, with:

1. Much less corruption
2. Less corruption
3. No changes
4. More corruption
5. Much more corruption

Province ETD	Confidence in Loc Gov	Level of Corruption	Change Level of Corruption
Haut Katanga	2.33	3.49	2.97
Katuba	1.74	4.11	3.43
Likasi	2.18	3.80	3.29
Bukanda	2.60	3.11	2.72
Lufira	2.84	2.94	2.38
Lualaba	2.38	4.20	3.73
Manika	1.98	4.54	3.84
Bayeke	2.83	3.80	3.60
Sud Kivu	2.15	3.96	3.52
Kabare	2.38	3.71	3.38
Kadutu	2.36	3.81	3.52
Ngweshe	2.08	3.92	3.40
Kaziba	2.27	4.14	3.54
Bagira	1.74	4.31	3.93
Luhwindja	2.01	3.90	3.30
Grand Total	2.25	3.86	3.39

Confidence that the government would use its revenues for local services is negative everywhere.

Most ETDs are well above average concerning the current level of corruption, which is a very positive sign. The change in the level of corruption from last year is also mostly positive except for the two Phase 2 ETDs in Haut Katanga. As this is the question used to supply data for this indicator, 10 ETDs were added to the achievements.

STAKEHOLDER PARTICIPATION AND ENGAGEMENT

[REDACTED]		[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

A			

CHALLENGES & LESSONS LEARNED

Table 4: USAID IGA Challenges & Lessons Learned in FY2022

CHALLENGE		SOLUTION IMPLEMENTED / NEXT STEPS

ANNEXES

STAFFING MATRIX

TECHNICAL MATERIALS

COMMUNICATION AND OUTREACH MESSAGES

SUCCESS STORIES

GIS DATA

FINANCIAL REPORT

The table is redacted with black bars. It appears to be a multi-column table with at least five columns. The redaction covers the header and the first two rows of data. The table structure is as follows: